



TOITŪ TE WAIORA

**Community, Health, Education
and Social Services**

Workforce Development Council

Operational Plan 2022/2023



Ngā Ihirangi

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Foreword from our Co-Chairs

Tūtahi rā, me whai take tēnei tuhinga roa, i raro i ngā mātāpono o te Kaunihera o Toitū te Waiora. Te tūmanako ia, kia hōrapa ēnei āhuaranga ki ngā kokonga katoa, me ngā kōwhiringa, haere ake nei. Ko ēnei ngā tikanga e ārahi ana i a tatou.

First, the purpose must be relevant, in accordance with Toitū te Waiora principles. Aspiring rites that will spread to all corners and options in the future. These are the principles that guide us.

 Mātua, kō Te Tiriti o Waitangi	<i>Te Tiriti o Waitangi lead</i>
 Mana Ōritetanga	<i>Equity</i>
 He Kawa Tūhono	<i>Engagement</i>
 Ihi Whaikoha	<i>Respect</i>
 Whakapapa	<i>Genealogy links</i>
 Me Whai Take	<i>Efficient, professional</i>
 Reo	<i>Language and communication</i>
 Kotahitanga	<i>Consensus</i>
 Mahi tahi	<i>Working together across councils</i>

We are pleased to present the Toitū te Waiora Operational Plan for 2022/23, which covers the period 1 July 2022 – 30 June 2023.

This plan builds on our Establishment Plan and shows how we propose to move from the establishment phase to a fully functioning and relevant Workforce Development Council committed to providing the industries we represent; Health, Education, and Social Services, with a strong voice in making Aotearoa's workforce fit for today and the future.

Toitū te Waiora has established a high performing senior leadership team of experienced leaders from across our industries. Mā mua ka kite a muri, mā muri ka ora a mua - those who lead give sight to those who follow, those who follow give life to those who lead. Our team are the drivers, the leaders, and the people who have the vision to provide skills & workforce leadership for our industries, identify current & future needs and advocate for needs to be met through work with industry, schools, providers, regional bodies and government. It is exciting to have recruited a team of senior leaders who will challenge the norm and foster transformation and collaboration.

With a strong commitment to achieving equity of participation and outcomes, Toitū te Waiora have also led and supported the establishment of senior leadership roles that will give a stronger voice to Pacific and Disabled Peoples.

Over the next 12 months, we aim to work with our industries to develop and maintain a strategic view of the skills they require now and, in the future. We will advocate and influence on their behalf; around TEC investment decisions, qualifications, and standards, while ensuring we continue to build on our Te Tiriti o Waitangi Framework, **Te Tūāpapa** which focusses on normalising Te Ao Māori practices at all levels of the organisation (governance, management and operations).

Industry voice is our core function, and our team have rapidly engaged with a broad range of industry partners including iwi, hapū and many industry groups and associations. As we carry out our work, we are committed to collaborating with all parts of the system including leveraging off the capability and capacity across all WDCs.

The Council members fully endorse the Operational Plan for 2022/23 and are privileged to govern Toitū te Waiora through the first phase of operation.

Mā te rongo ka mōhio	from listening comes knowledge
Mā te mōhio ka mārama	from knowledge comes understanding
Mā te mārama ka mātau	from understanding comes wisdom
Mā te mātau ka ora	from wisdom comes wellbeing

Nā mātou o te Kaunihera Toitū te Waiora
With kind regards, the Council of Toitū te Waiora



Winnie Geddes



David Waters

Foreword from Chief Executive

Ko te kai o te Rangatira, he kōrero, ko te kai o te Rangatahi he whakaaro, mā te whakarongo me te kōrero ka rapu koe I te huarahi tika

A favourite whakataukī that talks about listening and communication, for when this occurs, we locate the pathway forward.

Since establishment, Toitū te Waiora has placed particular focus on building leadership and kaimahi capability, connecting with our industry partners, and strengthening cross WDC relationships. This focus has enabled the organisation to build a sound operating and engagement model.

Working with Māori has also been a priority, gaining a better understanding of the principles of Te Tiriti o Waitangi, resulting in the development of Te Tūāpapa, our Te Tiriti o Waitangi framework. Collectively we believe that if we “get it right” for Māori then we will get it right for everyone.

Working with Māori, Pacific Peoples and Disability whānau will continue to be a priority over the next 12 months. These whānau face significant challenges within a system designed to service the majority; a system that does not cater for all communities or provide equitable outcomes. At Toitū te Waiora we are passionate and driven in our role to advocate and influence system change which results in better access, choice, and equity for all people.

Hei amorangi ki mua, he hāpai ki muri

It is my privilege to lead a team of high performing and passion kaimahi who are driven to ensuring the vocational system meets industry needs and gives a stronger voice to Māori business and iwi development.

Ehara taku toa he toa taki tini, arā he toa taki mano
Mauri ora ki a tātou katoa.



Donovan Clarke

Overview

Officially starting operations on 1 October 2021, our establishment phase will be coming to an end on 30 June 2022. Toitū te Waiora is ready to move forward with deliberate speed and deliver to our strategic and operational plans for the 2022/23 year.

Our plan clearly demonstrates our prioritised areas of focus for 2022 and 2023 and understanding of our role and its associated impacts on the RoVE ecosystem.

Fundamentally, Toitū te Waiora operates as a kaupapa Māori organisation albeit, our kaimahi are on individual journeys in terms of capability.

To support the foundations of our fundamental approach we have developed a Tiriti o Waitangi Reflective Framework (Te Tūāpapa) that guides all that we do, from Governance to Management through to Operations. It is by giving effect to Tiriti o Waitangi in all our operations and interactions that Toitū te Waiora will be successful so as a result, this operating plan reflects our commitment to honouring Te Tiriti o Waitangi, He Whakaputanga and our tūpuna before us.

This operating plan details our collaborative approach to engagement and how our work as advocates and influencers will help to ensure New Zealand's workforce is fit for today's needs and tomorrow's expectations, (regionally, nationally and globally) delivering more relevant programmes and addressing skills shortages.

This plan provides advice around the work Toitū te Waiora intends to undertake throughout 2022 and 2023 including collaborative and capability building mahi across Ohu Ahu Mahi.

We have worked collaboratively with our TEC partners on creating this plan, whose support and guidance has been invaluable.

Rather than attach an appendix in the form of multiple documents to our operations plan, Toitū te Waiora has embedded links to the key supporting and strategic documentation. All links are accessible to our TEC relationship colleagues, but should any issues arise when accessing these links please contact Aby Adams: aby.adams@toitutewaiora.nz

Ngā mihi nui

Strategic Context

Toitū te Waiora understands that it cannot operate in isolation and that to support the achievement of the RoVE outcomes and Govt. priorities of RoVE we need to knit together the key functions and duties set out in:

- 🌳 the Education and Training Act 2020
- 🌳 our Order in Council (OIC)

Our operational plan takes this into account and throughout the document, demonstrates how we intend to operate with a view to achieving not only our strategic goals but that of Government and the Reform of Vocational Education.

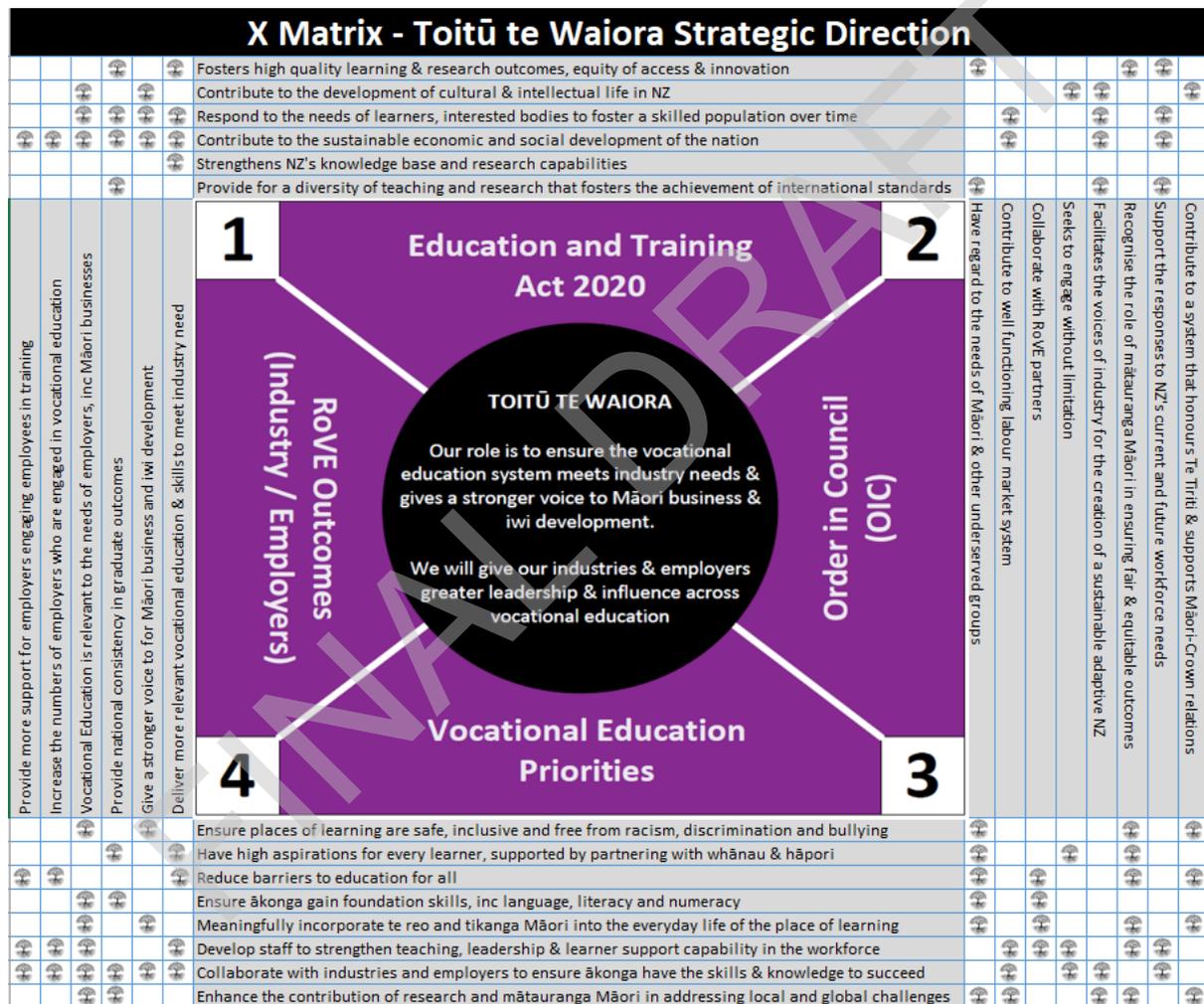


Fig1: A high level depiction of strategic alignment of our duties and functions

Although we have a written obligation under our Order in Council (OIC) to elevate and advocate for Māori, Pacific and disabled peoples, many of our kaimahi already innately operate in a way that will give effect to Te Tiriti o Waitangi and He Whakaputanga with the remaining staff on board with our kaupapa. Collectively we believe that if we “get it right” for Māori then we will get it right for everyone. And so, we are similarly guided by [Ka Hikitia - Ka Hāpaitia \(Māori Education Strategy\)](#) and the [Action Plan for Pacific Education 2020](#).

Our Vision

Via collaboration, the Senior Leadership Team and the Board of Toitū te Waiora conceptualised the vision below:

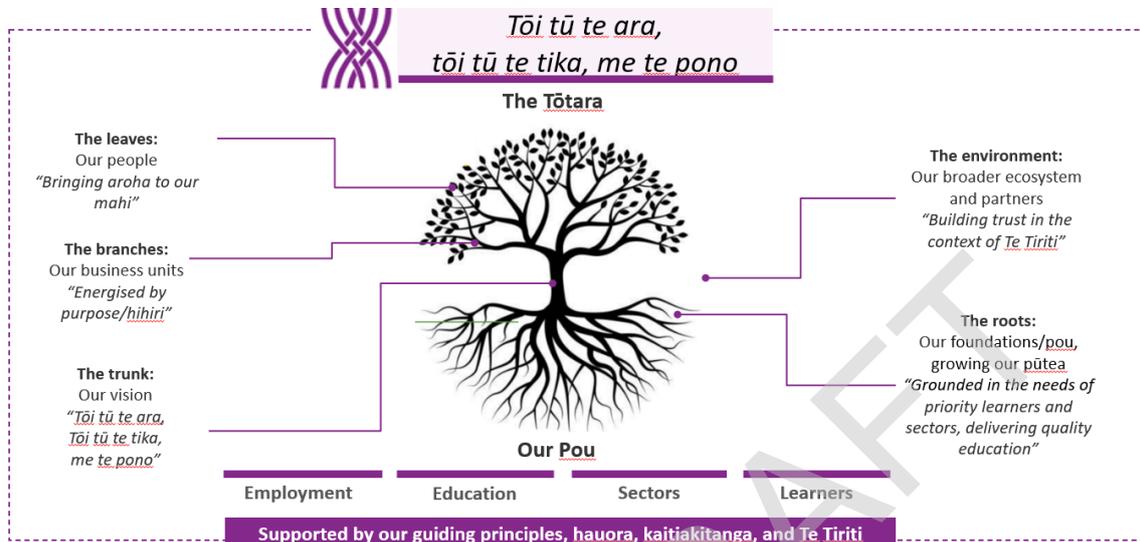


Fig2: Toitū te Waiora Vision

Upon some reflection, the conceptual vision will need to be amended to reflect the more transformative scope and intent of Toitū te Waiora. Now that we have a full complement of Senior Leaders and have appointed additional talented kaimahi, our vision will become more representative of our transformative RoVE journey. This will be completed on 05 May 2022.

Toitū te Waiora Leadership Team Charter

Our Charter sets out how we will work together to achieve on our vision



- Goals: In a year we will be able to say...**
- ✓ We have progressed our social media strategy, and have a minimum of one positive front-page story
 - ✓ We have built stronger relationships with partners and other WDCs, with our Kaupapa clearly conveyed
 - ✓ We are driving change in programme development to engage Māori, Pacific, disabled and underserved learners
 - ✓ We have an understanding of the needs and identified gaps of 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

Our Leadership commitments to each other.
How we work together is something that we are deliberate about every day, and we have each identified actions we will take in the next few weeks to bring this to life.



Tikanga: our ways of working are grounded in a Māori worldview

Tō tātou tikanga - How we work
Immediate ways of working to implement in the next 6 weeks

- ✓ Finalise media policy and overarching comms plan and produce collateral
- ✓ Understand how Corporate Services can best support the workstreams
- ✓ Establish regular meetings with managers, qual and assurance GMs, Council members and other CEOs
- ✓ Regular comms from CEO / SLT
- ✓ In-person presence (Auckland and Wellington)
- ✓ Draft plan for Roadshow
- ✓ Design framework of engagement - from vision, value and goals
- ✓ Implement professional development for Toitū te Waiora management
- ✓ Agree on 3, 6, and 12 month milestones
- ✓ Build capacity – recruitment, with a focus on industry, Māori and Pacific representation

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Fig3: Toitū te Waiora Charter

By drawing out our areas of strength and knowledge of our sectors and networks, both collectively and individually, Toitū te Waiora has identified that our leaders bring sector-specific knowledge, strategic and operational management skills, existing relationships and other

specific capabilities. This awareness has helped shape how we work as a group, approach resourcing and manage existing and emerging relationships, and outlined actions we will take to bring our **Team Charter** to life.

A full copy of the current Toitū te Waiora Strategy is available [here](#) ¹(transformative amendments tbc).

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¹ Toitū te Waiora Strategy to be reviewed 05 May

Te Tiriti o Waitangi

Toitū te Waiora is invested in making our contributions to the RoVE outcomes are achieved by ensuring **Te 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. Our Kāhui Māori team has developed **Te Tūāpapa**, which not only provides the framework, but it can also be a tool that our kaimahi can apply to their own personal development in this space. You can view **Te Tūāpapa** [here](#).

In undertaking this practice, supplemented with workshops or wānanga on **He Whakaputanga** and **Te Tiriti o Waitangi**, it is hoped that each team member is empowered and motivated to want to development their competency and capability Te Tiriti o Waitangi and Māori-Crown partnerships.

With increased knowledge and in some cases acceptance or understanding of Māori worldview, Toitū te Waiora will be able to engage meaningfully with all partners in particular, Māori businesses or employers and hapū and iwi. **Te Tūāpapa** is embedded through our engagement strategy and plans with the self-reflective questions designed to test assumptions and generate kōrero and whakaaro.

There are several examples of collaboration across Ohu Mahi where either **Te Tiriti o Waitangi** or engagement with Māori is concerned. These include:

- 🌳 Each week a WDC leads karakia every morning. This has provided a safe space for our kaimahi to first observe and then practice tikanga and te reo. In fact, it seems to have generated friendly competition to improve week upon week and there are never less than 100 people on-line per session. The ante has just increased with a new capability added; to sing waiata or himene on-line as well.
- 🌳 Hāpaitia is developing a competency framework that will be applied across all Ohu Mahi. It will be linked to Performance Development expectations and will be supported by tutorials and access to learning resources.
- 🌳 Our Kāhui Māori team has put a proposal to the Partnership and Equity Community of Practice which will be adopted. It involves the creation of a kōmiti with membership and accountabilities and a community of practice for development and continued best practice. The proposal that will be implemented through May and June of 2022 is available [here](#).
- 🌳 Joint engagement with our Māori / iwi partners has been occurring across two or more Ohu Mahi at a time to avoid multiple visits from Ohu Mahi kaimahi, important when hapū and iwi are busy and sought after in terms of engagement in our current climate. Where the interests of Rūnanga or iwi align to multiple WDC's, joint hiko are undertaken where possible. Toitū te Waiora has spent time with the Māori engagement lead of Hanga Aro Rau to support their capability and share our whakaaro.

🌐 All the mahi that is undertaken by Toitū te Waiora considers and builds upon earlier work and things we already know. These include our founding documents, **He Whakaputanga and Te Tiriti o Waitangi**, but also:

- [Ka Hikitia - Ka Hāpaitia](#)
- [Te Rito \(Insights from Māori Learners and Staff - Te Pūkenga\)](#)
- [Te Rito \(Insights from Pacific Learners - Te Pūkenga\)](#)
- [Te Rito \(Insights from Disabled Learners - Te Pūkenga\)](#)
- [Ngāi Tahu RoVE submission endorsed by NZ Māori Council](#)
- [RoVE Technical Workshop 18 May 2018 \(Māori Leaders across the Education sector\)](#)
- [Te Pae Tawhiti Excellence Framework](#)
- [The education and employment related outcomes in the New Zealand Disability Strategy and its accompanying Action Plan](#)

An understanding of how we got to where we are is necessary to shape our journey forward. That journey is directed by the voice of Māori before us and from the key messaging and experiences we are hearing about during our engagement with Māori.

Toitū te Waiora believes everyone has a responsibility to engage wherever they are or whatever their role is, but kaimahi in roles that are specifically designed to engage are exchanging feedback in hui across Ohu Mahi every couple of weeks to build a strong collective voice and expanding knowledge base.

Governance and Operating Context

Governance Summary

With strong leadership at governance, Toitū te Waiora has a good level of capability and is working towards building its overall capacity. Membership includes 10 representatives (including Co-Chairs David Waters and Winifred Geddes), 50% of whom identify as Māori. Individually the members have strong and proven leadership in governance and bring diverse skills to our Toitū te Waiora table from our industry sectors of community, education, health, and social services, both private and public. The group is in full support of the kaupapa and are committed to the vision and goals of RoVE.

Profiles of our governance members are available [here](#).

Management Summary

A similar model continues in the Leadership or Management tier with 80% of the Senior Leadership Team identifying as Māori. Each team member brings a wealth of knowledge and experience from their combined iwi, Education, Health, ITO and ITP backgrounds with each having held leadership or governance roles previously.

Our Chief Executive Donovan Clarke is a proud Māori leader and has whakapapa to Waikato-Tainui, Ngāti Hine, Ngāti Manu, and Ngāti Te Ata. He is a fluent Te Reo speaker and is well connected to both Iwi and Pacific leaders across the motu. Donovan is an experienced Senior Executive with a proven history of leading transformational change and improving accessibility. Prior to joining Toitū te Waiora, Donovan was Chief Executive Officer of Central Kids Early Education. He also brings executive Primary and Secondary health experience to the role, having led significant change projects across primary care, mental health and addictions and the disability sector.

Collectively the team is committed to our kaupapa and **Ngā Kawa Tūhono** or culture and ways of operating.

Organisational Structure

Building upon our capability and increasing our capacity requires further recruitment. All leadership and management roles are filled; however, we require additional operational staff to complement our leadership skills and provide Toitū te Waiora with a wholistic, high functioning team to deliver not only on those priorities identified in 2022 and 2023 but beyond for sustainability and continued high performance.

All roles, unless indicated within the organisational structure chart are 1FTE resulting in:

	1FTE	0.8FTE	0.6FTE	0.4FTE	TOTAL HC	TOTAL FTE
Current	34	3	1	1	39	37.4
Future	17				17	17
TOTAL	51	3	1	1	56	54.4

By the end of July, as indicated in our Establishment Plan Toitū te Waioira will have filled all remaining vacant roles (indicated by the lighter purple colour) and be operating with a full staff complement of 56 people and 54.4FTE.

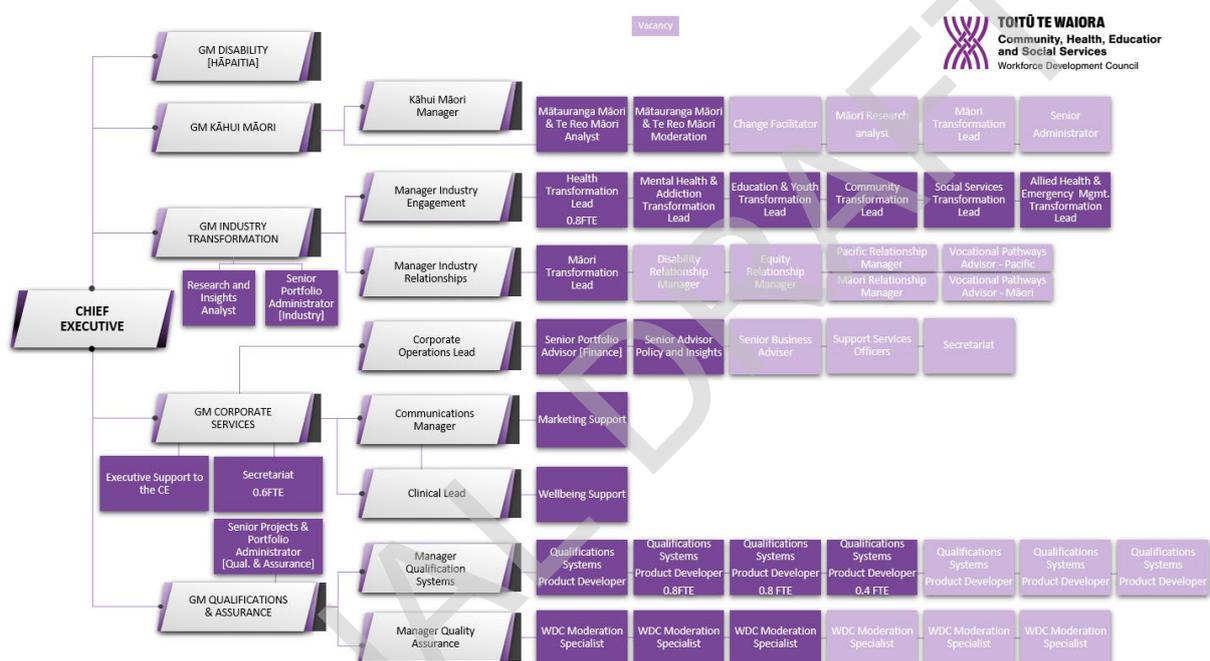


Fig 4: Toitū te Waioira Organisational Structure

Beyond the strategy re-set scheduled for 05 May 2022, Toitū te Waioira will review its structures and designation of roles to ensure we are maximising capacity and capability with:

- Our kaimahi doing roles that allows them to flourish and perform at high expectations
- Engagement coverage across the motu maximised and as effective as it can be utilising our broad staff reach from Tai Tokerau to Ōtepoti.

Our Environmental Context

Covid-19, along with climate change challenges has forced us to think differently how business and Industry carries on regardless of a pandemic or weather disruption. The key to success is removing the barriers that keep people from participating and being creative in finding solutions.

Māori economy signals significant growth potential arising post settlement. Māori investment

in industry is growing rapidly and social procurement policies empower Māori entities to secure projects to employ and train rangatahi. We will work with those who have experience and expertise on ways to boost Māori hāpori success and encourage research and initiatives that may add to that knowledge base in ways that support Māori to flourish in our industries.

The operational plan over the next 12 months, will include some internal workforce action priorities to build resilience with our workforce through regular communication, messaging, coaching, and training. E.g.: To support staff with re engaging with face-to-face engagement and have contingency plans in place for those engagements if covid or climate change impacts.

Preparing staff for the complexities of being agile and having the right mindset to quickly pivot no matter what situation is going to be, will be an ongoing challenge while Covid outbreaks continue, it will be a work in progress with constant review. Other training in this plan will be ***Te Tiriti o Waitangi***, with planned workshops by Karl Wixon, and follow up framework training.

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Purpose and Role

The purpose of Toitū te Waiora is to provide our industries or sectors with a strong voice in making Aotearoa’s workforce fit for today and the future. We will do this by ensuring the vocational educational system meets industry needs and gives a stronger voice to Māori business and iwi development. We will give our industries and employers greater leadership and influence across vocational education.

The following diagram puts our purpose at the centre and describes how our relationships and interactions with Industry, Providers, Learners, Regions and Employers will support the achievement of the RoVE outcomes.

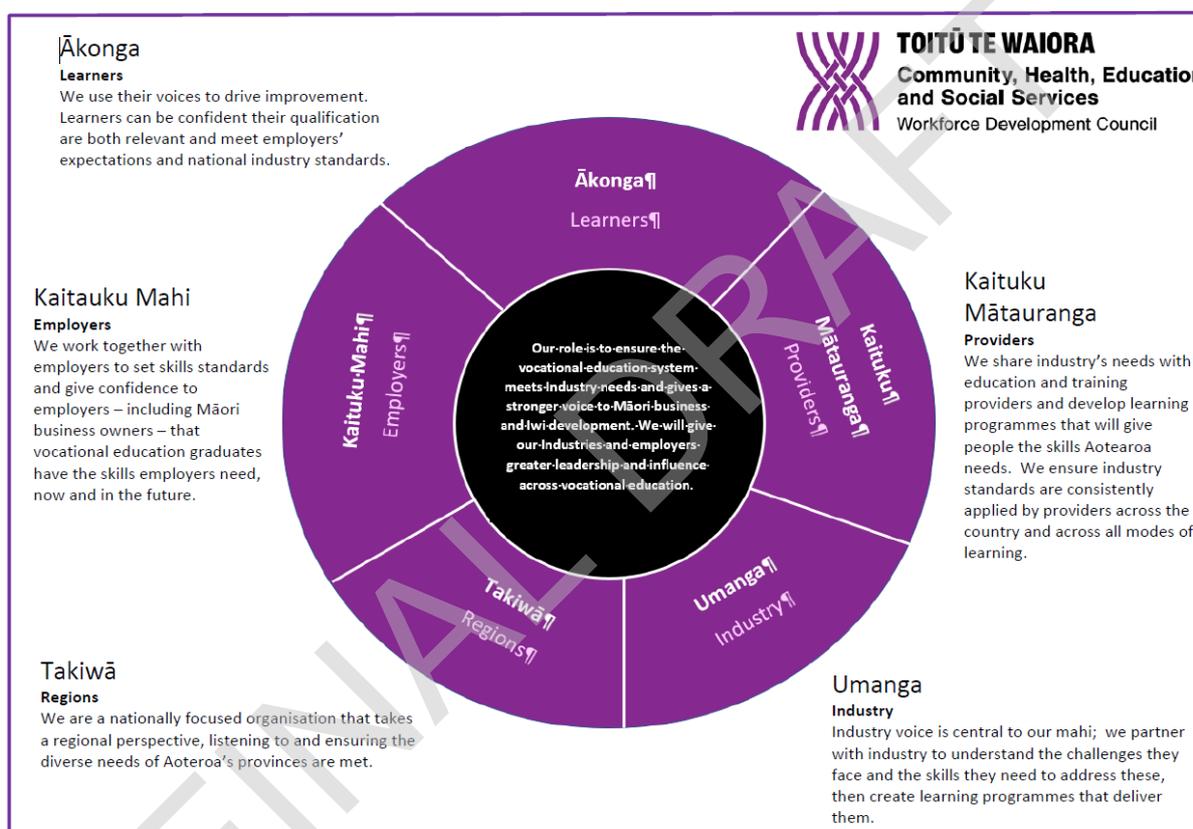


Fig 5: Depiction of whom our key system entities are and their expectations of Toitū te Waiora

For all the moving parts of the Reform of Vocational Education to be successful in achieving the RoVE outcomes; each partner or collaborator must be clear about the role they play within the RoVE ecosystem and their areas of influence and advocacy toward **creating a strong, unified, sustainable vocational education system fit for the future.**

Operating within a continuous improvement methodology depicted in the following relational chart, will support Toitū te Waiora to increase confidence among our industries in our direction and performance. Operating in this way will also help us understand if new skill standards or qualifications developed in 2022 or 2023 have met the expectations of our industries and include the competencies needed by ākonga to meet graduate outcomes; and whether we are completing programme endorsements in a timeframe that allows providers to be responsive.

Our Role in the RoVE Eco System

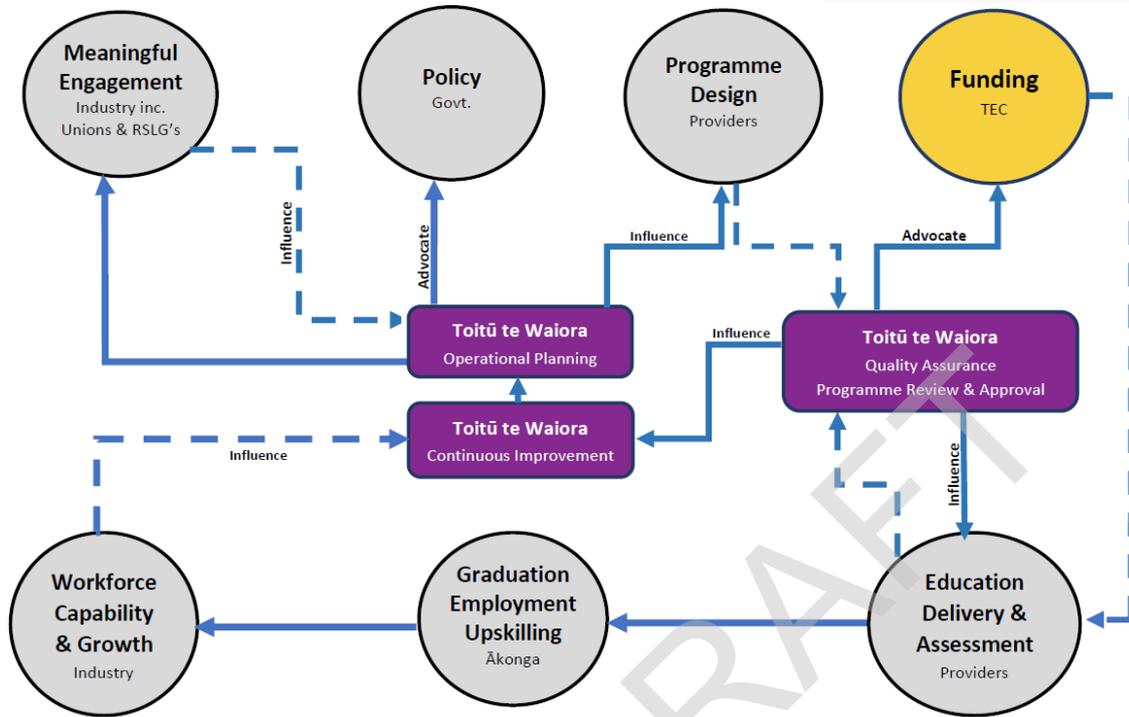


Fig 6: Relational impact chart across RoVE eco-system

Intervention Logic Map

We are working hard to shape measures that evidence the positive impact we plan to make across the sectors we support. Our Intervention Logic Map (ILM) helps us identify and prioritise the key function and impact measures we intend to work towards and report on in 2022/23.

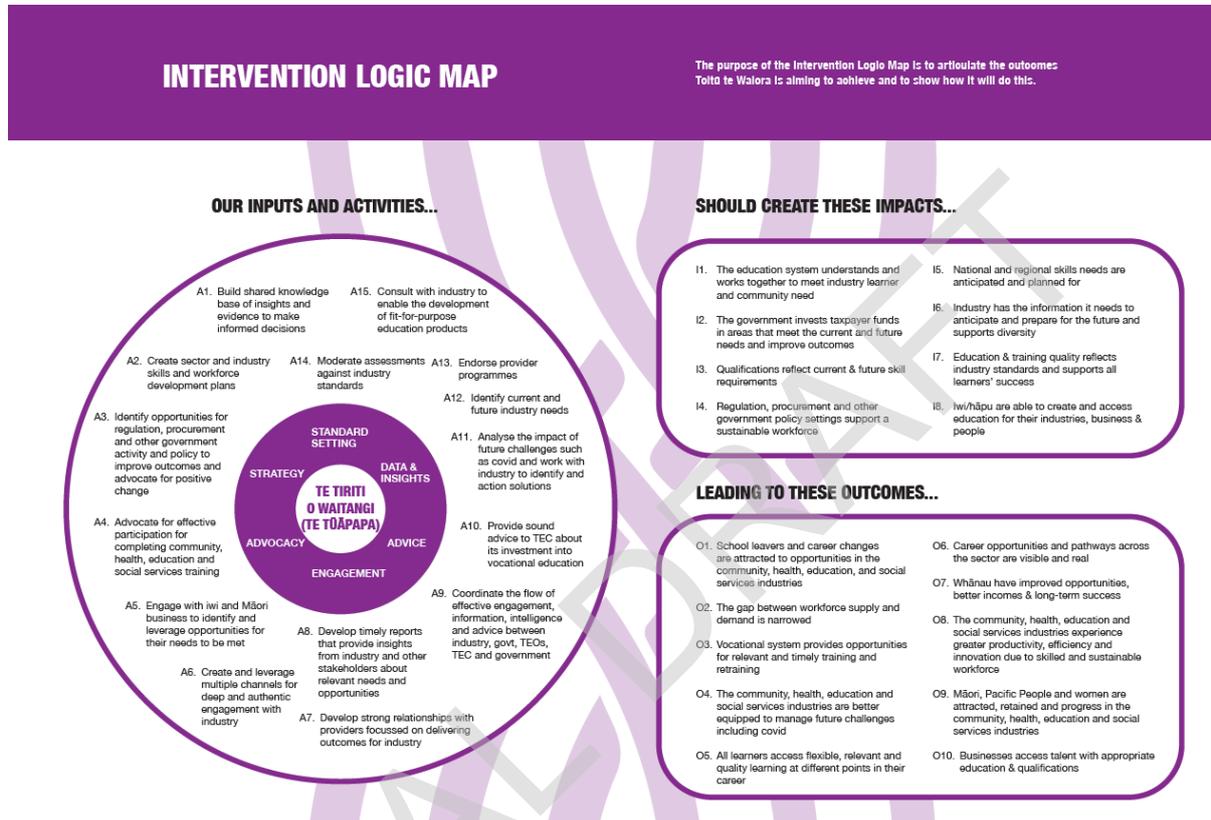
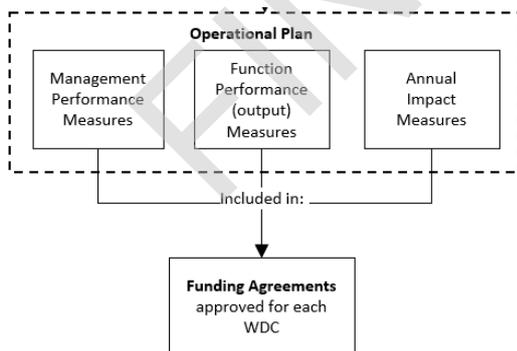


Fig7: Intervention Logic Map



Our Intervention Logic Map will guide us in monitoring and reporting on our Performance Measures in 2022 and 2023. Although we will include our final draft performance measures within our Funding Agreement for 2022 and 2023; current draft measures by Legislative and Leadership functions follow:

Delivery of our Legislative Functions

Toitū te Waiora is funded to deliver the functions set out in the Education and Training Act 2020 and in its OIC. How we deliver on these functions is outlined below with indications as to cost and time efficiencies. While some of our activity will be embedded in BAU as part of our on-going mahi, we will continue to report on these accordingly to TEC as per our reporting requirements.

	Function	Activities	Outcome or Measures	Timeframe	FTE
1	Leadership Provide skills and workforce leadership for Toitū te Waiora industries Community, Health, Education and Social Services	<p>1.1 Identify opportunities for regulation, procurement, & other government activity & policy to improve outcomes & advocate for positive change</p> <p>1.2 Create and leverage multiple channels for deep & authentic engagement with industry.</p> <p>1.3 Put in place monitoring, research and evaluation mechanisms to track the progress of Toitū te Waiora</p> <p>1.4 Work with industries to build reliable data/intelligence</p> <p>1.5 Analyse the impact of future challenges such as covid and work with industry to identify and action solutions.</p> <p>1.6 Develop strategic workforce plans with Community, Health, Education and Social services</p> <p>1.7 Advocate for effective participation for competing community, health, education & social services training.</p> <p>1.8 Work toward MoU with industries / providers / regulatory bodies</p> <p>1.9 Knowing our partners/stakeholders, building trust & confidence & improving on our performance</p>	<p>Provide examples through narrative</p> <p>Plans used to inform Toitū te Waiora function (particularly standard setting, qualification development, advocacy, & advice to TEC)</p> <p>High quality evidence-based qualitative & quantitative analysis in reporting & advice</p> <p>Evidence-based qualitative analysis</p> <p>Report narrative on challenges and impacts on work with industry & actions taken.</p> <p>Published plan(s) align with industry transformation plans, leverage off information in RSLG regional workforce plans, supported by industry</p> <p>Regularly represent industry interests in engaging with government agencies, schools & tertiary education providers, regional economic development groups & others</p> <p>Evidence of MoU in place</p> <p>Regularly represent industry interests in engaging with government agencies & relevant stakeholders</p>	<p>On-going</p> <p>On-going</p> <p>Jun 2022</p> <p>Jul 2023</p> <p>July 2022</p> <p>July 2023</p> <p>On-going</p> <p>01 July 2022</p> <p>On-going</p>	<p>6 ELT 10.4 Support</p>
2	Advisory and Representation: Provide employers with brokerage & advisory services Advise TEC about its overall investment in vocational education & training & about the mix of vocational education and training needed for Toitū te Waiora Industries	<p>2.1 Build shared knowledge base of insights & evidence to make informed decisions.</p> <p>2.2 Create sector & industry skills & workforce development plans.</p> <p>2.3 Develop timely reports that provide insights from industry & other stakeholders about relevant needs & opportunities.</p>	<p>Provide regular engagement opportunities for employers & industry associations at regional level & through industry activities (evidence).</p> <p>Identify & support employers new to structured industry training</p> <p>Monthly and quarterly reporting</p>	<p>On-going</p> <p>On-going</p> <p>12 weekly</p>	<p>16</p>

Represent the interests of Community, Health, Education & Social Services Industries	2.4	Coordinate the flow of effective engagement, information, intelligence & advice between industry, GOV, TEOs, and TEC.	Advice that is informed by research, forecasts of aggregate demand & supply, and utilises labour market & education data provided by government agencies, RSLGs and RoVE's.	12 weekly	
	2.5	Provide sound advice to TEC about its investment into vocational education.	Advice that is based on a sound understanding of how the business cycle impacts on demand for skills, the inherent lag times in the supply pipeline & the relative attractiveness of programmes to learners.	12 weekly	
	2.6	Investigate & establish partnerships with advisory groups to inform our key functions & provide a channel for Industry voice.	Collation of a range of qualitative data from industry groups, employers, regional skills leadership groups & other informants that can help interpret data.	Jan-23	
	2.7	Advocacy, engagement, advice, data & insights.	Engagement activity doubles during the implementation phase	On-going	
	2.8	Co-design solutions with Industries & providers.	Projects from engagement are being carried out with clear milestones created	On-going	
	2.9	Development & support of industry case studies of innovation & excellence.	As a result of engagement, we support innovation projects with clear actions identified for Toitū te Waioira	On-going	
3 Develop and set Standards, Capstone Assessments and Qualifications: Develop & maintain skill standards, industry qualifications, training schemes & Training packages Endorse programmes & moderate assessments: Endorse & moderate providers programmes	3.1	Carry out planned schedule for reviews.	Report against # completed, # not completed and # in progress	Jun-22	14.8
	3.2	Co-design new qualifications with industry/providers.	Report against the number of new qualifications developed	Jul-23	
	3.3	Develop a stakeholder profile for all providers that are involved in training and assessment for Community, Health, Education, and Social Services.	Evidence of completed register	Jul-23	
	3.4	Ensure programmes and moderate assessments against industry standards.	Strive to achieve 90% compliance rate with the CMR's 20 working day turn around for moderation activities and our initial feedback to provider.	On-going	
	3.5	Moderation activities identify where learners may be disadvantaged by assessment practices and steps are taken to address this.	Issues with assessment documentation identified at pre-moderation are remedied before active use with learners. Collaboration with the provider will minimise this. Report number of Issues and those solved.	On-going	
	3.6	Moderation system provides assurance to NZQA that providers internal moderation is working efficiently.	70% of moderated providers who submit post assessment moderation also submit their own internal moderation reviews, and their determinations match with ours.	On-going	
	3.7	Advocate and influence all partners/stakeholders.	Advice on investment in training & mix of training.	Dec 22	
	3.8	Explore/identify opportunities to address barriers working collaboratively with Te Rau Ora, Le Va and Disability sector.	Advice on investment in training & mix of training.	Dec-22	
4 Tiriti o Waitangi and Equity	4.1	Build a culture of Te Tiriti o Waitangi partnership capability and confidence across Toitū te Waioira.	Publish Te Tiriti Framework, complete training package with all staff, regular review.	Sep-22	7

Address the needs of priority learners & promote opportunities for all learners to reach their full potential.	4.2	Ensure Māori lens is applied through Toitū te Waiora policies, procedures, strategies, and frameworks.	Evidence of collaborative work streams across Ohu Mahi.	On-going
	4.3	Develop and implement an Iwi engagement strategy Plan, in collaboration with other Oho Mahi GM Māori	Completion of plan Evidence of collaborative work streams across Ohu Mahi	October 2022
	4.4	Collective impact project. In collaboration with Te Purunga o te Raki, Te Pūkenga and Iwi-Māori Education and Health providers, a centre of health excellence to address workforce gaps, build a pipeline, new skills and qualifications and keep learners closer to home	First milestone report due by May/June 2022 second milestone report due Dec 2022	Jun-2023
	4.5	Establish and maintain relationships with Iwi/Māori businesses/providers. 16 planned engagements	5 regions will be engaged Iwi/Māori business providers and at least 3 collaborative work plans created.	July 2023
	4.6	Support the development of a workforce development programme to build capacity with cultural confidence and Te Reo Māori.	Programme is in place and being delivered. Report participation rates and shift from base line data.	Dec-22
	4.7	Advocate with Industry and providers to assure equitable outcomes for Māori.	Evidence of engagement and collect case studies of excellence	On-going
	4.8	Set the expectation that equity is an integral component of quality.	Delivered through Equity group with measures & milestones in place in terms of reference.	On-going
	4.9	Develop structure, purpose and functions for the Partnership and Equity Community of Practice	Implement the approved proposal of Komiti for accountability and community of practice for continuous improvement and	June 2022
	4.9	Establish robust cultural confidence, literacy, and quality improvement frameworks.	Self-monitoring with Te Tiriti o Waitangi framework continuous improvement & report on milestones.	On-going
	4.10	Refresh vision and goals, complete strategic documents.	Completion of strategic documents	May-2022
	4.11	Finalise measures, milestones, and evaluation process.	Agreed measures with TEC	May 2022
	4.12	Building resilience and agility-wellbeing.	3 workshops held	Dec 2022
	4.13	Te Tiriti o Waitangi Training	2 workshops held	Dec 2022

Priorities for 2022 / 23

In reviewing our Establishment report activities, we have completed all actions except for recruitment which is outlined in a previous section within this plan. Toitū te Waiora has already made steps to move from its establishment phase into its implementation phase and operational way of being. With a full complement of staff, we will be fully operational and confident we can achieve our 2022/23 priorities.

As we look ahead to 2022/23 each of the three delivery business units has its own priorities and key areas of focus, with Corporate Services sitting in support.

Industry Transformation

The establishment phase has seen the Industry Transformation Team build its capability and capacity, develop their engagement methodology and strategies, and initiate key relationships.

For the period 1 July 2022 – 30 June 2023 the team will continue to build capability and capacity, and focus on strengthening these relationships, while identifying trends and potential needs across our sectors. As we move into the delivery phase, and because we know that to achieve the transformational change we seek with limited resources we are aware that we need to be strategic about the decisions we make. The Industry Transformation Team will look to focus on the following key focus areas:

-  Health
-  Education
-  Community Services

We will look to replicate and amplify what works and actively seek opportunities for development, growth, and transformation (ka hao te rangatahi), guide the way, open doors, and advocate - to enable and empower, and ensure we are accountable to our predecessors, partners and kaupapa.

While honouring Te Tiriti, the team will commit to indigenising spaces, growing cultural confidence, exploring the unknown and using the experiences from the past to guide the direction into the future.

They will not seek answers; rather they will seek collaboration, relationships, and spaces to collaborate together, for and with those most impacted by our previous and current state of play and for the benefit of all future generations. With our industries going through major transformation, resulting in burn out and strain on workforces we know that our role is to ease these pressures in a sustainable way. All of this equates to opportunity in resolution so we will work with our industry partners to co-design solutions to achieve their own workforce plans and the RoVE outcomes.

Kāhui Māori

The Kāhui Māori tima is like a korowai to Toitū te Waiora. It wraps around the wider team, creating kaupapa Māori frameworks and tools to shape the way Toitū te Waiora operates and interacts in engagement. A copy of the full Kāhui Māori work plan is available [here](#).

Qualifications and Assurance

A key focus for 2022/23 will be the development and implementation of the Skills Standard and National Curricula. The work is well underway, and proposals will be widely consulted on in July. We will have design input from under-served learner perspectives, engaging technical advisors to add Māori, Pacific and disability lenses. We have engaged with a technical advisor who brings disability lived experience and are discussing consultation from the perspective of Māori and Pacific Peoples with a specialist provider.

Developing the National Curricula involves creating a model that does not currently exist in vocational education. Deliverables and timelines for this work in 2022/23 are still being developed, and NZQA has pushed out the timelines so the work can be accommodated.

Sitting alongside the Skills Standard will be a more operational Qualifications Plan, development of which will start in late April once recruitment has progressed and appropriate resource is in place.

Endorsement and moderation programme

In 2022 we are scheduled to review nine Certificates and Diplomas for possible endorsement:

- NZ Certificate in Out of School Care (Level 4) – currently scoping; looking to be retired
- NZ Certificate in Beauty Therapy (Level 4) – complete July 2022
- NZ Certificate in Spa Therapy (Level 5) – complete July 2022
- NZ Certificate in Specialised Epilation Therapy (Level 6) – complete July 2022
- NZ Certificate in Specialised Skin Care Therapy (Level 6) – complete July 2022
- NZ Certificate in Nail Technology (Level 4) – complete July 2022
- NZ Diploma in Health and Wellbeing (Practice/Applied Practice) (Level 5) – completion in 2022 TBC; will also look at Levels 2 – 4 in conjunction
- NZ Diploma in Beauty Therapy (Level 5)- complete July 2022
- New Zealand Diploma in Youth Work (Level 6) – currently scoping

Overall, we will be looking at 194 individual unit standards across more than 300 providers in the next nine months. This is an enormous challenge, so we are making strategic selections from providers in four primary groups, prioritising 17 unit standards in the high-risk category (calling for these from May to October). Some of these will be done in the field with the providers using external contractors. Assessment samples as per the plan are expected to flow through to us from April 2022.

We have released our 2022 National External Moderation Plan and schedule, flagging with our providers which standards we will be seeking for moderation this year, outlining our approach to providers who deliver high volumes of work and in high-risk fields, (e.g., first aid), and lists the unit standards we will be looking at in 2022 for post-assessment moderation.

The Moderation Plan is available [here](#).

The Quality and Assurance tīma will be very busy with post-moderation and expects to receive around 100-plus consents to assess, which will also have a pre-moderation component.

We will continue to talk with a range of industry bodies about endorsement and will look at how we can transform moderation to include providing consent to assess and moderate assessments with a Māori, Pacific, and disability lens at all touchpoints. This is alongside developing our own capability to guide provider quality assurance and make recommendations that support under-served learners, by filling vacant positions in the Māori, Pacific, and disability spaces and developing our Tauria Mahi cadetship programme.

We know that to achieve the transformational change we seek with limited resources we need to be strategic about the decisions we make. We want to effect change by doing our mahi well and effectively and to this end we have decided on a refined focus for the next operating period.

For the purposes of this 2022 – 2023 Operations Plan and to achieve positive change and impact we have targeted these areas of focus:

- 🌳 Health
- 🌳 Education
- 🌳 Community Services

Regional Skills Leadership Groups

After engagement with Regional Skills Leadership Groups and after having reviewed their insights reports for alignment, it is clear the following regions have prioritised the same sectors or industries as Toitū te Waiora:

- 🌳 Te Tai Tokerau (Te Pūrunga o te Raki)
- 🌳 Manawatu
- 🌳 Te Tairāwhiti
- 🌳 Taranaki
- 🌳 Whanganui-ā-Tara
- 🌳 Marlborough

This means that over half of the Regional Work Plans by RSLG's, healthcare has been identified as a priority, particularly in the context of the major reform to the sector. There is a widespread shortage of registered staff within the nursing workforce and allied health professions. This includes the disability sector as it takes shape in the form of the new Ministry for Disabled People. One of the legacies of being under the health umbrella is that the disability sector also has chronic workforce shortages and lacks relevant, fit for purpose qualifications. Demographic changes with an aging population, has also resulted in four RSLG's having a particular focus on the aged care sector and the Kaiāwhina workforce.

The following map from the [Regional Work Plan Summary Report](#) outlines the regions of RSLG's by aligned areas of focus to Toitū te Waiora.

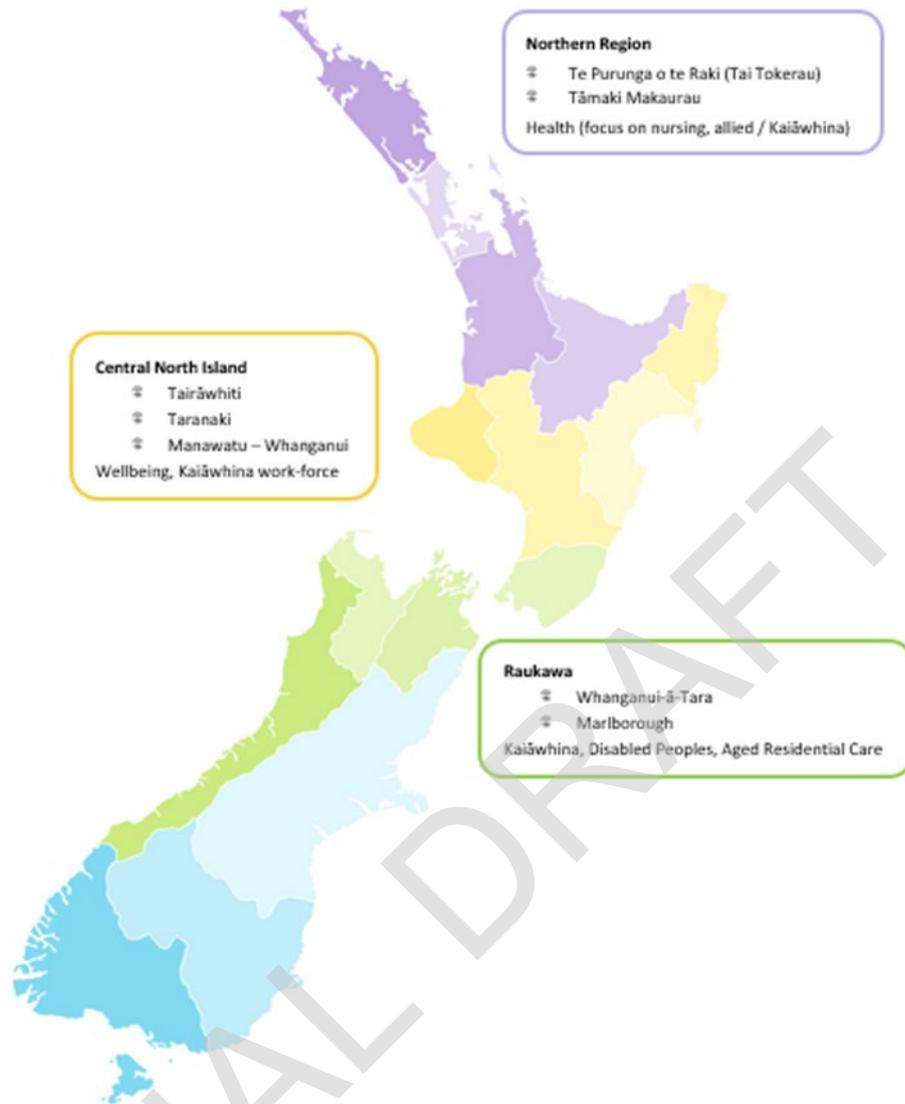


Fig 8: Priorities by RSLG

Collaborating with RSLG's will require that we agree on:

- 🌳 shared mahi or projects for collaboration
- 🌳 a process of review / endorsement of the others advice to TEC

The decision criteria we have developed will help us do this by focusing on the most important initiatives first, those that:

- 🌳 adhere to the principles of Te Tiriti o Waitangi
- 🌳 are responsive to the needs of learners, industry and hāpori
- 🌳 translate directly into improved outcomes and correct inequities
- 🌳 are supported by data and insights
- 🌳 involve mature partners who are aligned with our values
- 🌳 influence system changes and shape the future of Aotearoa; and
- 🌳 consider social procurement (e.g., Māori, Pacific, disability and wāhine 3rd party providers)

One of the key pieces of work we are undertaking in partnership is a collective impact project in collaboration with Te Purunga o te Raki, Te Pūkenga and Iwi-Māori health and education providers. We seek to develop a centre of health excellence to build a pipeline to address workforce gaps, build new skills and qualifications and keep learners closer to home.

The first milestone report due by May/June 2022 and the second milestone report is due Dec 2022 Jun-2023.

Toitū te Waiora has proposed a draft process of collaboration and endorsement across our mahi with **Te Pūrunga o te Raki**. At the time of drafting this operating plan, the suggested process was well received, considered suitable for both parties next operating period with review and improvements made from lessons learned to inform subsequent cycles.



Fig 9: Collaborative Report Process Proposal

Engagement and Key Relationships

Given our purpose, the most important relationships Toitū te Waiora will need to nurture is with our industries. Whakawhanaungatanga (the action of relationship and trust building) is a cornerstone to our success.

There are of course other relationships that will require our manaaki such as those with Regional Skills Leadership Groups outlined previously, so Toitū te Waiora has a complete **engagement strategy** which is available to view [here](#), but for the purposes of this operations plan we have summarised our engagement planning following:

Engagement process

Toitū te Waiora has developed **Ngā Kawa Tūhono**, or Principles of Connection which are reflective of our culture and our ways of working - grounded in a Māori World View. These **Kawa Tūhono** will support the 5 key steps of any engagement process which we have contextualized to **Toitū te Waiora Engagement Strategy**. These are:

1. What is the kaupapa?
2. Who to engage with?
3. How to engage
4. When to engage
5. How to proceed

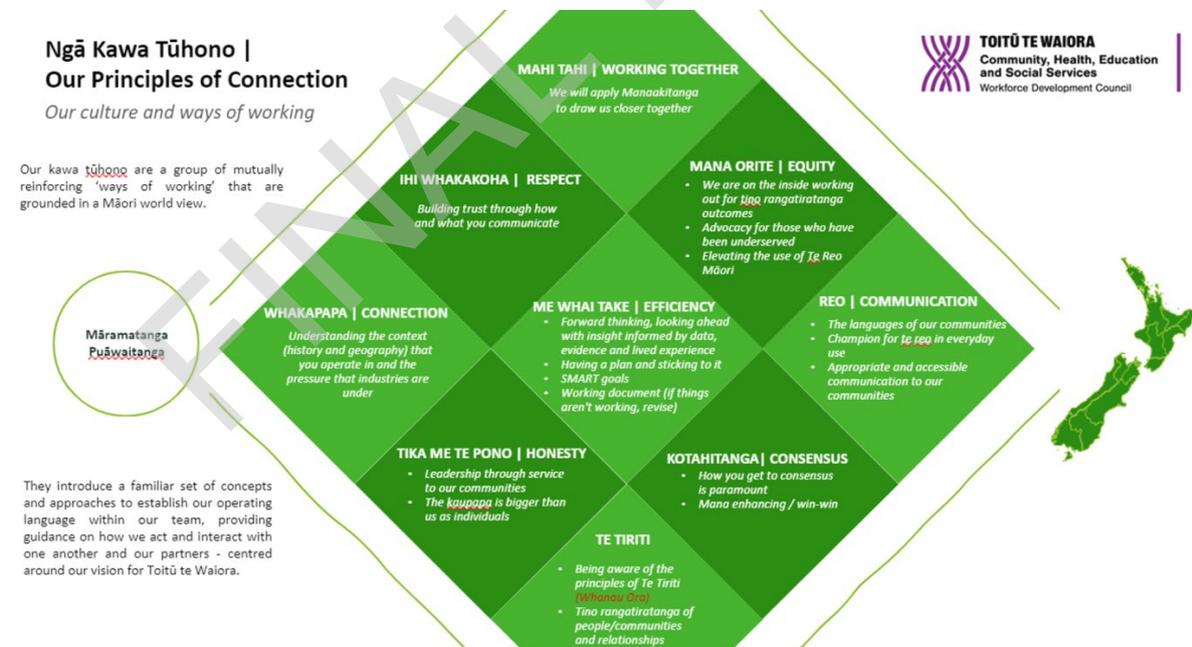


Fig:10: Ngā Kawa Tūhono

Toitū te Waiora has not developed a separate approach to engagement for Māori, rather we stand strong in the view that engaging based on our **Ngā Kawa Tūhono** is best for all people and will result in meaningful and effective engagement, in turn bringing about positive change for all our partners.

To understand how effective, we are as Tiriti o Waitangi partners through this engagement process, we will apply our Tiriti reflection framework **Te Tūāpapa**). **Te Tūāpapa** influences and guides our planning, actions and reporting, and importantly how we self-reflect and review ourselves when undertaking those tasks, and ensure they are undertaken in collaboration and partnership with hapū, iwi, Māori and hāpori.

It is important for Toitū te Waiora to utilise our engagement advocacy cycle below, (inclusive of **Te Tūāpapa**) in a way that enables delivery of our **Order in Council** requirement to issue a performance statement once every 3 years and strategic direction statement each five years.

One of our current “function” performance measures reads:

“Industry Engagement Model and collaboration with other WDC’s – Using its OIC as a framework, the WDC will have an engagement model in place for its industries and will have established an operating rhythm of engagement with the industries in their areas of coverage”. TEC (2020).

The engagement advocacy cycle / process below allows for the socialisation and endorsement by our industries and sectors of all future investment advice documents and operating plans.

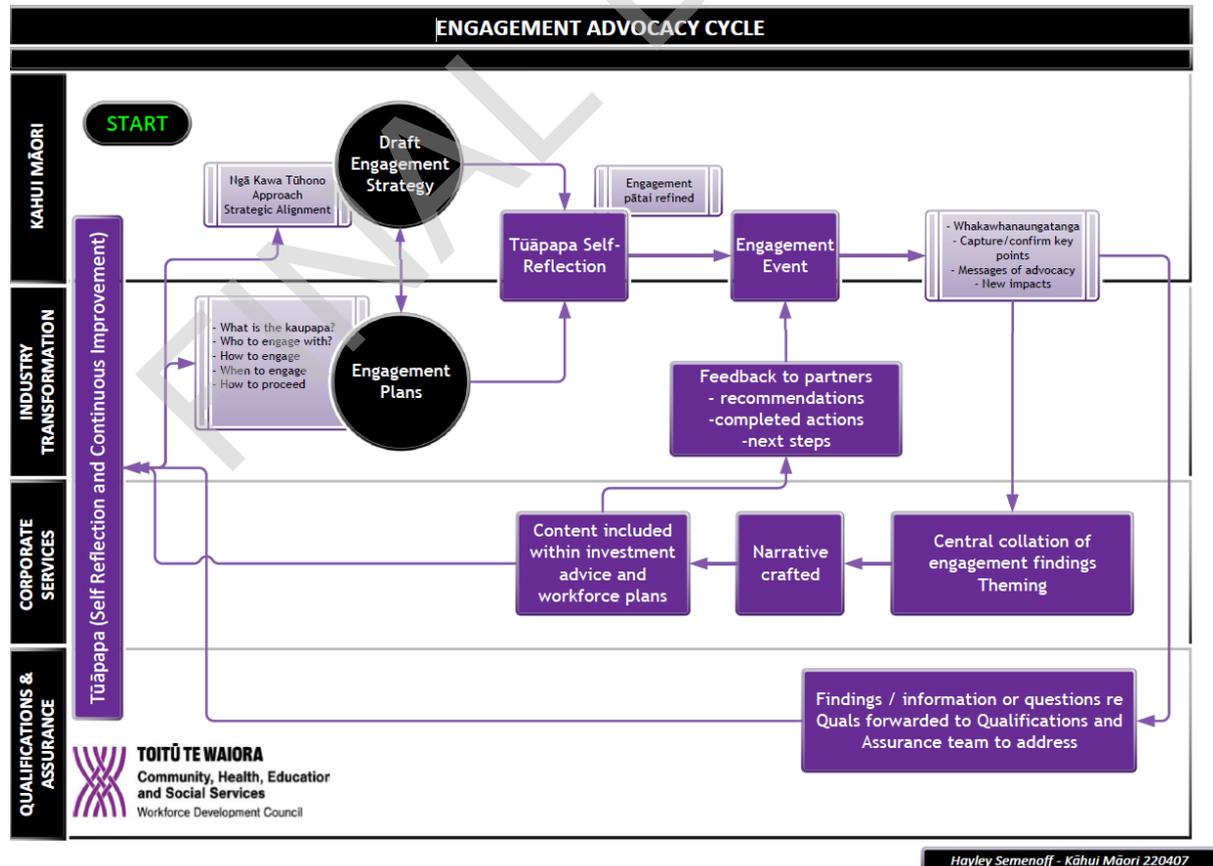


Fig11: Engagement Advocacy Cycle

Copies of engagement plans specific to industry sectors for the Industry Transformation Team and a record of past and planned engagements are contained within the Engagement Strategy. This record includes a breakdown of strategic versus operational engagements and whether the engagement has been with a public or private entity, NGO, Māori provider / iwi or tertiary education provider.

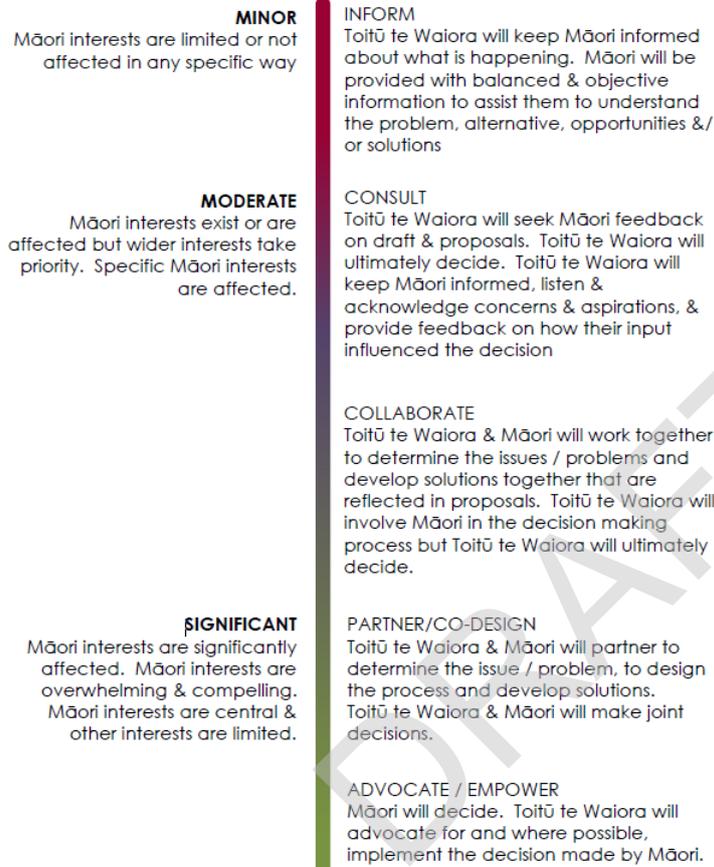
The following table is a high-level partner and hāpori analysis matrix for updating as levels of understanding and associated sentiments change throughout the engagement journey. Our supporting Communications Plan is available [here](#).

FINAL DRAFT

We anticipate 'Levels of interest' to change for each group through project engagement phases, but here is current state against ***Te Arawhiti Engagement Guidelines***.

Partner / Hāpori Group	Level of Interest	Role	Underlying values / Priorities
Central Govt. – Minister of Education & related agencies	Inform (For Decisions)	Delivering promised outcomes in the education sector	Ensure the vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development.
Iwi/Hapū/Māori	Significant Empower / Advocate	Te Tiriti partners Ensuring equitable outcomes for Māori	Mana ōrite and tino rangatiratanga Achieving equity for Māori in the vocational education system & deconstruction of colonisation Fulfilling aspirations of hāpori
Unions	Moderate Consult / Collaborate	Advocate for members	Ensure members are treated fairly
Business, industry, employers	Significant Advocate / Empower	Provide employment opportunities for learners	Well qualified graduates Work ready graduates Trainees / apprentices who fit into and are well supported in our workplaces Staff succession plans
Learners – (workplace training)	Moderate Partner / Co-design	Current and future workforce	Want consistency in learning Strong relational trust with training advisors Want to learn on the job, Business succession plans in CoVID context
Tertiary Education Providers	Moderate Collaborate	Supporting learner aspirations & building a future workforce	Place high value on academic pursuit of knowledge & qualifications Committed to learner's outcomes Show me how we can be better together
Industry Training Organisations	Moderate Collaborate	Supporting learner aspirations & building a future workforce	Practical skills & knowledge (over qualifications) which prepare people for the world of work
Learners (enrolled with providers)	Inform	Future workforce	Want credible qualifications & employment outcomes Flexible delivery modes & better access Choice & career pathways

SPECTRUM OF MĀORI ENGAGEMENT



Adapted from Source: Te Arawhiti Engagement Guidelines

Fig 13: Engagement spectrum based on Te Arawhiti Engagement Guidelines

WDC Collaboration

There is a significant level of collaboration occurring across Ohu Mahi ranging from regular meetings to discuss issues of mutual interest, to communities of practice to support quality and consistency through to specific projects and initiatives.

	Governance, Support Services and Executive	Māori	Engagement & Partnerships	Strategy & insights	Qualifications & Systems Products	Assurance
Communities of Practice		Partnership & Equity		Strategy, Insights, Advice & Policy	Vocational Pathways	Moderation
		Engagement			Skills Standards & National Curricula	
			Skills Leadership		Qualifications	
Forums	Monthly CE Hui Corporate Services Hui with Hāpaitia Co-Chairs Forum	Fortnightly Kaimahi Māori	Fortnightly Leadership Meeting (Tier 2)		Fortnightly Leadership Meeting (Tier 2 & 3)	
	Kāhui Māori				Monthly Te Pūkenga & WDC QAQ Forum (Tier 2 & 3)	
	H&S Tool FMIS system	Iwi Development Initiative	Pacific People Strategy Equity in Industry Project	Shared Data Platform UFS Approach to advice Joint workshops with TEC to co-design the provision of advice function & documentation	Skills Standards & National Curricula Co-Design Wānanga Project Share Qualifications & Standards Projects	Quality Assurance framework Aromatawai & the principles of assessment
Projects & Initiatives	Ohu Mahi Internship Programme – Māori and Pacific People					
	Aka Kōrero Roadmap					
	Programme endorsement policy					
Organisational Culture	Daily Karakia		Weekly Waiata Practice	Kōrero Kawhe		

Financial Management & Risk

Toitū te Waiora understands its financial viability will be monitored to ensure commitments made to the achievement of its duties, functions and priorities can be met but are also sustainable into the future.

Hāpaitia Shared Services

Hāpaitia Limited, as a jointly owned vehicle for the provision of shared services functions across the six Ohu Mahi Workforce Development Councils charges a monthly fee to each WDC for the provision of:

- 🌳 information and communications technology services
- 🌳 finance functions
- 🌳 people and culture
- 🌳 office management
- 🌳 assistance with collaborative activities.

Finance Functions

There are four roles across the Hāpaitia Finance Team that cover the following broad responsibilities:

- 🌳 Financial Controller – strategic financial policy and advice and oversight of the finance function as a whole
- 🌳 Financial Accountant – monthly management accounting, annual reporting and external audit.
- 🌳 Management Accountant – budgeting, forecasting, financial modelling, project reporting, external reporting
- 🌳 Assistant Accountant – financial accounting services, expense and credit card management.

During the first half of the 2022/2023 financial year two additional roles will be recruited with a Procurement Specialist responsible for procurement and contract management and an internal auditor to be responsible for the internal audit and risk management function. A review of finance personnel resources against workload and financial information and systems demands will be conducted towards the end of the 2021/2022 financial year to ensure planned resourcing is adequate to meet the needs of the Councils.

Financial Policies and Procedures

Hāpaitia Limited is currently undertaking a project to develop a comprehensive set of Finance and Assurance policies, and the first stage is the development of a suite of interim policies. Several of these finance policies are under development with the bulk due to be submitted for

approval by each of the Councils towards the end of May 2022, to be operationalised for the full 2022/2023 financial year. Councils have approved a key control policy with their Delegation Policy and Procedures approved in November/December 2021. The remainder of the finance policies are:

- 🌳 Prudent Reserves Policy
- 🌳 Treasury Policy
- 🌳 Procurement Policy
- 🌳 Fraud and Corruption Policy
- 🌳 Sensitive Expenditure Policies (covering travel and expenses, catering and entertainment, credit cards, gifts/koha, employee reimbursements, and allowances)
- 🌳 Accounting and Budget Policies
- 🌳 Asset Policy
- 🌳 Conflict of Interest Policy

In conjunction with the development of the finance policies, the Hāpaitia team will complete a comprehensive suite of systems documentation. This will include flow charts and process documents for key finance systems and a RASCI review of finance duties, which will ensure adequate segregation of duties and sufficient internal controls are in place for the beginning of the 2022/2023 financial year.

Key Financial Controls and Systems

Key financial controls in place include:

- 🌳 bank accounts reconciled daily
- 🌳 Approval Max purchase order approval by delegation system
- 🌳 expense management system
- 🌳 monthly balance sheet reconciliations and financial work paper reviews
- 🌳 monthly financial reporting to executive leadership and governance
- 🌳 payroll reviews and authorisation by chief executives
- 🌳 review of internal controls (segregation of duties) via RASCI analysis
- 🌳 establishment of external audit programme including the use of internal audits.

Interim audits commenced in March and running until June 2022 will form part of the full audit of 2021/2022 financial statements and the Annual Report. The inaugural annual reports will be signed off by Auditors on 31 October 2022.

The establishment of an internal audit function is planned for October 2022, which will help to ensure policy compliance and risk reporting is appropriate for Toitū te Waiora.

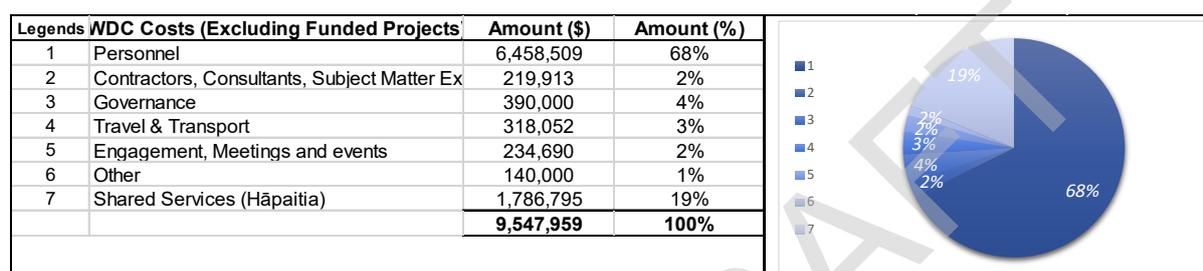
Financial Risks

The key financial risks identified by Hāpaitia for Toitū te Waiora are included within our overall Risk Management Register available [here](#).

Toitū te Waiora Operating Budget 2022/23

During the establishment phase, the funding model had been prepared to determine necessary funds required for the 2023 financial year. Assumptions had been built into this and since then a significant amount of work has occurred to better determine assumptions and activities that drive specific costs, ensuring the most accurate information can be budgeted for the coming year. At the time of preparing this budget we were establishing operational and strategic plans, meaning there is still the likelihood of variation for cost areas, further detailed below.

We present a budget summary for the 2022/23 year:



Based on the budget proposed, a net deficit is projected to be **\$85,658**. After adjusting net capital allocations (tagged capital funding less depreciation), net surplus for operations is expected to be **\$100,561**.

Total operating revenue (excluding funded projects) for the year ended 30 June 2023 is expected to be **\$9,462,301**. This is made up of the TEC Operational funding (\$9,439,564) and anticipated interest income on cash deposits (\$22,737).

Total expenditure (excluding funded projects) is anticipated to be **\$9,547,959** for the 2023 financial year.

Personnel, as expected is the largest cost, being **\$6,458,509** or 68% of all expenditure (excluding projects). Budgeted personnel costs are made up of **\$6,211,880** in base salaries (including provisional salary adjustment uplift), **\$186,356** in employee benefits and **\$60,272** in other related staff costs. It is assumed that Toitū Te Waiora will average 52 employees over the course of the 2023 financial year.

Here is a summary of staff numbers per team:

Staff Summary	
Team (Inc GM)	No. per team
Executive	1
Industry Transformation	16
Qualifications and Assurance	17
Corporate Services	13
Kāhui Māori	8
Disability (Hāpaitia)	1
	56

Contractors and Consultants (**\$117,100**) and Subject Matter Experts (**\$102,813**) are anticipated to be necessary in supporting the workforce with technical and strategic advice.

Travel and Transport (**\$318,052**) and Engagement costs (**\$234,690**) are another significant pairing of costs to enable staff to be front facing with Toitū te Waiora partners and stakeholders. A portion of Travel and Engagement costs have been determined based on activity measures and cost drivers tracking how often Toitū te Waiora staff members will travel to visit and host various stakeholders in their field. E.g., the Qualifications and Assurance team have standards up for review and will need to travel to review (cost driver) a portion of these.

Even though the current year has been restrictive with regards to travel around the country, for budgeting purposes there is still an optimistic view that travel will proceed normally during the 2023 financial year.

The Hāpaitia 2023 Budget has now been adopted by the Hāpaitia board, with a total spend for the 2023 financial year budgeted to be **\$10,678,593**. Most of these costs are to be shared equally, with the Toitū Te Waiora portion totalling **\$1,786,795**. Below is a summary of key spending areas for Hāpaitia, that will be recharged back to Toitū te Waiora.

Hāpaitia Operating Summary	\$	% of Hāpaitia Expenses	% of Operating Expenses
Personnel and Consultants	754,423	42%	8%
Office and Other	349,087	20%	4%
IT Expenses	255,318	14%	3%
Property and Insurance	241,749	14%	3%
Depreciation	186,219	10%	2%
	1,786,795	100%	19%

Projects

Toitū Te Waiora currently has one COVID-19 fund project in progress. It is anticipated that this will continue to be in operation into the 2023 financial year. Of the **\$430,000** in funding for this project, **\$215,000** is expected to be spent in the 2023 financial year. As the funding is refundable, revenue is recognised as funding is spent so, a net \$nil impact is expected from this project. There is no indication at this stage that an overspend will occur resulting in operational funds to be used to cover these costs.

Projects Summary	CN-16
Funding for COVID Projects	430,000
FY2022 Spend	-215,000
FY2023 Spend	-215,000
Net	0

Reserves

In accordance with the prudent reserves policy, as a new organisation, the Council needs to build up its reserves from annual surpluses over time to a level that provides sufficient comfort. This is on the fact that we need to ensure it can continue to provide essential services if its expenses or revenue suddenly go up or down, or fund strategic initiatives that span one or multiple financial years.

As of 30 June 2023, a total retained funding is expected to be held of **\$2,756,414**. Toitū Te Waiora is expected to enter the 2023 financial year with **\$2,842,072** in retained funding (reserves) from the 2022 financial year, based on forecast projections made in February.

Key Reporting Milestones for 2022/23

Other than the submission of this Operational Plan to the TEC for 2022/23 funding, we are working to the following additional accountability reporting milestones for the 2022/23 year:

Deliverable	Reporting date
Overall investment advice to TEC	29 April 2022
Final Establishment Phase Report	29 April 2022
Engagement Model – initial draft	30 April 2022
Engagement Model – final draft	31 May 2022
Advice to TEC on the mix of training	1 June 2022
Statement of Strategic Direction	30 June 2022
Skills and workforce development plan	1 July 2022
Annual Report	30 September 2022
Mid-Year Progress Report	20 January 2023
Final Progress Report	31 March 2023
Advice to TEC on overall investment in vocation education and training	28 April 2023
Advice to TEC on mix of vocational education and training	TBC
Final Report	29 April 2023
Revised Operational Plan for 2023/24	29 April 2023

Appendices

Pg 9	Toitū te Waiora Strategy
Pg 10	Te Tūāpapa
Pg 11	<ul style="list-style-type: none"> ○ Ngāi Tahu RoVE submission endorsed by NZ Māori Council ○ RoVE Technical Workshop 18 May 2018 (Māori Leaders across the Education sector) ○ Te Pae Tawhiti Excellence Framework
Pg 22	Kāhui Māori Operational Plan
Pg 23	Moderation Plan
Pg 24	2022/23 Work Plan
Pg 25	Regional Work Plan Summary Report
Pg 28	Toitū te Waiora Engagement Strategy
Pg 30	<ul style="list-style-type: none"> ○ Toitū Te Waiora Engagement Record ○ Toitū te Waiora Communications Plan
Pg 36	Risk Management Register