



TE TŪĀPAPA



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Introduction

Toitū te Waiora is focused on ensuring Tiriti o Waitangi is normalised at all levels of the organisation (governance, management and operations). To do this, Toitū te Waiora needs to understand how effective we are as Tiriti partners, advocates and practitioners. The use of a reflective tool will help inform our journey and tell us how we can continue to improve our Tiriti knowledge and application.

The principles of Te Tiriti o Waitangi, as articulated by the Courts and the Waitangi Tribunal, provide the framework for how we will meet our obligations under Te Tiriti in our day-to-day work. The 2019 Hauora report recommends the following principles for the primary health care system. These principles are applicable to our work and are common across our industries:

- **Tino rangatiratanga:** The guarantee of tino rangatiratanga, which provides for Māori self-determination and mana motuhake in the design, delivery, and monitoring of community, education and health and disability services.
- **Equity:** The principle of equity, which requires Toitū te Waiora to commit to achieving equitable health, social and economic outcomes for whanau, hapū, iwi, Māori across the industries we advocate for.
- **Active protection:** The principle of active protection, which requires Toitū te Waiora to act, to the fullest extent practicable, to achieve equitable health, social and economic outcomes for Māori. This includes ensuring that our Tiriti partners are well informed on the extent, and nature, of Māori outcomes and efforts to achieve equity for Māori across the industries we advocate for.
- **Options:** The principle of options, which requires Toitū te Waiora to advocate for properly resourced kaupapa Māori health and disability services and education and social services. Furthermore, Toitū te Waiora is committed to supporting mahi that ensures services across our industries are provided in a culturally appropriate way that recognises and supports the expression of kaupapa Māori models.
- **Partnership:** The principle of partnership, which requires that Toitū te Waiora will work in partnership with Māori in governance, design, delivery, and monitoring of the services that our industries provide.

Te Tūāpapa has not been developed in isolation. It has a whakapapa in terms of origin and the strands or aho that have contributed to its evolution. It will produce off shoots of its own in terms of outputs and deliverables that put the Toitū te Waiora strategy into action such as momentum action plans, performance management and measures and deliverables.



Fig 1: Contributors to Tūāpapa that support our intended outputs to achieve change impact for the Vocational Education Industries Toitū te Waiora advocates for.

He tūāpapa mo Toitū te Waiora

tūāpapa – the foundation

Toitū te Waiora - Protecting and preserving health and wellbeing now and in the future. Toitū is often referred to as the elevated korero and thinking in relation to our health and wellbeing:

- Toitū Te Oranga Wairua – Spiritual
- Toitū Te Mauri Ora - Life principle
- Toitū Te Waiora – Uplifting Health and Wellbeing

This document supports and provides a foundation for Toitū te Waiora to achieve its vision by ensuring Tiriti o Waitangi is honoured, applied in practice and those resulting behaviours normalised.

our logo

Our logo is an image of a taura whiri, a plaited rope. The taura whiri, plaited rope has been used as a metaphor by kaiwhaikōrero (orators) to connect whānau groups through a shared ancestor and to acknowledge a leader's ability to bring people together. It has been applied to various situations where elements come together in unity. The taura/rope is made by plaiting aho (strands) made from rolled muka (scraped flax strands). Creating a stronger taura (rope) than the aho could on their own.

Our logo colour relates to Māori culture and the connection between people and nature. The use of purple links us to colours only found in berries, linking us to the domain of rongoa, medicinal plants, such as the Tawa berry. Purple is also widely and globally used to represent faith and spirituality, te taha wairua, our spiritual well-being.

the industries we represent

Toitū te Waiora includes people services spanning a life journey from cradle to grave, representing these industries: Care Services, Disability Services, Education and Educational Support Services, Funeral Services, Health Services, Public Order Safety, Regulatory Services, Skin and Nail Therapy Services, Social Services, and Urban Pest Control.

How Tūāpapa will work

Our working draft of Tūāpapa is built around two key outcomes within the Toitū te Waiora success statement.

“Success means delivering transformative, meaningful change for our partners and the community, while meeting our obligations to Te Tiriti and our Statement of Intent”. (Toitū te Waiora Strategy Development Summary of Work to Date – February 2022)

To achieve success, we know it is all about the people with whom we engage and building and maintaining trusted relationships. Toitū te Waiora has three pou that reflect our key partner groups and remind us why we are here:

- For our people
- For our partners and communities
- For our industries

Our Toitū te Waiora success statement forms two outcomes of success across the three pou. Tūāpapa is centred on all teams within Toitū te Waiora undertaking deep dive self-reflection, using not only the guiding questions provided, but also taking the opportunity to contextualise them further to industries we represent and other key partners, helping to inform engagement practice and continuous improvement.

In honouring Te Tiriti o Waitangi, Tūāpapa is not a tool to be used in isolation; it must be embedded in and reflected upon in all our activities from governance to management to operations as depicted below.

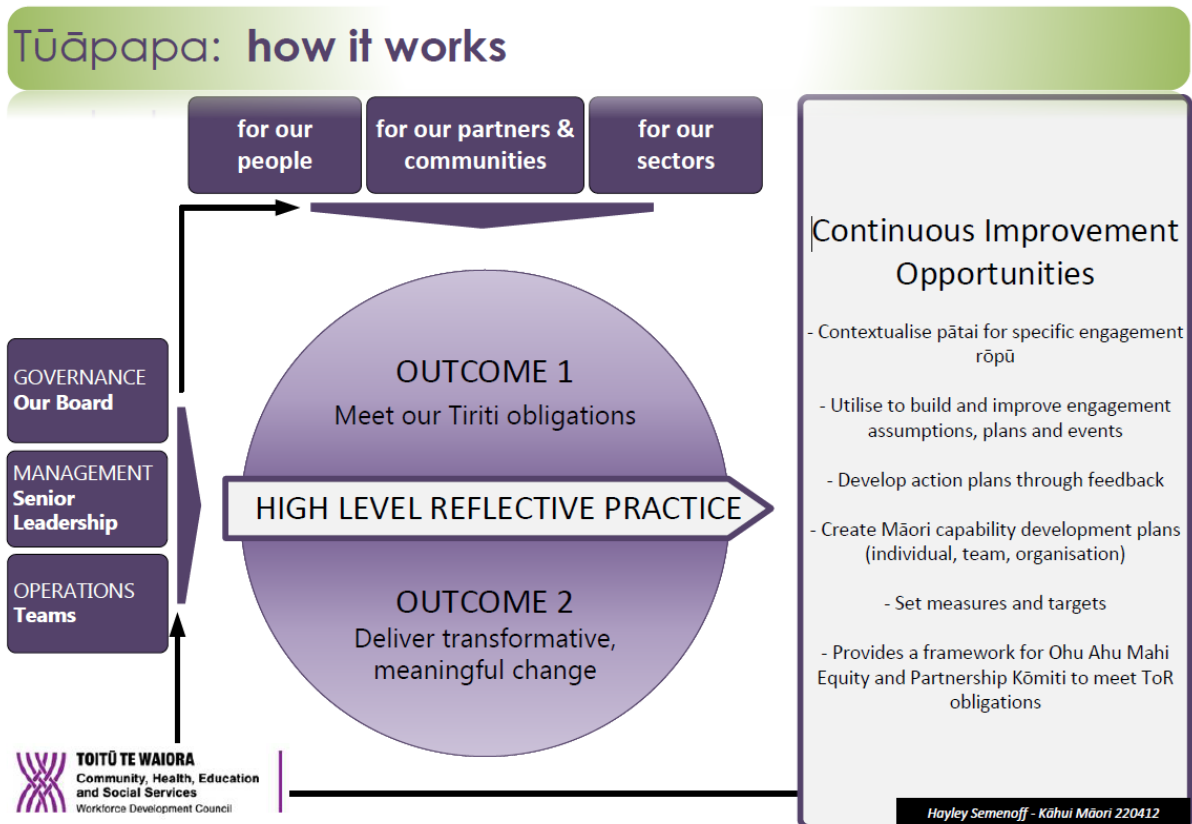


Fig 2: How Tūāpapa is structured and how it works to help us understand our effectiveness as Tiriti partners for continuous improvement.

Alignment to Performance Measures

Toitū te Waiora – One Year Goals

The two outcomes in the previous diagram are supported by 12-month goals that Toitū te Waiora need to achieve to realise our vision and to ensure we are honouring our Tiriti o Waitangi commitments.









By February 2023, Toitū te Waiora aims to have achieved the following goals to meet its Order in Council expectations:





- We have progressed our social media strategy, and have a minimum of one positive front-page story
- We have built relationships with partners and other WDC's, with our kaupapa clearly conveyed
- We are driving change in programme development to engage, underserved learners
- We understand the needs and gaps within industry
- Workforce development is in progress with key partners
- We have implemented a framework for qualification design
- We are providing consistent support to all workstreams

It is expected that teams within Toitū te Waiora will apply the Tūāpapa self-reflection process to goals that are specific to their team objectives and work.

WDC performance measures by TEC

The Tertiary Education Commission has laid out a set of performance outputs and measures of success which can all be addressed or responded to through utilisation of Tūāpapa.




Key outputs	Descriptions of outputs	Pou	
Skill Leadership	Current and future workforce needs of industry identified in skills and workforce development plans		For our industries
			For our industries
	Advocacy around workforce development needs		For our industries
	Provide brokerage and advisory services to employers		For our industries
	Provide advice on the mix of training required for each industry		For our industries
	Provide advice on investment in training that TEC must have regard to for its industries		
Setting standards and developing qualifications			For our partners and community
	Develop and maintain industry qualifications in collaboration with providers and industry		For our partners and community

	Develop and maintain training schemes in collaboration with providers and industry		
			For our people
Endorse programmes and moderate assessments	Endorse provider programmes		For our partners and community
	External moderation		For our partners and community

Grouping TEC's expected performance outputs of Toitū te Waiora in this manner will help our teams to add to or contextualise the High-Level Self-Reflection pātai when deep dive reflection or more specific reflection is required. An example is provided toward the end of this document.



Tūāpapa – High Level Reflective Practice

This high-level reflective practice is recommended for use by our Board.

FOR OUR PEOPLE		
Meet our Tiriti obligations	<ul style="list-style-type: none"> Does Toitū te Waiora promote & offer safe environments for our people to develop cultural confidence & competence? Do Toitū te Waiora governance, management and overall operating approaches give effect to Te Tiriti o Waitangi? 	
Deliver transformative, meaningful change	<ul style="list-style-type: none"> Do Toitū te Waiora engagement and support staff understand culturally responsive and inclusive practice? How do they apply this in their mahi to support their objectives and meet the needs of Māori learners, businesses, providers and hāpori? How is this measured, tracked and advanced for our people? Is innovative thinking and manaakitanga visible and proactively led at governance and management throughout Toitū te Waiora? 	
FOR OUR PARTNERS AND COMMUNITY		
Meet our Tiriti obligations	<ul style="list-style-type: none"> Is there evidence of strong Tiriti bases partnerships and how this impacts positively on the success of Māori learners, businesses, providers and hāpori? Is partnership engagement and support visible and proactively led at governance and senior leadership at Toitū te Waiora? What are the views of Māori communities as to how well Toitū te Waiora gives effect to Te Tiriti o Waitangi? 	
Deliver transformative, meaningful change	<ul style="list-style-type: none"> Is Toitū te Waiora improving outcomes for Māori learners, businesses, providers and hāpori? What systems and structures are in place and provided to increase access, engagement and success for Māori as Māori? Are Toitū te Waiora services well matched to the needs of its hāpori and how is this evidenced? Do Toitū te Waiora structures and systems give effect to Te Tiriti o Waitangi? How is this evidenced? 	
FOR OUR INDUSTRIES		
Meet our Tiriti obligations	<ul style="list-style-type: none"> Does Toitū te Waiora consistently advocate for the succession of kaumatua knowledge in its engagement and investment advice activities. How is this evidenced? 	
Deliver transformative, meaningful change	<ul style="list-style-type: none"> Are employment and / or social or cultural outcomes satisfactory? Do qualifications reviewed by Toitū te Waiora meet the needs of Māori learners, employers and businesses and providers? How is this evidenced? 	

Tūāpapa – Reflective Practice inclusive of TEC expectations

This reflective practice table is recommended for use by the Senior Leadership Team and all other internal teams of Toitū te Waiora. It includes the TEC Performance Measures, changed to a question format and contextualised where possible to ensure inclusion and consideration of our Tiriti obligations.

FOR OUR PEOPLE		
Meet our Tiriti obligations	<ul style="list-style-type: none"> Does Toitū te Waiora promote & offer safe environments for our people to develop cultural confidence & competence? 	
	<ul style="list-style-type: none"> Do Toitū te Waiora governance, management and overall operating approaches give effect to Te Tiriti o Waitangi? 	
Deliver transformative, meaningful change	<ul style="list-style-type: none"> Do Toitū te Waiora engagement and support staff understand culturally responsive and inclusive practice? How do they apply this in their mahi to support their objectives and meet the needs of Māori learners, businesses, providers and hāpori? How is this measured, tracked and advanced for our people? 	
	<ul style="list-style-type: none"> Is innovative thinking and manaakitanga visible and proactively led at governance and management throughout Toitū te Waiora? 	
TEC Expectations (contextualised)	Do the products that Toitū te Waiora developed meet the needs of learners, in particular Māori learners?	
FOR OUR PARTNERS AND COMMUNITY		
Meet our Tiriti obligations	<ul style="list-style-type: none"> Is there evidence of strong Tiriti bases partnerships and how this impacts positively on the success of Māori learners, businesses, providers and hāpori? 	
	<ul style="list-style-type: none"> Is partnership engagement and support visible and proactively led at governance and senior leadership at Toitū te Waiora? 	
	<ul style="list-style-type: none"> What are the views of Māori communities as to how well Toitū te Waiora gives effect to Te Tiriti o Waitangi? 	
Deliver transformative, meaningful change	<ul style="list-style-type: none"> Is Toitū te Waiora improving outcomes for Māori learners, businesses, providers and hāpori? 	
	<ul style="list-style-type: none"> What systems and structures are in place and provided to increase access, engagement and success for Māori as Māori? 	
	<ul style="list-style-type: none"> Are Toitū te Waiora services well matched to the needs of its hāpori and how is this evidenced? 	
	<ul style="list-style-type: none"> Do Toitū te Waiora structures and systems give effect to Te Tiriti o Waitangi? How is this evidenced? 	

TEC Expectations (contextualised)	How well has the development, setting and maintenance of skills standards has been done in collaboration with providers and industry?
	How well has the development and maintenance of industry qualifications has been done in collaboration with providers and industry?
	How well has the development and maintenance of training schemes has been done in collaboration with providers and industry?
	How inclusive is the process for endorsement of provider programmes and how effective are we in gaining endorsement from Māori?
	How effective is our external moderation process?

FOR OUR INDUSTRIES



Meet our Tiriti obligations	<ul style="list-style-type: none"> Does Toitū te Waiora consistently advocate for the succession of kaumatua knowledge in its engagement and investment advice activities. How is this evidenced?
	<ul style="list-style-type: none"> Does Toitū te Waiora consistently advocate for workforce development needs and what specific actions are focused on Māori?
Deliver transformative, meaningful change	<ul style="list-style-type: none"> Are employment and/or social or cultural outcomes satisfactory?
	<ul style="list-style-type: none"> Do qualifications reviewed by Toitū te Waiora meet the needs of Māori learners, employers and businesses and providers? How is this evidenced?
	<ul style="list-style-type: none"> Are current and future workforce needs of industry including Māori businesses and providers, identified in skills and workforce development plans
	<ul style="list-style-type: none"> Maintain a high-quality pipeline into the industries covered by the WDC
TEC Expectations (contextualised)	<ul style="list-style-type: none"> Provide advice on the mix of training required for each industry
	<ul style="list-style-type: none"> Does Toitū te Waiora consistently advocate for workforce development needs?
	<ul style="list-style-type: none"> Provide advice on investment in training that TEC must have regard to, for its industries

Self-Assessment Standard

Toitū te Waiora understands and accepts that achieving across the board in Tiriti o Waitangi capability and execution is and should be a continuous activity. Because we believe in trusting relationships, our intention is to be transparent around our capability journey and will headline this within our annual report.

We have drawn on the guidance of Te Arawhiti for this framework and for our engagement strategies and models to ensure they are complementary.

Toitū fully intends to understand the positive change impact on our whānau, hāpori, industries and learners through this self-reflection process.

Rating level	Te Arawhiti Guidance Explanation
Unfamiliar	Little awareness of Māori Crown relationship or how to engage appropriately.
Comfortable	Demonstrates basics, able to engage appropriately in a short-term transactional setting.
Confident	Interactions and engagements are conducted appropriately and with awareness of what is likely to be important to Māori.
Capable	Able to lead and advise others and have deep knowledge in their subject area.
Rating Level	Self-reflection: Outcomes or goal alignment with all or most of the following characteristics
Unfamiliar	<ul style="list-style-type: none"> • Largely ineffective identification, analysis and action planning for Māori outcomes. Gaps are noteworthy. • Significant weaknesses in processes, service delivery or approaches. • Outcomes and results from services are poor and / or do not meet threshold targets. • Poor or misleading reporting on issues of importance to Māori • Little demonstrable and authentic cognisance of Māori worldviews demonstrated throughout organisational business approaches.
Comfortable	<ul style="list-style-type: none"> • Partially effective identification, analysis and action planning for Māori outcomes. Some gaps may exist. • Some weaknesses or inconsistency in processes and service delivery or approaches • Outcomes and results from services have some but limited value, relevance or impact potential • Some areas of reporting on issues of importance to Māori require improvements to improve clarity, timeliness and / or organisation guidance • There is limited cognisance of Māori worldviews demonstrated throughout organisational business approaches • Some sporadic collaborative partnership with iwi / Māori communities can be demonstrated.

Confident	<ul style="list-style-type: none"> • Effective identification, analysis and action planning for Māori outcomes. Any gaps are minor and not of high significance. • Quality is consistently demonstrated in processes and service delivery / approaches to support outcomes for Māori. • Outcomes and results from services have high value to Māori relevance and demonstrate positive service impacts. • Reporting and self-review on issues of importance to Māori is clear, genuine and timely and forms part of wider organisational guidance. • There is expressed cognisance of Māori worldviews demonstrated throughout organisational business approaches. • Ongoing collaborative partnership with iwi / Māori communities can be demonstrated.
Capable	<ul style="list-style-type: none"> • Highly effective identification, analysis and action planning for Māori outcomes. There are no gaps of significance. • High quality is consistently demonstrated in processes / service delivery / approaches to support outcomes for Māori. • Outcomes and results from services have high value to Māori, relevance and demonstrate excellent service impacts. • Reporting and self-review on issues of importance to Māori is clear, genuine and timely and leads wider organisational guidance. • There is high cognisance of Māori worldviews demonstrated throughout organisational business approaches. • Highly effective and ongoing collaborative partnership with iwi / Māori communities can be demonstrated.

Acknowledgements

Toitū te Waiora would like to acknowledge the mahi of those who have done excellent work previously that have been contributing factors to the completion of this framework.

- Our RoVE partner Te Pūkenga for Te Pae Tawhiti – Te Tiriti o Waitangi Excellence framework. Te Pae Tawhiti has provided some important supporting structures to the development of Tūāpapa.
- Will Workman (Ngāti Kahungunu ki Waiarapa) who provided the thought leadership and mahi for the first working draft of Te Pae Tawhiti.
- Te Arawhiti. The Māori Crown Relations Capability Framework has provided the self-assessments standards against which evaluation will be done.

It is appropriate to acknowledge the whakapapa of this document as it is reflective of a long hikoi undertaken by the Reform of Vocational Education particularly, Ka Hikitia, the Reform of Vocational Education Training Act and the Kōrero Mātauranga Technical workshop held in Tauranga in May 2019. There were key findings at that workshop that have been instrumental in the Tiriti o Waitangi movement across the Reform.

Tūāpapa is available for use and adoption by all RoVE partners and other Ohu Ahu Mahi.

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