



TOITŪ TE WAIORA

Annual Report 2022



TOITŪ TE WAIORA
Community, Health, Education
and Social Services
Workforce Development Council

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TE WHAKAMĀRAMA ABOUT

Toitū te Waiora is the Workforce Development Council (WDC) for the community, health, education, and social services sectors. We represent a broad range of sectors including care services, youth, disability (whaikaha), education and educational support services, funeral services, and mental health and addictions services. We also cover health and social services, public order safety and regulatory services, and skin and nail therapy services. Broadly speaking we are about people helping people, and we are proud of the difference our sectors make in Aotearoa.

With Te Tiriti o Waitangi as our tūāpapa, we engage with industry and providers to build collaborative relationships that spark synergy and transformation to help ensure the vocational education system meets our sectors' needs.

We do this by working with industry and employers to understand the skills needed and informing education and training providers so they can create learning programmes that will give people relevant skills to address future workforce needs. We lead the development of industry qualifications, set industry standards, and then assess training provision against these industry standards. Where appropriate, we set and help with capstone assessments at the end of a qualification – this helps industry standards to be consistently applied across the country and across all modes of learning, whether on the job (such as apprenticeships), on campus or online. And we endorse vocational education programmes prior to them being approved by the New Zealand Qualifications Authority (NZQA).

MATAREHU
VISION

*All people in
Aotearoa reach their
preferred future.*



Ngā Kawa Tūhono Values

Mahi Tahī
Working together

Applying Manaakitanga to draw us closer together

Ihī Whakakoha
Respect

Building trust through how and what we communicate

Mana Orite
Equity

Working for tino rangatiratanga outcomes, advocating for those underserved, elevating te reo Māori

Whakapapa
Connection

Understanding the context we operate in and industry pressures

Me Whai Take
Efficiency

Forward thinking, looking ahead with insight and a plan informed by data, evidence and lived experience

Reo
Communication

Appropriate and accessible communication using the languages of our communities, championing te reo in everyday use

Tika Me Te Pono
Honesty

Leadership through service to our communities, as the kaupapa is bigger than us as individuals

Kotahitanga
Consensus

Getting to consensus in mana-enhancing ways

Te Tiriti

Tino rangatiratanga of people, communities and relationships applying Te Tiriti principles

Purpose

To transform workforce development across Community, Health, Education and Social Services, by providing industry and iwi/Māori with a strong voice in making the workforce of Aotearoa fit for today and the future.

Whaingā Matua Key Goals

01

To give Māori business and iwi a stronger voice in influencing the future direction of vocational education, ensuring they can source workers with fit-for-purpose skills who can contribute to the growing iwi- and hapū-led economy

02

To uphold and model good Te Tiriti o Waitangi and Māori-Crown relationships in line with government priorities, so Māori have clear vocational pathways and can see limitless futures

03

To elevate the status of learner groups with previously limited access to high quality vocational education (particularly Māori, Pacific people, and tāngata whaikaha) - improving inclusion, content, and engagement.

HE TIROHANGA AT A GLANCE

TOITŪ TE WAIORA

We represent ▼ industries

10

Community, Health, Education and Social Service industries including 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.

Our Team



41

Staff Members

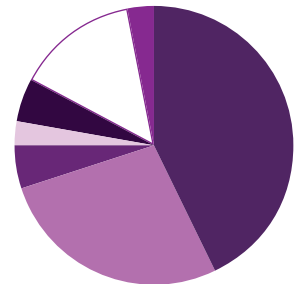


10

Council Members

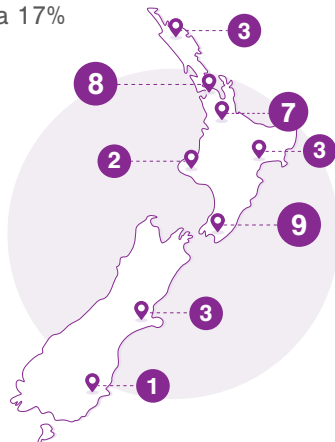
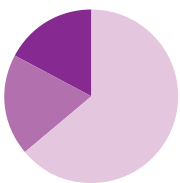
Diversity Breakdown

- NZ European 43%
- Māori 27%
- European 5%
- Pacific Peoples 3%
- Asian 5%
- Other 14%
- Prefer not to say 3%



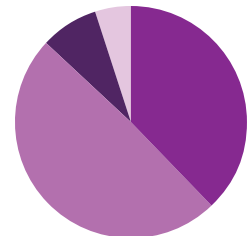
Staff Location Breakdown

- Tāmaki Makaurau 19% (Auckland) Office
- Te Whanganui-a-Tara 17% (Wellington) Office
- Work remotely 64%



Age Groups

- 18-30 5%
- 31-50 38%
- 51-65 49%
- 65+ 8%



Women in the workforce

75% Staff 40% Council members

16% of our team self-identify as living with a disability – tāngata whaikaha

Impact



Qualifications within gazetted coverage*



Consent to Assess Approvals



Post-moderation Projects



Programme Endorsements

* Toitū te Waiora is the Standard Setting Body for 54 qualifications and endorses an additional 55

Financials

Total Revenue

\$7,969,000

Total Expenditure

\$4,819,000

Surplus*

\$3,150,000

Net Assets

\$3,150,000

*Allocation to operating reserve \$1,160,000

Qualifications

773

Toitū te Waiora is the standard setting body for **773** unit standards.

87

Toitū te Waiora qualifications are awarded by **87** providers.

282

282 programmes of study are offered that lead to one of our qualifications.

2/3

About **two thirds** of learners gain their qualifications through workplace-based training.

RĪPOATA MAI I TE TUMUAKI REPORT FROM CHIEF EXECUTIVE

Tēnā koutou katoa, anei mātou Ko Toitū te Waiora e mihi atu nei ki a koutou, ahakoa ngā piki me ngā heke o tēnei wā, kei te whakarite mātou te huarahi I mua I a mātou ara me haere tonu ngā kaupapa Ohu Ahumahi, Mauri ora kia a tatou.

We are very pleased to present the inaugural Toitū te Waiora Annual Report for 2021/2022.

The Establishment Phase – Te Whakapumautia

Toitū te Waiora became operational in October 2021, with a team based in Te Whanganui-a-Tara. Prior to that, a hard-working establishment team came together to piece together the building blocks that make up the six WDCs together forming Ohu Ahumahi. Ka nui te mihi ki a koutou mō ō koutou kaha ki te hanga enee whare.

Our name – Toitū te Waiora

Our name Toitū te Waiora represents protecting and preserving health and wellbeing now and in the future. “Toitū” is often referred to as the elevated kōrero 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

The name Toitū te Waiora represents our people and is based on Te Whare Tapa Whā (Durie, 1984). We have built Toitū te Waiora around the growth of a Tōtara tree and how each part of the tree represents the ecosystem we work in. Each part of the Tōtara tree works together and promotes growth and sustainability.

Toitū te Waiora comes from a passionate sector that is going through considerable change. Naturally, we have gone through a period of settling in, but we now have the systems and structures in place to create the organisational resilience needed to meet the challenges ahead.

Our People - He Tāngata, He Tāngata, He Tāngata

Ko te mea nui ko te tāngata. People are the most important thing. We wanted to build a highly effective and performing team. This required a strong leadership team and culture across Toitū te Waiora: a culture where people support one another, a culture where we care for each other and our communities. There has been an ongoing focus on recruitment across the workstreams within Toitū te Waiora, to ensure that we had a high-performing team in place able to deliver the required outcomes.

Our team is close to capacity, and we have been taking time to ensure connection, stability, and a shared understanding of our purpose.

Ehara taku toa I te toa takitahi, engari he toa takitini

Our senior leadership team is predominantly Māori and comes to Toitū te Waiora with extensive backgrounds in health, social services, and education. This provides to our Council a deep understanding of the issues faced by these sectors and is complemented by front line personnel as well as Council members with connections into our relevant sectors. He mihi nui kia Tania Pritchard, Kylie McKee, and Heather Kingsley-Thomas for their leadership.

Te Tiriti o Waitangi

Te Tiriti o Waitangi holds a special place in our whakapapa and whānau. Our Tūāpapa framework ensures that Te Tiriti o Waitangi remains the foundation for our mahi. Our role is to ensure the vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development. Te Tiriti represents a partnership and for Toitū te Waiora that means meaningful engagement with Iwi Māori. Fortunately, Toitū te Waiora is strong in te ao Māori, and over the past 10 months Toitū te Waiora has leveraged these relationships and begun talks with iwi. Their interest in building capacity across whānau is evident and iwi have embraced the conversation and engagement with Toitū te Waiora.

The Toitū te Waiora recruitment strategy had a focus on engagement skills and an ability to open doors with iwi, industry, and communities. We come from marae, hapū, and iwi, which allows direct access to Māori leadership across the country. The Toitū te Waiora Kahui Māori Pou have begun kōrero with iwi and Māori providers across Te Tai Tokerau, Tāmaki Makaurau, Waikato-Tainui, and Manawatū/Whanganui-ā-Tara to advocate and support greater leadership and influence across vocational education.

Engagement – Ko Te Hononga

Our door into industry is through relationships, enduring and long-standing relationships where trust and commitment have been established. Once in the door, we begin a series of conversations about education and training, and we work together to address the workforce gaps and challenges we are currently experiencing. Although our focus has been on setting up and building a high performing team, there are many examples of successful engagement. Our Operational Plan 2022/2023 lays out our focus and priority areas and coincides with our investment advice documents that we share with the Tertiary Education Commission (TEC). Toitū te Waiora takes this advice and feedback seriously and ensures the vocational sector hears the priorities of the industries we work with loud and clear.

Ensuring there is a health workforce “fit for purpose” has also been a priority for Toitū te Waiora, as we all play our part in the bigger system. After talking with industry, one common theme that has emerged has been the need to identify a lived experience workforce that can have an immediate impact on

primary care and Mental Health and Addictions services. Burnout remains a significant concern across the social services, health, and education sectors, and we seek to make a difference to this by influencing vocational education providers to be responsive to these industries.

Ko te kai o te Rangatira, he kōrero, ko te kai o nga rangatahi hei whakarongo, ma te whakarongo me te kōrero, ka rapu tatou i nga huarahi tika

Looking to the Future

Our focus is to engage and meet with industry, community, iwi, and hapū, kanohi ki te kanohi. In October 2022, we will commence a national roadshow starting in Invercargill and finishing in the far North. We envisage a future where skills contribute to qualifications, where micro-credentials allow industry to upskill and train employees. Our plan is to engage with Māori and Pacific communities, to establish a centre of excellence focusing on the training needs of industry by using a range of tools and resources and the staircasing of skills. We want to support our industry to address burnout and ensure staff feel valued and acknowledged. We want a country where everyone can live their preferred future. This report will show how we are well on the way already, with a solid foundation established in our first year.

Thank you for taking the time to read our annual report. Mauri ora ki a tātou katoa.



DONOVAN CLARKE

Chief Executive

TE RĪPOATA O NGĀ TUMUAKI-RUA REPORT FROM BOARD CO-CHAIRS

Kō te mea tuatahi, ka tuku whakawhetai ki te Atua runga rawa, mō āna manaakitanga ki a tātou. Ki ngā mate, koutou kua haohia, kua pahure, haere, haere atu. Tuarua, ki ngā tangatanga i te rā, ki te mauri i te wai, ki te mana I te whenua. Tuatoru, Toitū te tinana. Toitū te hinengaro. Toitū te wairua. Toitū te whānau. Toitū te waiora e. Tēnā tātou katoa.

On 1 July 2021, Toitū te Waiora was established as the very first Community, Health, Education and Social Services WDC.

Through the functions established by our Order in Council and honouring the meaning of Toitū te Waiora, we demonstrated our commitment to mana ōrite (equity) of 50/50 Tāngata Tiriti and Tāngata Whenua. As a Council we embraced co-governance in respect of Te Tiriti o Waitangi and started our journey to strive for pride and excellence: me he korokoro tūi – like the tūi.

With energy, the Council tackled our core functions of standard setting, qualification design, curriculum development and programme endorsement. Having commenced a recruitment drive with care and prudence, we quickly employed a CEO and built a team to deliver on our strategic and operational goals.

After the appointment of our inaugural chief executive, the task of building Toitū te Waiora capability was handed over from the Council to the CEO to complete the task. Staff, while conscious of our Order in Council objectives, quickly embraced the tikanga and cultural values the Council had aspired to.



The team adopted a tikanga approach to initial engagement and collaboration with industry, employers, unions and Māori and Pacific business entities that provided the kōrero, or voice, of Toitū te Waiora.

In closing our 2021/2022 year, Toitū te Waiora continues to embody manaakitanga, kaitiakitanga, and rangatiratanga principles to demonstrate our commitment to honouring Te Tiriti o Waitangi and supporting Māori-Crown relationships.

We look forward to 2022/2023 with expectations of building successful formal and informal provider networks based on a strong foundation in te ao Māori.

This whakaaro will inform and prioritise the Council's service delivery, and industry/employer engagement, while strengthening relationships across Ohu Ahumahi through advocacy, encouragement, and support.

Mā te Atua tātou hei manaaki e tiaki i ngā wā katoa.

WINI M GEDDES
Co-Chair

DAVID WATERS
Co-Chair



KĀWANANTANGA ME NGĀ KAWENGA HAEPAPA GOVERNANCE AND ACCOUNTABILITY



David Waters
Co-Chair

David Waters holds several governance and Director positions in the health sector in Aotearoa and Australia. He was previously chair of the interim Establishment Board for the Health, Community and Social Services WDC. David is currently Chief Executive of Ambulance New Zealand and the Chief Executive of Ambulance Authorities.



Winifred (Wini) Geddes
Co-Chair

Winifred (Wini) Geddes, Ngāti Awa, Ngaitai ki Tōrere, Ngāpuhi, has held several governance positions including on two WDCs. She is also director of a whānau-owned company whose vision is to train, qualify and employ rangatahi to work on their own whenua. Nō reira, he hōnore ahau ki te āta ara pai mō ngā mokopuna a meāke nei.



Gwendoline (Gwen) Tepania-Palmer

Gwen Tepania-Palmer ONZM Te Aupōuri, Ngāti Kahu, Ngāti Paoa, is a long-time advocate of Māori health who has held numerous directorship and leadership positions across the health sector. She is currently on the boards of five other organisations including Fire and Emergency NZ, Waikato Lotteries Community Grants, Ngāti Hine Health Trust, a Māori primary healthcare organisation based in Northland, and Kotui Hauora.



Dr. Garth Bennie

Garth has a Ph.D in social work and social policy with a focus on disability studies. He is currently a director of Careerforce and has previously held directorships with several other organisations in the disability sector. Garth was the Chief Executive of the New Zealand Disability Support Network, the peak body for disability providers across Aotearoa.



Dr. Maria Baker

Dr. Maria Baker Ngāpuhi, Te Rarawa, gained her Ph.D in Māori health and also holds a number of nursing and mental health qualifications. She has worked in Māori health for more than 25 years and previously held senior positions focusing on Māori Health workforce development and Māori mental health. Maria has experience working across a range of organisations including Māori organisations and district health boards.



Glenn Barclay

Glenn Barclay has held executive level and governance positions in a range of organisations, including the Public Service Association Te Pūkenga Here Tikanga Mahi, the New Zealand Association of Occupational Therapists, the Workers' Education Trust – Kaimahi Mātauranga, and various organisations in the education sector. He is currently Co-Chair of the Wellington Regional Skills Leadership Group (RSLG).



Maria Ngawati

Maria Ngawati, Ngāpuhi, Ngāti Hine, Ngāti Porou has more than 20 years' experience in Māori health and education including positions with Toi Ohomai Institute of Technology, Unitec Institute of Technology, Te Wānanga o Aotearoa and AUT University. Maria is a director of Te Pūtea Whakatupu, a member of Ngā Pou Mana (a Tangata Whenua Māori Health organisation).



Tofilau Talalelei Taufale

Tofilau Talalelei Taufale is a highly regarded Pacific leader for the Hawke's Bay community. Tofilau holds several governance positions. He is a trustee of HB Youth Futures Trust and St. Joseph's Māori Girls College Trust board, co-chair for the National Bowel Screening Program Pacific National Network and the Pacific representative for the Central Region Workforce Development Hub.



Sean McKinley

Sean McKinley was a member of the interim Establishment Board for the Health, Community and Social Services WDC. He has experience on health sector boards and held chief executive positions in several organisations across health, education, and social services.



Matthew Tukaki

Matthew Tukaki, Ngāi Te Rangi, Te Whānau-ā-Apanui, is an experienced leader and champion for Māori health and social development. He is the former Chairman of the Ministerial Advisory Board of the Ministry for Children, Oranga Tamariki and current Chairman of the Māori Monitoring Group of the Ministry of Health and Director of New Zealand's Suicide Prevention Office. Matthew was previously the Chair of the National Māori Authority and Executive Director of the New Zealand Māori Council.

Membership of our 10-strong Council has been evenly split between Māori and tauwi and has operated under Māori and non-Māori Co-Chairs Winifred Geddes and David Waters, respectively. This demonstrates a genuine partnership approach to governance and ensures that te ao Māori approaches are infused in everything we do as standard kawa and tikanga.

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 committed to the vision and goals of Te Whakahou i te Mātauranga Ahumahinga (the Reform of Vocational Education, or RoVE) and is in full support of the kaupapa.

Our statutory role

We understand that we cannot operate in isolation. To support the outcomes and Government priorities of RoVE we need to knit together our obligations under our Order in Council with our core functions, set out in the Education and Training Act 2020 and on which basis we are funded. These are:

Function	Purpose
Skills Leadership	<p>To lead and coordinate industry efforts to identify workforce needs and support the vocational education and training system and employers to meet those needs.</p> <p>The following four activities are integral to a WDC's delivery of their Skills Leadership function:</p> <ol style="list-style-type: none"> 1. undertaking research and analysis on current and future skills and workforce needs 2. developing skills and workforce development plans 3. advocating for skills and workforce needs to be met 4. contributing to career services
Qualifications System Products	<ul style="list-style-type: none"> • To develop, set, and maintain skill standards • To develop and maintain industry qualifications • To develop and maintain training schemes • To develop and maintain training packages • To develop, set, and maintain capstone assessments
Endorse Programmes	<p>To provide industry with assurance that their needs will be met inspiring learners and employers with confidence. In collaboration with providers, the function supports consistent and coherent programme delivery in the system.</p>
Moderation activities	<p>To ensure learners have met the required standard when they are awarded a skill standard, qualification, or another credential. WDC moderation activities confirm that assessment materials developed by providers are fit-for-purpose and that assessment decisions are fair, valid, and consistent with the national standard, irrespective of the mode and place of learning. Moderation is a shared responsibility with a provider who has consent to assess standards through the provider's internal moderation system.</p> <p>WDCs are proactive in managing any poor assessment practices that undermine the validity of learner credentials.</p>
Brokerage and Advisory Services	<p>To connect, support, or work together with industries to strengthen their workforce. Brokerage services aim to help industries meet their skill needs. Advisory services aim to guide industries on the importance of vocational education and training and improving learner and worker experiences in their industries.</p>
Advise the TEC function	<p>To enable WDCs to guide the TEC's vocational education and training funding decisions, ensuring that those decisions meet the needs of a WDC's specified industries, and influence equity of outcomes and participation in the vocational education and training system for all learners.</p>

We have wholeheartedly embraced this wero, which means working differently to help transform the vocational education system.

In meeting our Order in Council obligations to elevate and advocate for Māori and Pacific people, we are guided by Ka Hikitia – Ka Hāpaitia (Māori Education Strategy) and the Action Plan for Pacific Education 2020. Many of our kaimahi already innately operate in a way that will give effect to Te Tiriti o Waitangi and He Whakaputanga, and the remaining staff are coming on board with our kaupapa. Collectively we believe that if we get it right for Māori then we will get it right for everyone. We are similarly guided by the principles of Enabling Good Lives (enablinggoodlives.co.nz). This new approach to supporting tāngata whaikaha offers greater choice and control over the supports they receive, so that they can plan for the lives they want.

Council operations

The full Council meets every four to six weeks, with two sub-committees meeting monthly. The Finance, Audit and Risk Committee identifies and appropriately manages any emerging financial and other risks, and the People, Remuneration and Culture Committee ensures the health and wellbeing of Toitū te Waiora staff, through policy and review of practice.

Recommendations and policy approvals made by the sub-committees are approved by the full Council to ensure operational activities remain aligned to our organisational intent and outcomes and risk is appropriately managed. On the recurring Council agenda is a review of reports from the senior leadership team.

The first Council meeting was held on 6 December 2021, with a further nine held before financial year-end. Council fees for the year totalled \$270,000 plus travel and incidentals.

Interests of individual directors are contained in the Register of Interests and made under the Companies Act 1993 - General Disclosures under section 140(2) and Particular Disclosures under section 140(1) and section 162 (indemnities and insurances). The WDC Register is available to view by following this link - The WDC Register is available to view at: tinyurl.com/InterestsRegister.

The Ohu Ahumahi Delegation of Authority Policy and Delegations Schedule is available to view at: tinyurl.com/DelegationsSchedule. The schedule lays out financial, administrative, operational and people sign-off expenditure and delegations for all WDCs, from Council member level through to line management. In May 2022, the Council approved a revised Delegations Schedule that ensured alignment and compliance with our Orders in Council and organisational policy, but also our more pragmatic requirements. The revision allows for sub-delegations from the CE to named Tier 2 and 3 managers for daily operational effectiveness. These are laid out in the updated Schedule to the Delegation of Authority Policy and enacted by the Hāpaitia Financial Controller.

Financial delegations relating to budgets are within the forecast envelope of the Funding Agreement between the TEC and Toitū te Waiora.



KĀWANANTANGA ME NGĀ KAWENGA HAEPAPA

GOVERNANCE AND ACCOUNTABILITY

Councillors

All board members were appointed by the Interim Establishment Board and began their tenure in June 2021:

Councillor	Role(s)	Term of Appointment	Council Meetings Attended
David Waters	Board Co-Chair People, Culture and Remuneration sub-committee	21/06/2024	9/10
Winifred (Wini) Geddes	Board Co-Chair People, Culture and Remuneration sub-committee	16/06/2023	8/10
Dr Garth Bennie		21/06/2024	9/10
Glenn Barclay	People, Culture and Remuneration sub-committee (Chair) Finance Audit and Risk sub-committee	21/06/2024	8/10
Gwendoline (Gwen) Tepania-Palmer	People, Culture and Remuneration sub-committee Finance Audit and Risk sub-committee	21/06/2024	8/10
Dr Maria Baker	Finance Audit and Risk sub-committee	16/06/2023	8/10
Maria Ngawati	Finance Audit and Risk sub-committee	16/06/2023	8/10
Matthew Tukaki	Finance Audit and Risk sub-committee (Chair)	21/06/2024	9/10
Sean McKinley	Finance Audit and Risk sub-committee	16/06/2023	8/10
Tofilau Talalelei Taufale	People, Culture and Remuneration sub-committee	16/06/2023	8/10

WHAKATU RŌPŪ HOU ESTABLISHING A NEW ORGANISATION

Establishment of the WDCs

Te Whakahou i te Mātauranga Ahumahinga (the RoVE) is the largest vocational education transformation of the last 30 years. The reforms are an opportunity to ensure there is a much stronger voice for Māori businesses and iwi development.

One of the significant milestones was the formation of the six new industry-led WDCs. WDCs form an important part of the new unified vocational education system by ensuring industry has a stronger voice in making the workforce of Aotearoa fit for today, and for the future. The WDCs are working together, and with Government agencies and the education sector, to influence the system and enable learning pathways that are adaptable to the changing world of work and our changing lives.

We have established governance groups that sit across Ohu Ahumahi to ensure we keep our focus sharp on groups whose needs were not met adequately by the previous vocational education and training system.

Te Kahui Ahumahi is made up of Māori members of the WDCs. This group supports the WDCs to honour, give effect to and embed Te Tiriti o Waitangi and support Māori Crown relationships. The Pacific Fono is a collective of WDC members of Pacific heritage who provide strategic leadership through a Pacific lens across Ohu Ahumahi. This group supports WDCs to deliver on its obligations to help Pacific learners and āiga/families by providing knowledge, advice, and support, engaging with Pacific industry, business, and communities, and ensuring alignment of approaches to Pacific-related work programmes across the WDCs.

Finally, our Disability Caucus provides advice and guidance across all six WDCs to ensure access to vocational education for all learners who identify as tāngata whaikaha and that their voice directly informs the development of qualifications available to them through Toitū te Waiora.

The Caucus provides guidance and advice at both governance and operational levels around issues of access for tāngata whaikaha learners, WDC employees and the development of the tāngata whaikaha workforce. It includes a tāngata whaikaha advisory group drawn from staff across Ohu Ahumahi who identify as living with disability.

The WDCs have collectively set up nine Communities of Practice (CoP) on a range of subjects: Programme Endorsement, Engagement and Partnerships, Vocational Pathways, and Capstone Assessments. The role of these CoP is to collaborate across all WDCs to inform good and consistent practice. This closer collaboration between WDCs is a new feature of Standard Setting Bodies, which is a direct result of RoVE.

The CoP recognise the independence of each WDC while also recognising the will to standardise and create opportunities for best practice development and continuous improvement.

The CoP:

- standardise good practice where practicable
- serve industries, providers, and learners
- provide a place for WDCs to consider good practice and discuss continuous improvement
- engage in collaborative practice to be agile and innovative
- shape innovation and transformation as a by-product of best innovative practice.
- ensure good practice incorporates the WDCs' commitment to Te Tiriti o Waitangi.

People and Culture

We have been busy establishing our fledgling organisation since operations started on 4 October 2021 - working hard to build our workforce and desired culture, set our strategic direction, and put in place the operational systems needed to launch into our work programmes. This has been done alongside and in partnership with Hāpaitia (WDC shared services), who supply finance, human resources, information technology, business, and other infrastructural support.

As we put our new CE and senior leaders in place, we were also conscious of the shift that some staff transitioning from the Transitional Industry Training Organisations (TITOs) would need to make to work effectively in the new environment and supported

them through this change. We undertook a busy open recruitment to fill the remaining roles, and by financial year-end we had people in place for 41 of 57 budgeted roles.

Led by our Council, early on we were intentional in developing and articulating strong, culturally embedded values and behaviours into our very foundations. Ngā Kawa Tūhono, or our Principles of Connection are reflective of our culture and our ways of working - grounded in te ao Māori and with Te Tiriti at the centre.



We are pleased to see these principles already being enacted daily in our mahi.

Setting our direction

In early 2022 we cemented our strategic direction in two te ao Māori-led strategic planning wānanga in Auckland. Attended by senior leadership together with the Council, the focus was on whakawhanaungatanga and aligning our thinking on vision, purpose, and strategy for the coming year and beyond. The wānanga provided Toitū te Waiora with the starting momentum required to support teams and leaders to deliver the best results they could. Further review of our strategic purpose took place in May, when we refined and sharpened our focus for the year ahead. Our Kahui Māori team, unique within Ohu Ahumahi, has been key to setting our direction: supporting Hāpaitia to ensure we recruit the best talent from a Māori capability perspective, helping to shape our internal culture (via the creation of our Tūāpapa cultural framework) and our engagement strategy, and supporting our ongoing internal capability.

Opening our offices

It was exciting to welcome staff into our new head office in Te Whanganui-a-Tara in early October 2021, and then to open our second office in central Tāmaki Makaurau in late January 2022. The offices combined accommodate approximately one third of Toitū te Waiora staff, with the remaining two thirds located remotely around the motu and attending the offices as needed.

Forming partnerships with Māori and Pacific Peoples

The Kahui Māori team has led our approach to building key partnerships with Māori and Pacific Peoples, whether it be with employers, industry (including industry associations and peak bodies) or other organisations delivering services across our sectors.

Toitū te Waiora has not developed a separate approach to engagement for Māori and Pacific Peoples, 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. We prioritised getting in place an engagement plan that takes a te ao Māori view and weaves a true partnership approach into all engagement activities, guided by Ngā Kawa Tūhono (our values) and setting out our methodology, principles, and scope of engagement. Building these great partnerships will take time but is well worth the investment and we will reap ongoing rewards over time.



RĀRANGI WĀ TIMELINE

KEY MILESTONES

Qualifications
System
Products work
plan released

DECEMBER 2021

8 NOV 2021
GM Corporate
Services starts

CEO starts
1 NOVEMBER 2021

PEOPLE

ORGANISATION

DEC 2021
**TOITŪ TE WAIORA
BECOMES KAITIAKI
OF THE KAIĀWHINA
TASKFORCE**

4 October 2021
Toitū te Waiora
becomes operational
Opening of Te
Whanganui-a-Tara
office

6 DECEMBER 2021
First in-person
whakawhanaungatanga
across Ohu Ahumahi



Mid December 2021

Kahui Māori, Industry Transformation and Quality and Assurance GMs start

20 JUNE
2022

GM Disability (Hāpaitia) starts

Opening of Tāmaki Makaurau (Auckland) office

24 JANUARY 2022

30 JUNE
2022

End of
Establishment
Phase

20 JAN
2022

First strategic wānanga
(Council with senior
leadership)

1 APRIL 2022

2022 National
External Moderation
Plan goes live

NGĀ KAUPAPA WHAKAKAHA MAKING A DIFFERENCE

We know we will have been successful when 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.

More broadly, confidence will improve across the sector: providers will be confident that their programmes are relevant to employers and endorsed by industry, and learners that their qualifications meet employers' expectations and national industry standards.

Here are some ways we are already making a difference and 'moving the dial'.

Supporting industry through COVID-19

The impact of COVID-19 on our sectors and industries has been huge and is set to continue for some time. We have taken an active role in listening to the needs and working with providers to ensure we are responding the right way collectively and in a timely way to support the health and social services systems so critical to our country's pandemic response. Together with our partners we are rethinking the roles performed by largely unregulated workforces, how they work alongside regulated professions, and the wider appreciation of the role they play in health, education, community, and social services. The Ministry of Health has identified several new roles for our sector whose development we can support moving forward. These include Kaiāwhina (health community support services role), Kaiwhakahaere (immunisation support workers), Kaimanaaki (social services community support roles), COVID-19 vaccinators (working under supervision), Whānau Ora navigators and Connector roles.

Toitū te Waiora has been in discussion with the Ministry about getting surge workforce employees qualified and into health sector work. We are considering developing a range of micro-credentials that can be awarded to the surge workforce based on their experience gained over the past couple of years. Put simply, this initiative aims to reward that workforce for their work over the past two years and put people who have become competent in aspects of surge work into sustainable health and wellbeing roles.

Leading in whaikaha (disability)

Our sectors expressed a desire for tāngata whaikaha leadership and alignment with the new Whaikaha - Ministry of Disabled People based on Enabling Good Lives principles. Toitū te Waiora is taking the lead in this area. Our focus on tāngata whaikaha is sharp, and early on we championed a General Manager Disabilities (Tumuwhaihaka) role to work across Ohu Ahumahi in a support and advisory capacity, leading capability-building of the tāngata whaikaha workforce across our industries. Roger Herangi joined Hāpaitia in late June; his critical role reflects the priority given to tāngata whaikaha in the new vocational education system and is the crucial last piece to sit alongside the Toitū te Waiora senior leadership team.

Roger will lead a tāngata whaikaha action plan and drive our new Disability Caucus, providing strategic and operational advice and guidance across all six WDCs.



We have added a lens of tāngata whaikaha to the development of the new skill standards by engaging an advisor with tāngata whaikaha experience to help lay the foundation for the Toitū te Waiora draft framework, on which consultation has progressed in 2022. And our newly created Disability Relationship Manager role sitting in the Industry Transformation team will prioritise the success of individuals and groups living with a disability within our sectors.

Modelling Te Tūāpapa that honours Te Tiriti o Waitangi

At Toitū te Waiora we are modelling internally what we want to see in our sectors, in terms of operationalising and normalising Te Tiriti principles, and we have been intentional about this from the governance level right through to management and the day-to-day mahi. To achieve this our dedicated Kahui Māori team developed Te Tūāpapa, a self-reflective tool designed to tell us how well we are engaging and how effective we are in honouring Te Tiriti o Waitangi. Te Tūāpapa is a term associated with weaving, in terms of laying the foundation for the work: metaphorically if the foundation is right at the beginning the outcome will be positive.

Te Tūāpapa involves all our teams undertaking deep dive self-reflection, using the guiding questions provided. It also contextualises these reflective questions further within the industries we represent and other key partner organisations, helping to inform engagement practice and continuous improvement. Internally, it observes practice at all levels of our organisation. Te Tūāpapa will give our staff a framework to self-review their competence and identify any cultural strengths and gaps, with many staff development opportunities already available to fill those gaps. These will then become part of individuals' ongoing learning and development plans as they embed Te Tiriti o Waitangi into their everyday practice.

Te Tūāpapa is informed by Te Tiriti frameworks in the community, education, health, disability, and social services, and will help us stay focused on Māori-Crown partnership. Te Tūāpapa is available for use and adoption by all RoVE partners and other WDCs (for more detail refer Te Tūāpapa Cultural Framework Strategy at: tinyurl.com/CulturalFrameworkStrategy.)

Building strategic relationships

We know that solid and productive working relationships with key partners will be critical to our success. Here are some of the ways we are building strategic relationships that will make the difference.

Te Pūkenga

We have undertaken proactive and relationship-building kōrero with Te Pūkenga around barriers and what needs to happen moving forward in the spirit of solution-driven actions. One of the key pieces of work is a collective impact project in collaboration with Te Pūrunga o te Raki, Te Pūkenga and iwi-Māori health and education providers in Te Tai Tokerau. We are seeking 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. Toitū te Waiora has proposed a draft process of collaboration and endorsement across our mahi with Te Pūrunga o te Raki. This has been well received, with both parties starting to operationalise agreed actions.

Regional Skills Leadership Groups (RSLGs)

Collaboration with the 15 RSLGs is our crucial link into the regional pressures and needs of our industries. From our RSLGs we get on the ground insights into each region's labour market, and already it is clear we share priority sectors and industries particularly with Te Tai Tokerau (Te Pūrunga o te Raki), Manawatū, Te Tairāwhiti, Taranaki, Whanganui-ā-Tara, and Marlborough.

Over half of the RSLG Regional Work Plans identify healthcare as a priority, particularly in the context of the major reforms to the sector and the widespread shortage of registered staff within the nursing and

allied health workforces. Further, with demographics changing and an aging population, four RSLGs have a particular focus on the aged care sector and Kaiāwhina workforce. Health and social assistance feature for 10 of the 15 RSLGs and naturally Māori and Youth feature as priority population groups. We look forward to aligning our mahi more with RSLGs in response to regional workforce aspirations and planning.

Oranga Tamariki

A commitment from Oranga Tamariki to work in collaboration with Toitū te Waiora has been cemented in the drafting of a Memorandum of Understanding for a joint project to help tailor a qualification for youth workers who lack formal qualifications but who have tremendous experience in their field. The project aims to enhance and lift the skills of these kaimahi, and this will ultimately lead to a better outcome for tamariki with deliverables coming to fruition in our next year of operation.

Te Rau Ora

The mission of Te Rau Ora is to improve Māori health and wellbeing using nationally navigated but locally led solutions. We see good alignment between us and common mahi around hauora, mātauranga, workforce development and transformation for Māori. In early June 2022, the Te Rau Ora whānau came to the Ohu Ahumahi Tāmaki Makaurau office to build whānaungatanga and wānanga work plans and priorities for the future. Together we have identified many common challenges and opportunities in the workforce. Our first collaboration will be on a hapū and iwi engagement strategy, to be driven by Te Rau Ora and their Private Training Establishment Te Rau Matatau.



Te Rau Ora and Toitū te Waiora in the Tamaki Makaurau Office, 1 June 2022



NGĀ HOA TIRITI OUR TE TIRITI PARTNERS

Ka pū te ruha, ka hao te rangatahi –
As the old net withers, a new
net is made.

Honouring Te Tiriti obligations and supporting Māori-Crown relations

Giving effect to Te Tiriti o Waitangi and supporting Māori-Crown partnerships to flourish is one of our most important roles, and we have sought to embed this into all aspects of our work programme. Toitū te Waiora underlying priorities for iwi, hapū and Māori are mana ōrite and tino rangatiratanga: achieving equity for Māori in the vocational education system, deconstruction of colonisation, and fulfilling aspirations of hāpori.

Toitū te Waiora recognises that Māori are key strategic players in regional social, environmental, and economic development in Aotearoa and acknowledge the growing iwi- and hapū-led economy and asset bases. We know that Māori make up a growing share of our workforce, with the Māori economy now worth close to \$70 billion and growing. Pre-COVID-19 a total of 1,300 businesses were identified as Māori based on Statistics New Zealand identifiers, with another 8,800 newly identified businesses having Māori as majority shareholders. A further 14,700 were identified as Māori sole traders and 10,200 businesses were classified as significant employers of Māori¹.

We want Māori ākonga and their whānau to see limitless futures for themselves, have clear pathways to achieving those futures, and to be part of this rapid iwi, hapū, and industry growth. These aspirations are also echoed in other key government strategies that inform our mahi. Our role is to explore with Māori, iwi, hapū, ākonga and their whānau what a vocational education system that benefits them might look like.

The voice of Māori industry leaders must also be strongly reflected throughout our work programmes. This role is of special importance in the community, health, education, and social services sectors given

the very pressing need to achieve health equity for Māori. As enablers of Crown priorities, we must ensure that Te Tiriti principles are enacted to support the expression of hauora Māori models of care and give real effect to the health equity we need to see.

Māori are looking for us to deliver a transformed system that creates equitable outcomes. They are also looking to us to generate possible actions based on what they have told us, always remembering that they are forging their own direction and it is for us to support and partner based on the relationships anticipated by Te Tiriti. We believe that all of us within the RoVE and wider ecosystem have the opportunity (and responsibility) to collectively engage with iwi, hapū, Māori where possible and as much as possible. This will help avoid engagement fatigue and will create efficiencies in approach.

The Te Arawhiti Māori-Crown relations framework gives clear guidance around how, as service agencies, we all need to have sufficient capability and capacity to properly engage with our Te Tiriti partners and support learner success. As we build cultural competency across all WDCs we also recognise efforts being made across government agencies, RSLGs and providers to improve their own internal capability to embed te ao Māori, te reo Māori and Te Tiriti o Waitangi authentically in our support of learners, their whānau, employers, and industry. An important component of this will also be championing mātauranga Māori as a recognised, valued and a part of vocational education.

¹The data define a Māori business as either identified as Māori by Statistics New Zealand, or where more than half of wages are paid to directors, partners or shareholders of Māori ethnicity or descent. It includes regional, sector, size, and profitability information as well as the proportion of Māori employed. There may be more Māori-owned businesses as majority ownership (Māori vs. non-Māori could only be confirmed for 162,200 of the total identified pool of 618,000 - another 455,000 businesses have no shareholder data to which we can link the ethnicity of the owners. See: www.tpk.govt.nz/en/omatou-mohiotanga/maori-enterprise/te-matapaeroa-2019

Our partners

The Kahui Māori team leads our engagement and relationship-building with Māori businesses, hapū and iwi. During the establishment phase, we have prioritised building the right tools to enable effective formalisation of Te Tiriti partnerships that will result from proactive and meaningful engagement with key partners. This has included developing an effective and appropriate process for building partnerships that sits consistently across all the WDCs, and the development of the Toitū te Waiora Engagement Plan, which takes a te ao Māori world view and true partnership approach.

As we move out of establishment and into our operational phase, relationship-building with hapū and iwi will include (but not be limited to): Kāi Tahu,

Ngāti Hikairo, Ngāpuhi, Ngāti Kahungunu, Ngāti Maniapoto, Ngāti Porou, Ngāti Ruanui, Ngāti Tama, and Ngāti Toa. We will also be engaging with Ngāti Tūwharetoa, Ngāti Whātua, Te Arawa, Te Ātiawa, Tūhoe, Waikato Tainui and Whakatōhea.

We have proactively built partnerships with Te Pūkenga and Wānanga and with the Regional Skills Leadership Groups (RSLGs), which express the aspirations of mana whenua. And we have been working with those who have experience and expertise on ways to boost Māori ākonga success and encourage research and initiatives that may add to that knowledge base in ways that support Māori to flourish in our industries. Naturally, our partnership-building is ongoing.



A TĀTOU TĀNGATA OUR PEOPLE

Meet our General Managers

Tania Pritchard

General Manager Kahui Māori

Ko Ngāti Kahu ki Whangaroa,
Ko Ngāpuhi ngā iwi, Ko Ngāti Kawau,
ko Te whānau pani ngā hapū,
Ko Whakaari toko pāpā kāinga,
Whakaari Pukehuia toku marae

Tania has an extensive health and social services background, working as a registered social worker in community, mental health and addictions specialist and primary care services, including with Kaupapa Māori providers. Tania's leadership and governance roles have included oversight in primary health, workforce planning, funding, service design, and contract management.

She feels privileged to participate in an organisation that will lead an agenda to meet the needs of industry and in particular Māori.



Heather Kingsley-Thomas

General Manager Qualifications and Assurance

Kawarau te maunga; Kimi-Ākau te awa; Te Wai Pounamu
te kāinga ngākau.

Heather leads a team of experienced and capable qualifications and quality assurance professionals who oversee programme endorsement, consent to assess and moderation for Toitū te Waiora. Heather is fourth generation Te Wai Pounamu (South Island) heritage, descending from Scottish and Scandinavian heritage. She has worked as a consultant, taught macroeconomics at the Queenstown Resort College and has completed her MBA.

Prior to joining Toitū te Waiora, Heather had been working as GM Quality Assurance and Projects at The Electrical Training Company (Etc). Heather delivered the 2021 NZQA External Evaluation Review and ensured that systems and processes in place met the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021.



Kylie McKee

General Manager Corporate Services

Tapuiwharawhara te maunga; Taumāre te awa; Ngātokimatawhaorua te waka; Ngāpuhi te iwi. Ngāti Manu, Ngāti Hine.

Kylie has an extensive background in public health, with a focus on supporting equitable outcomes across Aotearoa. Kylie has held several executive leadership roles, including CEO at a sexual assault response clinic, General Manager within the Wise Group and General Manager Innovation and Strategy with a large early childhood association. Kylie applies her keen relationship-building and critical thinking skills, and her ability to make sense of complex environments to strategic planning and development of operational plans, risk assessments and financial planning and budgeting in support of the organisation and wider team.



Roger Herangi

General Manager Disabilities (Hāpaitia)

Roger joined Hāpaitia in late June but sits in Toitū te Waiora working across the WDCs to support the breaking down of vocational education barriers for tāngata whaikaha. This includes working directly with the CEOs.

Roger worked with the Ministry of Health for almost 10 years, engaged in a wide range of initiatives and projects across the disability sector and agencies, working closely with tāngata whaikaha. He aims to be a voice for them, with the ultimate goal of embedding a strengths-based kōrero that would see the end of the word 'disability' and a focus on who people are rather than what they cannot do (tāngata whaikaha).



Our workforce

Our General Managers are supported by eight operational management roles, filled by capable people bringing breadth and depth of expertise across a wide range of backgrounds. They lead diverse teams spread across the motu, with some based around our Tāmaki Makaurau and Te Whanganui-a-Tara offices, but the majority who work remotely from home across the regions.

Our recruitment strategy has equipped us with highly culturally responsive staff, many of whom are connected to their iwi and hapū and who have existing relationships with key people across the motu, which we continue to build on. Over a quarter of Toitū te Waiora staff identify as Māori, with their iwi affiliations represented in the map below.

Our teams blend the wisdom of those who have worked in the previous vocational education system with fresh talent from across a range of other sectors.

We operate in three core delivery business units, with a Corporate Services team sitting in support.

The Qualifications Assurance business unit comprises a qualification systems products team and a quality assurance team that together maintain, develop, and assure the quality of qualifications and unit standards. Key focus areas for the qualification systems products team are to review and develop qualifications and unit standards and provide advice on micro-credential development in conjunction with sectors. Working with providers, the team endorses provider programmes based on demonstrated evidence that providers have considered six core principles: ngā whakamārama (programme content), mana ōrite mō te hunga ako (equity for learners), torotoronga me te kimi whakaaro (engagement and consultation), te ao Māori, te akoako me ngā reo o Te Moana-nui-a-Kiwa (Pacific learning and languages) and tāngata whaikaha (people with disabilities).





Key focus areas for the quality assurance team are the review and assessment of provider applications against the Toitū te Waiora Consent and Moderation Requirements (CMR). This team also evaluates assessment design through pre-moderation and consistency, checking that assessment samples meet the unit standard outcomes through our post-moderation process.

The Industry Transformation team leads our strategic industry relationships and partners with industry to ensure fit-for-purpose training solutions are developed based on a collective understanding of current and future requirements. The team identifies gaps, advocates for needs to be met and translates these needs into expectations of what the vocational education system will deliver. With extensive work and lived experience in the industries that Toitū te Waiora represents, the team further supports the Qualifications and Assurance business unit in the development of industry qualifications, the setting of industry standards and the assessment of training against these standards.

Toitū te Waiora is the only WDC to have a dedicated Kahui Māori team. This team's role is to support internal capacity and capability building in te ao Māori and Te Tiriti o Waitangi - like a korowai wrapping around the wider organisation and creating kaupapa Māori frameworks and tools to shape the way Toitū te Waiora operates and engages. The Kahui Māori team leveraged the 'new start up' opportunity to design Toitū te Waiora strategies, plans and advice that honour Te Tiriti and equity for our underserved groups. It is therefore appropriate that the Kahui Māori team has also set the direction of the Toitū te Waiora strategy.

Corporate Services supports the operational work of Toitū te Waiora by enhancing our ability to function as a best practice, knowledge-based, lean thinking entity. In practice this includes developing robust systems and processes around policy development, marketing and communications, finance and budgeting, and human resource support.

All our teams work collaboratively across Ohu Ahumahi on matters of common interest, from sharing in communities of practice supporting quality and consistency to specific operational projects and initiatives.

Building internal capability

Collectively we are committed to our kaupapa and Ngā Kawa Tūhono or culture and ways of operating. We model our strategic priorities of advancement for Māori, Pacific Peoples, and tāngata whaikaha in our recruitment for skills in these specialised areas.

Staff coming with te reo and mātauranga Māori capability are highly valued and building greater cultural competence among staff more broadly is also a priority, particularly understanding of Te Tiriti, tikanga and te reo Māori. We have partnered with skilled facilitator Karl Wixon (Ngāi Tahu, Kāti Māmoe, Waitaha, Ngāti Toa Rangatira, Moriori and Pākehā) to build understanding of how Te Tiriti principles inform our roles. In a successful all-staff wānanga in December Karl issued a wero for us to take this opportunity to make once in a generation change, working in partnership with Māori to build training that works for everyone. Future wānanga will build on our teams' understanding of the Māori-Crown relationship and the role they have in influencing positive behaviours within vocational education.

With Te Tūāpapa in place our teams can self-review their competence and identify any gaps in cultural capability. We see te reo Māori as a valuable taonga and normalise its use by providing safe opportunities daily to practice and build vocabulary - regardless of what taumata (level) each person is at. We believe that the more we hear, see and act upon te reo in even small amounts every day the better we will acquire it. Many staff are taking te reo courses, attending online seminars and leading karakia in our monthly Toitū te Waiora all-staff hui. We also participate in more informal regular online hui for staff across all the WDCs to share kapu tī online and practice their kōrero.

In terms of capability to support our other priority groups, Pacific representation on our Council and a chief executive well connected with Pacific leaders ensures we apply this lens to our mahi. Contributing to the development of the WDC Pasifika Fono has been a priority, and our Council naturally has representation on the Fono. We are working hard to cascade the Pacific capability and influence we have at the top right through our organisation and externally with our industry partners, and we have a Pacific Relationship Manager role sitting in the Industry Transformation team to help drive this. All staff have opportunities to attend Pacific cultural capability workshops, ensuring we model greater understanding and inclusion of Pacific cultural practices within our organisation.

The newly created Disability Relationship Manager role (Industry Transformation team) will work closely with the GM Disabilities (Hāpaitia) to contribute to transformation in the disability space, as well as help build our internal capability to work successfully with tāngata whaikaha both internally and externally. And membership of our Disability Caucus draws from across Ohu Ahumahi to ensure the right people help to drive this work.

Our approach to recruiting and retaining kaimahi not only recognises the need for greater involvement in vocational education by Māori, Pacific people and tāngata whaikaha, but also aims to meet the aspirations and cultural requirements of these and other minority groups. This naturally includes modelling equal opportunities for our own workforce and workplace practices that incorporate appropriate tikanga. We also recognise the importance of achieving pay equity between female and male employees and across ethnic groups and have worked hard aim to achieve balance and equity across our leadership roles.

“Toitū te Waiora has given me the opportunity to rewrite my future. My tīma do not see my disability - they are not me just where I come from. And I see that at Ohu Ahumahi we can create that change for many ākonga by acknowledging their strengths, celebrating their diversity, and creating a new language of positivity”

Kathryn Carran



Karl Wixon





ST JOHN AMBULANCE
WAKA TŪRORO O HĀTO HONE

957 ST JOHN
WAKA TŪRORO



Early Assembly
Lions Club
International
Foundation

Wholly assisted by
The State of New Zealand
The New Zealand Red Cross
Society, and others



ASB
Major sponsor

St John

SPRINTER

AMBULANCE

LUJ156

Always wear your seat belt



**WHAKAMANA
AHUMAHU
EMPOWERING
INDUSTRY**

O TĀTOU AHUMAHI OUR INDUSTRY

Of all the WDCs the remit for Toitū te Waiora is the broadest, spanning community, health, education, and social services. We work from ‘cradle to grave’ covering all the people-facing industries, from early childhood through to funeral services. Our industries represent a significant portion of the workforce in Aotearoa (15.2% of GDP), and naturally we have a very wide range of partners across many different settings. Our Priority Partner Map illustrates this diversity. There are numerous peak bodies within each of our industries, and too many to include are the individual businesses across Aotearoa included in our coverage.

Other priority groups we work with



Priority Partner Map

Key: ○ Sectors ● Industries in our Oic ● Peak bodies

Education	Social Services
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid purple; border-radius: 50%; padding: 10px; text-align: center;">Preschool</div> <div style="border: 1px solid purple; border-radius: 50%; padding: 10px; text-align: center;">Primary</div> <div style="border: 1px solid purple; border-radius: 50%; padding: 10px; text-align: center;">Secondary</div> <div style="border: 1px solid purple; border-radius: 50%; padding: 10px; text-align: center;">Vocational</div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid purple; border-radius: 50%; padding: 10px; text-align: center;">Social Services</div> <div style="border: 1px solid purple; border-radius: 50%; padding: 10px; text-align: center;">Child care services</div> <div style="border: 1px solid purple; border-radius: 50%; padding: 10px; text-align: center;">Other social assistance services</div> </div>
<ul style="list-style-type: none"> • Educational and educational support • Preschool education • Primary education • Secondary education • Combined primary and secondary education • Special school education • Technical and vocational education and training • Higher education • Arts education • Adult, community, and other education • Educational support services 	<ul style="list-style-type: none"> • Social Services • Childcare services • Other social assistance services
<ul style="list-style-type: none"> • Te Rito Mahioa - Early Childhood New Zealand • Office of Early Childhood Education – Te Tari Mātauranga Kōhungahunga • OSCAR peak body 	<ul style="list-style-type: none"> • Social Workers' Registration Board • Aotearoa NZ Association of Social Workers • Ara Taiohi • ComVoices • Community Networks Aotearoa • Council of Christian Social Workers • Centre of Māori Suicide Prevention • Rainbow Youth • Tangata Whenua Social Workers Association • NZ Ethnic Social Services

Priority Partner Map

Key: ○ Sectors ● Industries in our OiC ● Peak bodies

Community

<div style="border: 2px solid purple; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;"> <p style="margin: 0;">Funeral services</p> </div> <div style="border: 1px solid purple; padding: 5px;"> <p>Funeral, crematorium and cemetery services</p> </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • Funeral Directors' Association of NZ • NZ Independent Funeral Homes • Funeral Services Training Trust • NZ Embalmers' Association Ltd • Cemeteries and Crematoria Collective of NZ </div>	<div style="border: 2px solid purple; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;"> <p style="margin: 0;">Public Order and safety</p> </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • Police Services • Fire protection and other emergency services • Correctional and detention services • Other Public Order and safety services </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • Fire Protection Association of NZ • Paramedics Council • Fire and Emergency NZ • The National Emergency Management Agency (NEMA) • Prisons </div>
<div style="border: 2px solid purple; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;"> <p style="margin: 0;">Skin and nail therapy services</p> </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • Skin and nail therapy services • Hairdressing and beauty services (skin therapies and nail technology only) </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • NZ Association of Registered Beauty Therapists • NZ Board of Professional Skin Therapists • Beauty services providers (lists from associations) </div>	<div style="border: 2px solid purple; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;"> <p style="margin: 0;">Regulatory Services</p> </div> <div style="border: 1px solid purple; padding: 5px;"> <p>Regulatory Services</p> </div>

Health

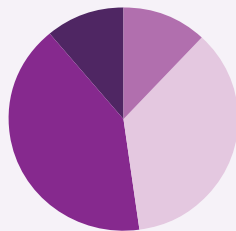
<div style="border: 2px solid purple; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;"> <p style="margin: 0;">Care Services</p> </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • Aged care residential services • Other residential care services • Religious services • Private households employing staff • Undifferentiated goods-producing activities of private households for own use </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • NZ Aged Care Association • Home and Community Health Association (HCHA) • Age Concern • Alzheimers NZ • Hospice NZ • Care Association NZ • Carers NZ • Diversional Therapy Society </div>	<div style="border: 2px solid purple; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;"> <p style="margin: 0;">Health and social care services</p> </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • Healthcare and health services • Hospitals • Mental health hospitals • GP and medical services • Specialist medical services • Pathology and diagnostic imaging services • Dental services • Optometry and optical dispensing • Chiropractic and osteopathic services • Other Allied Health services • Ambulance services • Other health care services • Diet and weight reduction centre operations </div>		
<div style="border: 2px solid purple; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;"> <p style="margin: 0;">Disability Services</p> </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • Residential care services • Private households employing staff </div> <div style="border: 1px solid purple; padding: 5px;"> <ul style="list-style-type: none"> • NGO Health and Disability Network • Blind Low Vision NZ • Deaf Aotearoa • Workbridge • Kapo Māori Aotearoa NZ </div>	<p>We work with more than 36 peak bodies in health, including:</p> <table border="0"> <tr> <td style="vertical-align: top; padding-right: 10px;"> <ul style="list-style-type: none"> • Te Whatu Ora: Health NZ • Te Aka Whaiora: Māori Health Authority • Health Workforce NZ • Māori Health Providers • Public Health Assoc of NZ • PHOs (Primary Health Organisations) • Hato Hone St John • Te Kohao Health • Odyssey House • Rural Health Alliance NZ • DAPAANZ </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Health Workforce Advisory Committee • Royal College of GPs • Naturopaths and Medical Herbalists NZ • Massage NZ • NZ Ambulance Association • Rua Wahine • Allied Health Aotearoa • Pasifika Allied Health Aotearoa <p>And many more...</p> </td> </tr> </table>	<ul style="list-style-type: none"> • Te Whatu Ora: Health NZ • Te Aka Whaiora: Māori Health Authority • Health Workforce NZ • Māori Health Providers • Public Health Assoc of NZ • PHOs (Primary Health Organisations) • Hato Hone St John • Te Kohao Health • Odyssey House • Rural Health Alliance NZ • DAPAANZ 	<ul style="list-style-type: none"> • Health Workforce Advisory Committee • Royal College of GPs • Naturopaths and Medical Herbalists NZ • Massage NZ • NZ Ambulance Association • Rua Wahine • Allied Health Aotearoa • Pasifika Allied Health Aotearoa <p>And many more...</p>
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Of the industries we represent at least 75% are undergoing considerable change and transformation. Many of our industries are state-funded, with policy drivers bringing about change to deliver equitable access and outcomes for underserved populations. COVID-19 has had an enormous impact on our industries creating its own challenges along with gaps in workforce, skill shortages and poor planning. This has created a mix of complexity that has impacted the industries we represent, along with our engagement.

From the available data, research, and insights we have gained (including from our recent industry survey) we are seeing recurring themes and challenges across all our industries. All sectors are experiencing workforce shortages. The existing workforce, including a high proportion of part-time workers, volunteers and relying heavily on migrants, was under pressure even before the pandemic, but this has obviously increased since its emergence. This is impacting on mental wellbeing and leading to burnout.

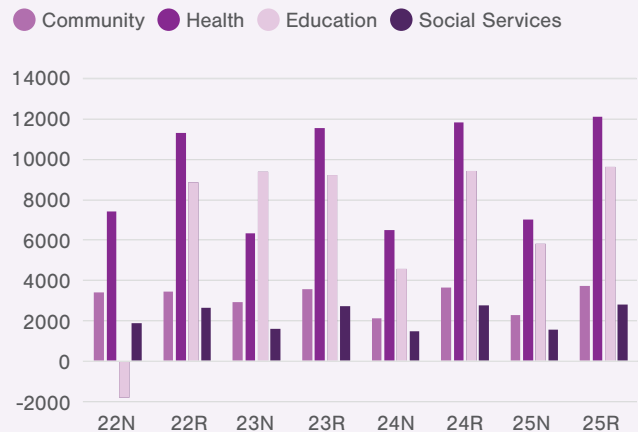
Number of filled jobs

- Health (266,299) 41%
- Education (232,868) 36%
- Community (77,743) 12%
- Social Services (71,477) 11%



Source: Infometrics forecast data*

Total job openings



Source: Infometrics forecast data*

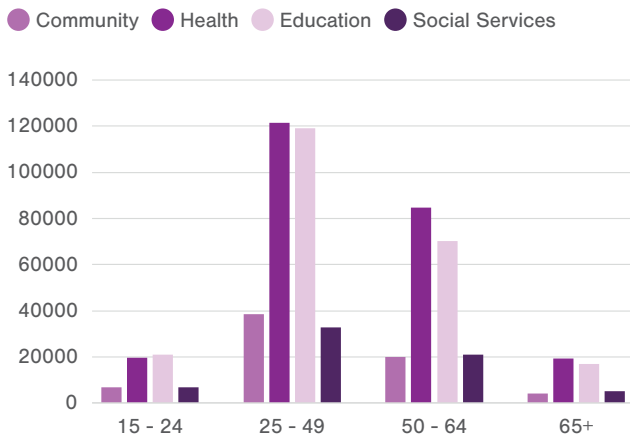
R = Replacement job openings, an estimate of job openings when people leave an occupation, (eg retirement, migration), net of jobs taken by individuals entering (eg returning from parental leave)

N = New job openings, when businesses are positive about their outlook vs job destruction when businesses contract and have a negative outlook. Numbers before N and R represent the year.

Pressure points for the development of our industry workforce, which is 74% female, include both attracting new workers and upskilling existing ones. A key concern is that 40% of the current workforce will be of retirement age or above by 2033. With current unemployment being low, it is challenging to recruit staff into a workforce already struggling to meet demand. There is also a skills gap at leadership and management levels, so good succession planning and clear pathways for future leaders and business owners are needed. To meet both industry and learner needs, qualifications need to be wider in scope, more flexibly structured, easier to access (particularly in rural areas) and attract a more ethnically diverse workforce. Naturally, there are also many highly nuanced challenges for our priority groups of Māori, Pacific people and tāngata whaikaha.

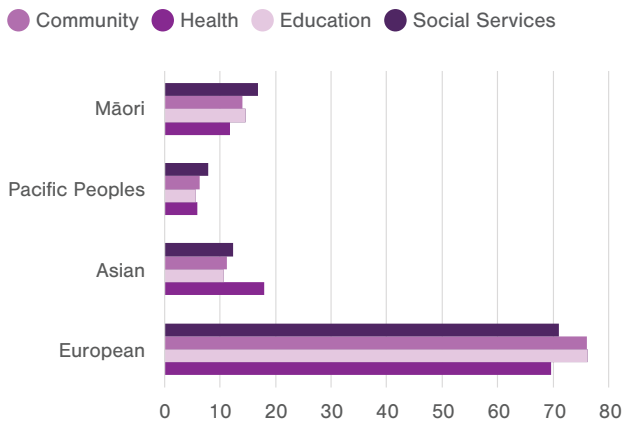
*Best data available from Infometrics at the time of reporting

Age Profile



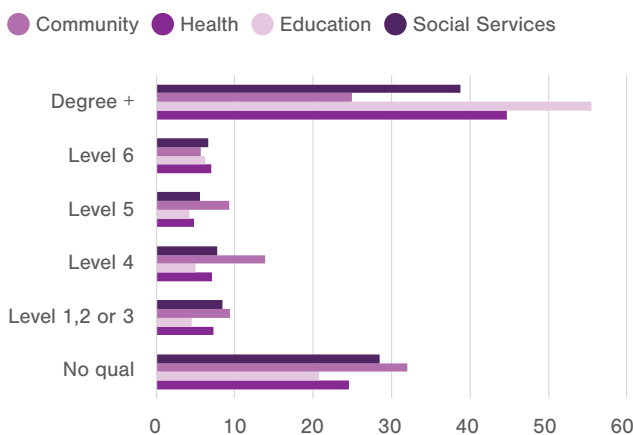
Source: Infometrics forecast data*

Ethnicity by percentage



Source: Infometrics forecast data*

Highest Post-school Qualifications



Source: Infometrics forecast data*

Most of our industries are unionised. We see unions as priority partners, with our role to work with them to ensure future mahi is informed by not only industry needs but also workforce needs and protections. Our proactive engagement with unions to date has been limited, although we do sit on taskforces with union representation, such as the Kaiāwhina Workforce Plan taskforce, which aims to co-design with the sector a more sustainable and responsive health and disability workforce.

We have begun a programme to reach out to unions as priority partners and will continue to look for further engagement and collaboration opportunities.

As part of our engagement with the Crown, other priority partners are the Ministries of Health, Education, Social Development, and Business, Innovation and Employment, as well as the following additional agencies:

- Oranga Tamariki
- Ara Poutama
- Ministry of Youth Development - Te Manatū Whakahiato Taiohi
- Whaikaha - Ministry of Disabled People
- NZQA
- TEC
- Kāinga Ora
- WorkSafe
- Standards New Zealand
- Te Puni Kōkiri
- Ministry of Justice - Te Tāhū o te Ture
- ACC
- Ministry of Justice
- Immigration New Zealand

*Best data available from Infometrics at the time of reporting

TE HURINGA AHUMAHĪ INDUSTRY TRANSFORMATION

In our first nine months of operation, the Industry Transformation team has been focused on building its capability and capacity, developing its engagement methodology and strategies, and initiating key relationships, while also identifying trends and potential needs across our sectors.

Human-facing services are complex, and the pandemic environment has resulted in burnout and strain on workforces, so we know our role is to ease these pressures in a sustainable way. Our industries are also undergoing enormous reform. With any change management agenda timing, good communication and a collectively agreed plan will be important for transformational opportunities to be realised.

There are many opportunities that we are excited to explore with our industry partners to co-design solutions so they can achieve their own workforce plans and contribute to wider RoVE outcomes. But first we want to build trusting and meaningful relationships before deep-diving and agreeing on regional workforce plans with them. We have taken a planned and considered approach to engaging our many partners across the system taking all the challenges and opportunities into account. We have been guided by industry, iwi and Māori businesses in terms of when and how we engage, guided by the methodology and approach in our Te Tūāpapa cultural framework and engagement plan.

We are looking 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 is committed to indigenising spaces, growing cultural confidence, exploring the unknown and using the experiences

from the past to guide the direction into the future. We do not seek answers, rather collaboration, relationships, and spaces to work together for and with those most impacted by our previous and current state of play and for the benefit of future generations.

With meaningful engagement, Toitū te Waiora is building on the insights already gathered by the Regional Skills Leadership Groups (RSLGs) and will use these to co-design regional workplans with our industries in our second year. The solutions to these challenges are not necessarily quick wins, but more medium to long-term gains.



Toitū te Waiora and Toi Mai staff engaging with Tokerau Trades Training in Whāngarei

Spotlight on:
Kaitiaki for the
Whānau, Community
and Social Services
Reference Group

Toitū te Waiora has become kaitiaki for the Whānau, Community and Social Services Reference Group (WCSSRG), willingly taking the rākau from Careerforce since the reform of vocational education.

This group of committed champions for the kaimanaaki workforce that supports the whānau, community social service and youth work sectors has provided strategic leadership and advice for over three years. Collectively they now provide a voice for Māori, Pacific people, children's services, education, community services, social services, fostering families, and family violence to help guide Toitū te Waiora mahi.

The WCSSRG has consulted on the development of the Kaimanaaki Workforce Development Plan and continues to progress the vision of this mahi.

Kaimanaaki work across many different roles within challenging and continually changing dynamics and in diverse settings in support of the wellbeing of people across Aotearoa. This workforce works closely within their communities, with whānau, tamariki, rangatahi, and alongside other health professionals supporting social workers, nurses, teachers, and Police, along with many others. We are proud and grateful to be able to facilitate and support these important voices to make a difference for this valuable workforce.



WHAKAWHANAUNGA KI TE MĀORI MĀORI ENGAGEMENT

Toitū te Waiora has not developed a separate approach to engagement with 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.

Our engagement planning takes a te ao Māori view and weaves a true partnership approach into all our engagement activities. The Kahui Māori team is leading our engagement with Māori business and iwi, with the goal to help ensure their voices are heard in vocational education, leading to better outcomes for Māori learners. Given that our focus is to build a partnership with Māori under Te Tiriti o Waitangi, our engagement is from a place of listening and seeking to learn. We have taken an ata harae (slow and deliberate) approach, as we plan to have trusted long-term relationships and keep an open mind about what the needs may be. Our approach is then to not over-promise and under-deliver, as has happened with the Crown so many times in the past, instead being realistic and transparent about what we can offer.

Engagement in these spaces is ideally kanohi ki te kanohi, something that has been challenging given the pandemic situation. So, engagement to date has largely been built on maximising the existing relationships and connections we already have at Toitū te Waiora, helped by the fact that many of our leaders and team members have whakapapa Māori. We have used this 'insider's' ability to connect with Māori communities, iwi and hapū across the motu to reach out (formally and informally) to other iwi leaders across Aotearoa.

We celebrate the return to more in-person hui, and as part of our engagement look forward to producing brochures (printed and digital) in te reo to explain what we do and why.

As well as direct engagement with Māori and iwi business, we have also relied upon and utilised existing Māori voice that has already given direction around Māori expectations for RoVE and its functional parts. There are also pieces of TEC and Ministry of Education strategy included in our Order in Council that are based on engagement with Māori so can therefore provide guidance. This includes the Tertiary Education Strategy (www.tec.govt.nz/focus/our-focus/tes) and Ka Hikitia Ka Hāpaitia, the Māori Education Strategy (www.education.govt.nz/our-work/overall-strategies-and-policies/ka-hikitia-ka-hapaitia).

The Kahui Māori team has focused effort on engaging informally with a range of key Māori organisations in recent months, which during our first nine months of operation has included:

- Te Rau Ora
- Te Matatau
- Te Wānanga o Aotearoa
- Ngāti Hine Runanga Chair
- Ngāti Hine Health Trust
- Te Kahu o Taonui Chairs
- Ngāti Kahu ki Whangaroa Runanga Chair
- Te Purunga ki te Raki (RLSG)
- Te Poutokomanawa NDHB Māori Services

Hauora collaboration in Te Tai Tokerau

Here we highlight three pieces of mahi we have been doing with our key health partners in Te Tai Tokerau.

The first was setting up a collaborative project working group with iwi, Tai Timu Tai Pari, the local RSLG, MBIE, Northland DHB, Mahitahi, and Te Pūkenga. Chaired by Te Pūkenga, this group was set up to support the RoVE agenda, including planning for the future workforce needs of Te Tai Tokerau. Too many people leave Te Tai Tokerau to train and never come back, we want to change that, so the group is also planning the establishment of a vocational centre of excellence in Hauora Māori/Rural Health for the region. This centre would be about keeping our potential pipeline closer to home, where ākonga can use their existing support systems and tap into local employment opportunities.

Rather than a 'bricks and mortar' centre, this kaupapa would involve a mix of practical/clinical skills and theory which could either be learned on the job or in a clinical space such as Kaitaia Hospital or a general practice. These standards would be broken down into small, achievable units, similar to an apprenticeship model. Pathways would be clearly defined, enabling ākonga to dip in and out of study while working towards a qualification. Collaboration as a working

group will enable better resourcing, more efficient skills and knowledge sharing, and a joined-up system.

The second piece of work has involved Toitū te Waiora embarking on a collaborative project with the Ministry of Health and Te Whatu Ora – Health New Zealand to create a micro-credential award acknowledging the COVID-19 surge workforce. This will be retrospective, based on prior knowledge along with skills and knowledge gained over the last two years of the COVID-19 response. We will continue to develop relationships and engagement with iwi/Māori, gathering insights and feeding into the development of the micro-credential, with the Ministry tasked with developing a standard national award.

Lastly, Toitū te Waiora is partnering with kura and schools to address pathway issues between school and tertiary study or employment. The goal is to investigate and resolve these issues, working with career counsellors to change perceptions and narratives around career choices. Māori health providers have reported that career pathways with them are not narrated as such by counsellors, nor are they on the government's Careers website.





A close-up photograph showing a caregiver's hands, wearing blue nitrile gloves, gently holding the hand of an elderly person. The elderly person's hand is wrinkled and has a gold ring on the ring finger. The background is softly blurred, showing a yellow bowl on a table. The text 'NGĀ TOHU TAUTOKO SUPPORTING QUALIFICATIONS' is overlaid in the bottom left corner.

**NGĀ TOHU
TAUTOKO
SUPPORTING
QUALIFICATIONS**

NGĀ TOHU OUR QUALIFICATIONS

When Toitū te Waiora began operating on 4 October 2021 we became kaitiaki for a large range of qualifications and unit standards spread across our four main industry sectors of Health, Education, Social Services and Community (split by sector here):

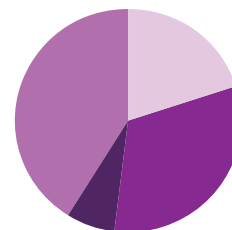
We are currently responsible for the development of 54 qualifications. As part of adjustments made to our provision since our establishment, some qualifications have moved to other WDCs (notably those concerning government intelligence services and government regulations). In addition, various qualifications developed by third parties are likely to move over to Toitū te Waiora during the next year. Therefore, the headline figure of 54 qualifications is likely to grow over 2022-2023.

We are also responsible for endorsing 55 qualifications that sit with third party standards setting bodies, so in total we have 109 qualifications within our gazetted coverage.

Enrolments in our qualifications sit at the following levels:

Breakdown of qualifications across industries

- Community (21), 39%
- Health (17), 32%
- Education (12), 22%
- Social Services (4), 7%



Qualification Level	Number of learner enrolments*	% of learner enrolments*
L1	-	-
L2	4534	24.72
L3	6988	38.10
L4	6391	34.86
L5	427	2.32
L6	-	-
L7	-	-
Total	18340	100%

*Based on learner enrolments for the 2021 calendar year.

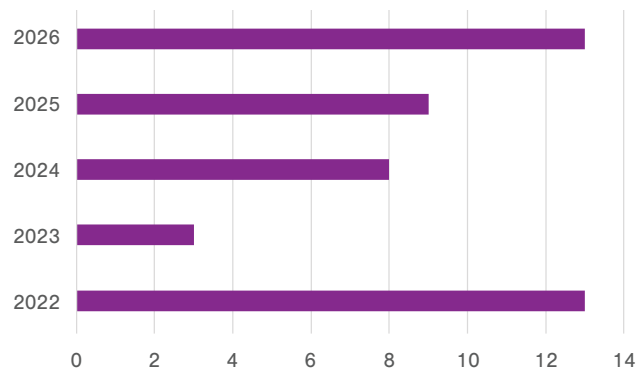
Qualification reviews

NZQA rules and regulations for unit standard and qualification reviews remain the same as they were prior to 4 October 2021, and we have therefore proceeded with reviews of both qualifications and unit standards in the same fashion as would have occurred before. Our aim is to develop and maintain industry qualifications in close collaboration with providers and industry.

All qualifications are scheduled for review between 2022 and 2026, except eight that are set to expire within this period.

Since October 2021 Toitū te Waiora has reviewed a range of New Zealand Certificate and Diploma qualifications. These include seven beauty industry qualifications, three youth work qualifications, and one health and wellbeing qualification. We also set an Out of School Care qualification, which we inherited from a TITO, to expire on 31 December 2023.

Number of qualifications being reviewed



Spotlight On: Beauty Qualifications

Toitū te Waiora has been reviewing seven beauty qualifications since January, covering nail technology, beauty therapy, spa therapy, specialised epilation therapy, specialised skin care therapy and makeup and skincare (the last one in conjunction with Toi Mai WDC).

The two-phased review has been extensive, with a strong focus on industry consultation. Toitū te Waiora started with no contacts, relying on peak body organisations, tertiary education providers and industry suppliers to share the link to our website through their databases. This allowed us to conduct a survey with the industry to find out what was working well with the qualifications, what could be better, and what should be covered by a qualification that is not. Once we had this feedback, we were able to start compiling

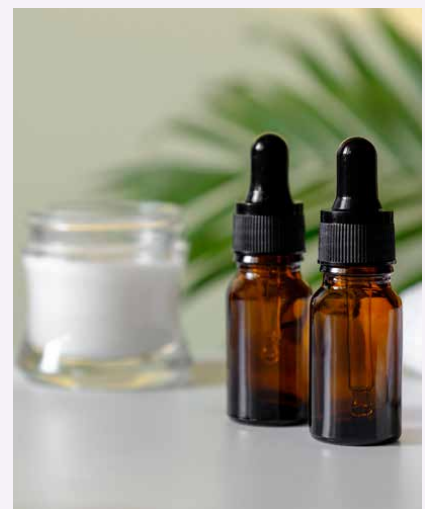
a database of industry contacts. We added these contacts to our customer record management database and invited them to our online meetings, which ultimately led to industry focus groups.

The second phase of the review focused on more in-depth consultation with industry-specific groups resulting in input that ensured each qualification was reflective of their relevant industry practices and requirements.

Toitū te Waiora believes it is vital to build strong and transparent relationships across the whole beauty sector and that these relationships need to be ongoing to ensure that we can deliver what the industry requires. Historically, the biggest engagement has been from the tertiary education providers and through associations. We are striving to

build relationships directly with the smaller voices as well, businesses that are engaged in doing the day-to-day mahi.

Recent figures indicate that the hair and beauty industries contribute \$1.2 billion to the New Zealand economy, so these are important industries.



Spotlight On: First Aid Review

Between February and May 2022 Toitū te Waiora completed its initial public consultation with four First Aid unit standards. We are now seeking feedback on those revised standards.

Initially, a survey was distributed to all providers with consent to assess against the standards, as well as to a range of interested parties. We received 57 responses, and respondents were given the opportunity to attend face-to-face meetings or meet over Microsoft Teams.

Face-to-face hui were undertaken with 50 interested parties, including the Association of Emergency Care Training Providers (AECTP), the New Zealand Resuscitation Council, iwi, whānau, first aid training providers, other WDCs, and ākonga who had completed first aid training.

Along with revisions to the current qualifications now available for public feedback, there are a

number of areas of interest for future development. These include developing a micro-credential for awarding to learners who complete the revised versions of unit standards 6400, 6401, and 6402. This is likely to be available to first aid educators registered with NZQA later in 2022. Toitū te Waiora will also consider the development of skill standards and a national curriculum if we see sector interest.

It was also identified that there appear to be no Kaupapa Māori or Pacific training providers currently delivering these first aid unit standards. This gap is an opportunity for future development. Feedback from tāngata whaikaha identified that they would like to be able to achieve a first aid qualification based on their ability to instruct someone else on how to provide first response care in the event of an emergency. While this lies outside the scope of this review, we will consider

the possibility of developing a unit standard in first aid that is achievable by tāngata whaikaha.

“Great, timely communication, engaging with AECTP and prompting consistency through engagement with industry. Appreciate [Toitū te Waiora] tackling some of the tricky, problematic areas. I feel much more confident that some consistency is nearby.”

- Feedback from AECTP



By the end of 2022 we will have reviewed ten qualifications as part of our qualification review schedule. Our 2022 work has primarily involved the review of beauty therapy and youth work qualifications. The review of two qualifications in holistic nutrition and health science are starting in late 2022 and will be completed in the first quarter of 2023. Following a review, the New Zealand Certificate in Out of School Care (level 4) was discontinued in July 2022 having seen no usage since publication.

A full list of expiring qualifications is listed below, including last date of entry to programmes leading to the qualifications, and last date of assessments.

Qualification number	Qualification name	Level	Credit	Last date of entry	Last date of assessment
1837	New Zealand Certificate in Fire and Rescue Services (Aviation Rescue Fire Fighting) (Level 3)	3	40	31/12/2023	31/12/2025
1838	New Zealand Certificate in Fire and Rescue Services (Aviation Rescue Fire Fighting) (Level 4)	4	40	31/12/2023	31/12/2025
2733	New Zealand Diploma in Addiction Studies (Applied) (Level 6)	6	120	31/12/2022	31/12/2023
2779	New Zealand Certificate in Health and Wellbeing (Advanced Support) (Level 4)	4	70	31/12/2022	31/12/2023
2848	New Zealand Certificate in Early Childhood Learning and Care (Level 2)	2	40	28/02/2024	31/12/2024
2887	New Zealand Diploma in Pregnancy, Childbirth and Early Parenting Education (Level 5)	5	120	31/12/2022	31/12/2023
3021	New Zealand Certificate in Emergency Response (Level 2) with strands in Aviation Rescue Fire Fighting, Civil Defence Emergency Management, Urban Fire and Rescue Operations, and Workplace Response	2	45	31/12/2023	31/08/2025
2762	New Zealand Certificate in Out of School Care (Level 4)	4	40	01/06/2022	Discontinued July 2022



We collaborate with other WDCs on matters of common interest relating to qualification and unit standard reviews. For example, we had Muka Tangata assist with an endorsement for our New Zealand Certificate in Health and Wellbeing, as we did not yet have full staffing capacity. The Ohu Ahumahi Qualifications and Assurance leadership members meet regularly and discuss consistent approaches. In the coming year we will be in collaboration with Waihangā Ara Rau on four Asbestos unit standards that WorkSafe has asked to be reviewed. We will also develop a joint approach with Ringa Hora and Toi Mai in relation to a micro-credential or qualification for training host responsibility and harm minimisation for staff working in gambling venues (see further details below).

Design of new qualifications

Toitū te Waiora is excited to be a partner in designing new qualifications for our sector workforces. We have been involved in the development of new products with NZQA and the other WDCs, notably the new skills standards and National Curricula. Our aim is to develop skill standards as like-for-like replacements for current unit standards, and to develop new skill standards as and when qualification reviews have taken place. Work is well underway, with proposals widely consulted on. Developing National Curricula (New Zealand Programmes) involves creating a model that does not currently exist in vocational education, and the deliverables and timelines for this work in 2022/2023 are still being developed.

We have noted substantial interest in the development of micro-credentials within the community health sector, both from government agencies and industry providers. The potential for bespoke packages of learning for professional development programmes,

and the ability to award micro-credentials for people with lived and other experience, has made them an attractive proposition. For example, in the current COVID-19 environment we noted an appetite for the development and delivery of foundation courses that train vaccinators to meet current and future need, and the desire to team up with Māori delivery partners to widen the scope of practice for these learners. We are also involved in work to develop micro-credentials for the community-based workforce, in collaboration with our Kahui Māori team and Ministry of Health representatives. We are looking into the development of a range of micro-credentials that can be awarded to the surge workforce based on their experience gained over the past couple of years during the COVID-19 response. The aim is to award micro-credentials via 'prior learning', for example, the individual may be awarded a micro-credential that they have lived experience in. Under consideration is a range of micro-credentials that reflect the workforce: infection prevention and control, vaccinating and maintaining records, to name a few.

We might consider developing a qualification (40 credits) that comprises stacked micro-credentials. This would include 'core' micro-credentials in Te Tiriti o Waitangi, cultural competency, etc. These would primarily be a 'prior learning' qualification.

Provision for micro-credentials and potentially new qualifications is important not only in terms of acknowledging efforts made by this workforce during COVID-19 lockdowns, but also in encouraging them to remain employed in the health workforce.

Throughout the year we have also been working closely with the New Zealand Disability Support Network and are developing qualifications (micro-credentials) to support them.



MAJOR BOOST FOR PEER SUPPORT WORKERS THROUGH MICRO-CREDENTIALLING

CASE STUDY 01

Odyssey Auckland and Toitū te Waiora have changed the face of peer support work in Aotearoa, developing and gaining approval for the first peer support micro-credential in the country.

Peer support workers are a vital part of mental health and addiction services, providing a unique level of support and understanding, and growing the peer support workforce is a widely identified priority.

And now, people with lived experience of peer support in addictions can gain a micro-credential that recognises those experiences and skills. 'Peer Support 101 – Introduction to Lived Experience Peer Support in Addiction', the brainchild of Dave Burnside from Odyssey, has been approved by NZQA as a micro-credential with equivalency to Level 3 on the New Zealand Qualifications Framework.

It's the first micro-credential in peer support in Aotearoa, and Dave says he is already being "bombarded" with requests, congratulations, and support, from around the country. Dave said there is huge excitement in the sector because lifting the peer support workers is sure to lift the workforce as a whole.

Dave said he appreciated support from Toitū te Waiora to help get the new micro-credential across the line with the NZQA. Mental Health and Addictions Lead Nicki Lishman and Qualification Systems Manager Dr. James Dearnley from Toitū te Waiora worked alongside Dave to navigate the system, provide advice and feedback,

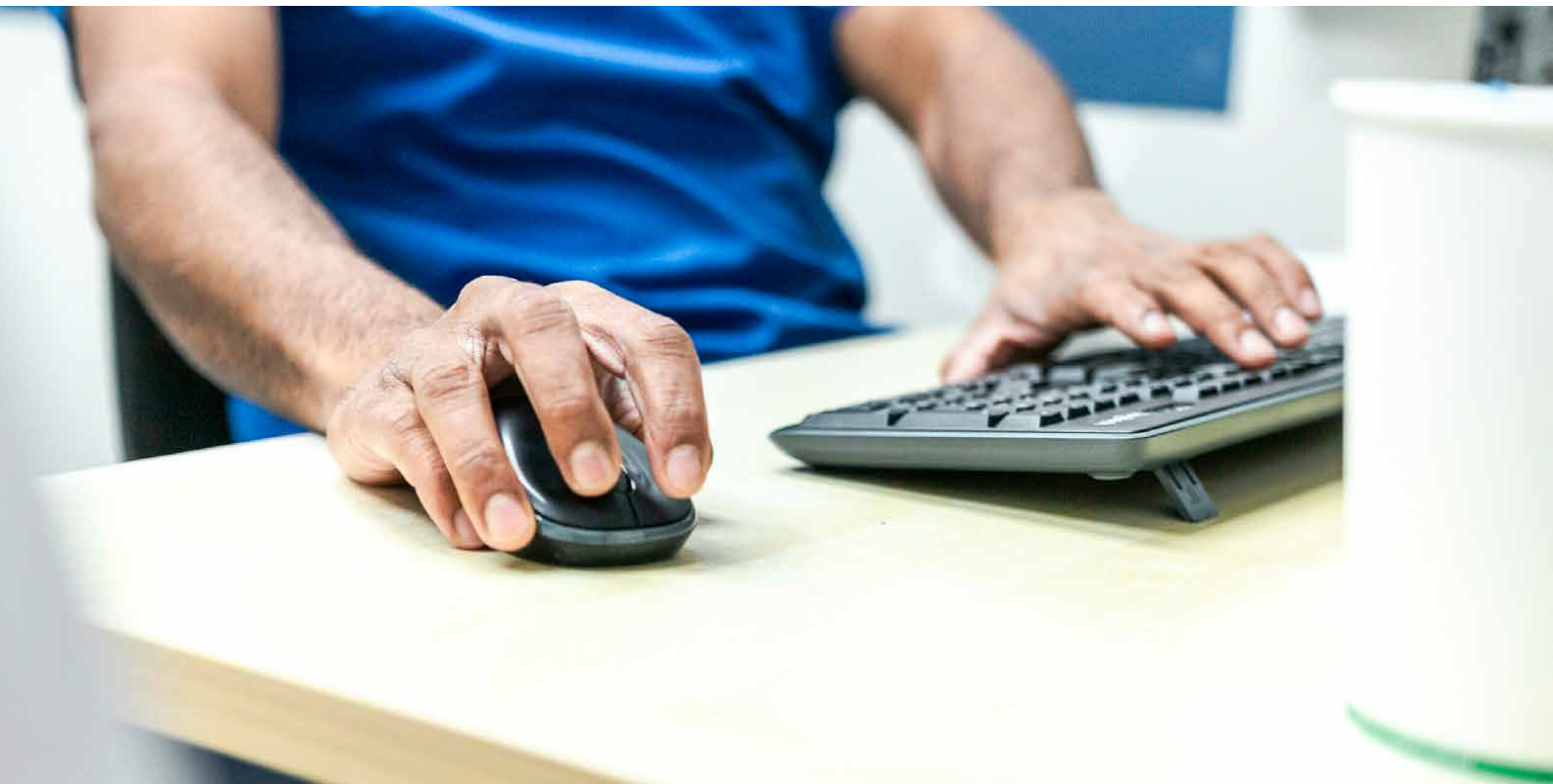
and help get the qualification recognised, something that will mark the start of a new training pathway for peer support workers. Nicki says: "The Micro-credential in Peer Support in Addiction provides a solid foundation for mahi as a peer support worker, after which people can enrol into the peer support apprenticeship or other pathways in the Mental Health and Addictions sector. The micro-credential Dave has developed has the potential to make a key difference in terms of the growth of a competent, confident workforce".

Dave, who started his work at Odyssey as a peer support worker and is now the Learning and Development Lead there, was all too aware of the need for a pathway for others wanting to take their life experiences and use them to help others. He has long seen the need for an entry-level qualification in peer support work. Not only will this micro-credential give employers confidence in their peer support staff but it will also give the workers themselves the backing and certainty that they are on the right track.

Kōrero has started around a new host responsibility qualification for the gambling environment to include a class 4 compliance and operational component along with a harm minimisation and addiction component. This is a multi-agency approach with key partners in the Ministry of Health, Department of Internal Affairs and Hospitality New Zealand. Social and environmental influences on gambling behaviour are important to understand and consideration must be given to the impact on moderate- to highly disadvantaged neighborhoods, including whānau impact. Our staff are also part of the Enabling Good Lives project team looking to create a new national curriculum for tāngata whaikaha support and is involved in the development of new programmes in positive behaviour support and employment support.

Programme endorsement

Programme endorsement became a legal requirement for all Tertiary Education Organisations (TEOs) from 1 June 2022, with the process documentation and application form published on our website. Toitū te Waiora undertook programme endorsement for TEOs based on the old approach immediately after coming into being on 4 October 2021 and completed 26 applications prior to 31 May 2022. We are happy to provide support to providers undertaking this process for the first time.



NGĀ ĀKONGA OUR LEARNERS

With such a broad remit across industries, our learners are diverse. The majority (83%) are trainees, and the remainder apprentices (trended data), with wide geographic spread clustered mainly in the Tāmaki Makaurau (Auckland), Waikato, Te Moana-a-Toi (Bay of Plenty), Te Whanganui-a-Tara (Wellington) and Waitaha (Canterbury) regions. Learners are predominantly female.

In terms of ethnic breakdown, Māori and Pacific people are mostly enrolling in Level 4 qualifications, the most popular of which are the various New Zealand Certificates in Health and Wellbeing. Trending data indicate that Māori and Pacific ākonga are undertaking significantly fewer Level 5 qualifications, and they are disproportionately unrepresented as ethnicities when we look at our overall ākonga demographics. The majority of Māori ākonga are in the 40 and over age group, with fewer in the under 25 age group. Pacific people have a similar number of ākonga in the 25-39 and 40 and over age groupings, and once again fewer in the under 25 age group.

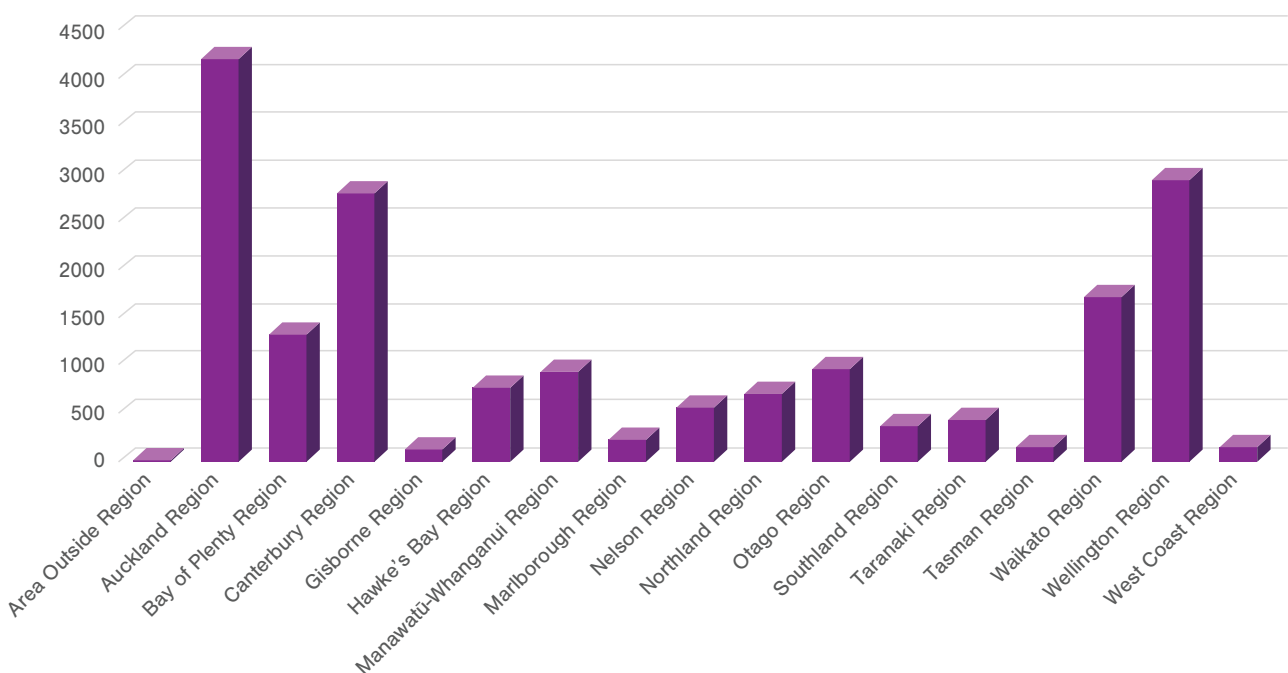
For both Māori and Pacific People there is a significantly greater number of female than male ākonga. The main learning regions for Māori are Tāmaki Makaurau (Auckland), Waikato, Te Moana-a-Toi (Bay of Plenty) and Te Whanganui-a-Tara (Wellington), and for our Pacific ākonga Auckland, Waikato, Wellington, and Canterbury.

We are mindful that it is likely the data are skewed by the pandemic, with limited immigrant ākonga numbers.

Learner priorities

In our first nine months of operation, we have not specifically focused on priorities for ākonga and their whānau. We are aware of and acknowledge the strong mahi and research that Te Pūkenga (especially Te Rito - [Part One](#)², [Part Two](#)³, [Part Three](#)⁴ and the ākonga profiles) and Ako Aotearoa have completed. Over the next year of operation, we will listen to ākonga voices being expressed across the RoVE partners and will test our approaches and advice accordingly.

Region of Education



² www.tinyurl.com/TeRitoPartOne

³ www.tinyurl.com/TeRitoPartTwo

⁴ www.tinyurl.com/TeRitoPartThree

Source: Ngā Kete, 2021

SUPPORTING LEARNERS THROUGH MODERATORS' INTERPRETATIONS

CASE STUDY 02

A recent moderator's interpretation we actioned related to a series of unit standards that contained the assessment condition that it could not be "assessed against a simulated environment. For assessment, the candidates must demonstrate competence in the workplace through paid or unpaid employment, or in placements in a service provider workplace negotiated by an education provider".

The COVID-19 environment was impacting on this Auckland-based provider in a way that did not allow them sufficient opportunities to organise appropriate placements of appropriate length (200 hours) for their learners. This impacted on the potential of several learners over three cohorts to graduate because they were not able to complete their placement hours.

Our team went into our 'huddle' to arrive at an equitable outcome that considered the conditions at the time, the needs of the programme and the desired outcome for the learners, which was to achieve their qualification. We determined that learners who had already completed between 50-75% of their placement hours could supplement the remainder using simulated situations. These simulations were pre-checked

by our team to ensure they were appropriate for the learners and would be robust enough to be equivalent to what would normally be expected had the pandemic situation not existed.

This creativity had a positive outcome (albeit as an exception to usual practice), with the learners being able to complete their qualifications. The moderators' interpretations have now expired.



NGA TAUMATA AHUMAHĪ INDUSTRY STANDARDS

Quality assurance through moderation

Moderation is a tool that allows Toitū te Waiora as a standard-setting body to provide additional guidance for assessment writers or assessors on issues within unit standards. Moderation can provide further clarity around assessment conditions and meaning around outcomes or performance criteria. It can result in temporary measures that have a set expiry date or that can be expired when a standard undergoes a formal review.

On 1 April 2022 we released our 2022 National External Moderation Plan and schedule. This flagged to our providers the list of standards we would be seeking for moderation in 2022. Our communications outlined our values and approach in working with providers, our focus on providers who submit high volumes of assessments and those who assess high-risk fields, (for example, first aid). The Moderation Plan can be viewed at: tinyurl.com/ModerationPlan.

Moderation has had a reputation of being a very arbitrary and one-sided process, with some providers viewing moderators as the ‘no police’ in many respects. While this may have been justified in the past, our Quality Assurance team works to the core values contained in our Moderation Plan and shared with providers.

Pre-assessment moderation activities

The purpose of pre-assessment moderation is to assist providers to ensure that the assessment materials they intend to use with their ākonga are fit for purpose - not just compliant to the expectations of the unit standard but addressing the wide range of learner needs in terms of its language and accessibility.

Feedback from providers on our moderation activities

“You have been a fantastic help. We’ll put your recommendations into place”

On Demand Training

“Many thanks for your approved report. Really appreciate your assistance and guidance in this regard. I am very relieved, excited, and happy that we can now deliver and assess this unit”

Tana Training Ltd

“In all my years of teaching unit standards, your feedback has been the most useful I have received”

Hillmorton High School

Post-assessment moderation activities

Post-assessment moderation is the evaluation of performance of assessment activities after they have been completed by our providers. This has made up the bulk of our moderation work, and since inception we have completed over 200 separate projects involving approximately 800 moderation samples (each project comprises three to five individual samples).

Our post-moderation activities were split into three groups alphabetically by provider name. With the first group well under way, mid-2022 saw this request extended to providers in the second group. We have also organised site visits to five providers delivering First Aid and Pre-Emergency Hospital Care standards, and moderation will be undertaken as the training happens.

We have also undertaken moderation with a more in-depth focus, for example by using a panel to evaluate provider assessment activities (see the case study on the following page).

ADAPTIVE QUALITY ASSURANCE METHODS

CASE STUDY 03

Workforce Development Limited, a Private Training Establishment based in Napier and Manukau approached Toitū te Waiora to provide post-assessment advice for their New Zealand Diploma in Health and Wellbeing (Applied Practice) (Level 5), which was being delivered for the first time with new assessments at their Napier and Manukau campuses.

As we were a new Quality Assurance team, and this would be this provider's first engagement with us in this space we took a different approach that enabled us to engage with members of Toitū te Waiora wider teams and involve them in the moderation space. We initiated a panel moderation, led by a Quality Assurance Specialist and joined by members of the Kahui Māori and Industry Transformation teams. This approach was met with wholehearted support from the provider.

After the panel was convened, we briefed the members on their role, the purpose of this process and the guidelines under which we operate. There were a number of standards involved in this project, and each panel member was given a set of assessments to individually review. The panel then met to discuss their findings and from that, a report was generated for the provider.

When the project was completed, there was considerable positive feedback from the panel participants, none of whom had extensive moderation experience. They were thankful for the opportunity and have since sought other similar opportunities. The provider was thankful for the feedback and has since implemented the suggested improvements for future assessment activities.



Our practice of post-assessment moderation will evolve as we continue work towards further embedding our values into our work and as the quality assurance framework for the new Skill Standards is developed in a co-design process with NZQA.

Consents to Assess

Consents to assess (CTA) is the process by which a provider gains approval to deliver, assess and award unit standards that sit under our gazetted coverage. A provider applies to us for support, showing their ability to comply with an established set of criteria contained in the Consent and Moderation Requirements document. We issue a letter of support, which is then sent to NZQA who approve the CTA.

Between 4 October 2021 and 30 June 2022, we completed 16 CTA applications for evaluation ranging from single unit standard applications to significant applications involving transfer of arranging training functions from TITOs to providers. These transfers involved collaboration with other WDCs.

One example of this was the transition of the arranging training functions of learners from The Skills Organisation to Ignite Colleges. Team members from Ringa Hora, Hanga-Aro-Rau, Toi Mai and Toitū te Waiora worked together to transition multiple groups of standards from wide-ranging subject groups and levels.





**TIROHANGA
ANAMATA
FUTURE
FOCUS**

NGĀ WAWATA OUR GOALS

Now that our establishment phase is behind us, we are looking to the 2022/2023 year ahead and moving with deliberate speed to deliver on our strategic and operational plans. We continue to work on building a diverse, high-performing, and sustainable workforce that can deliver on our priorities, crucially recruiting the right capability in the Māori, Pacific and tāngata whaikaha spaces.

Our areas of focus for the coming year are clear and have been prioritised. Mahi is underway in work streams aligning to our core functions of Leadership, Advisory and Representation, Standards Setting, Capstone Assessments and Qualifications, Te Tiriti o Waitangi and Equity among others. We have our goals, outcome measures and timeframes clearly articulated for each of these functions.

By early 2023, Toitū te Waiora aims to:

- have built solid relationships with partners and other WDCs, with our kaupapa clearly conveyed
- be observably driving change in qualification and credential development to engage underserved learners
- have a clear understanding of the needs and gaps within industry
- have workforce development plans in progress with key partners
- have a framework implemented for qualification design
- be providing consistent support to all priority RoVE workstreams
- have progressed our social media strategy

It is expected by then that staff within Toitū te Waiora will be regularly applying the Tūāpapa self-reflection process to goals specific to their team objectives and work. We have agreed with the TEC our performance measures of success for 2022/2023 and believe these can all be addressed or responded to through the utilisation of Tūāpapa.

Within our Operational Plan 2022/23 (view a copy at: tinyurl.com/TTWOperationalPlan.)

sit plans for each of the three delivery business units, with our Corporate Services business unit sitting alongside in support. Here we summarise the key areas of focus for each business delivery units.

As noted earlier, the 2022/2023 year will see the development and implementation of the skill standards and National Curricula. This work is well underway, with proposals being widely consulted on. We will include design input from underserved learner perspectives, engaging advisors to add the lenses of Māori and Pacific people, and we have already engaged with a technical advisor who brings tāngata whaikaha lived experience. Developing the National Curricula (New Zealand Programme) involves creating a model that does not currently exist in vocational education. Deliverables and timelines for this work in 2022/2023 are still being developed, and NZQA has pushed out the timelines so the work can be accommodated.

Sitting alongside the skill standards will be unit standard reviews starting in August 2022.

In 2022 we committed to reviewing nine Certificates and Diplomas for possible endorsement:

- NZ Certificate in Out of School Care (Level 4)
- NZ Certificate in Beauty Therapy (Level 4)
- NZ Certificate in Spa Therapy (Level 5)
- NZ Certificate in Specialised Epilation Therapy (Level 6)
- NZ Certificate in Specialised Skin Care Therapy (Level 6)
- NZ Certificate in Nail Technology (Level 4)
- NZ Diploma in Health and Wellbeing (Practice/ Applied Practice) (Level 5, also Levels 2-4)
- NZ Diploma in Beauty Therapy (Level 5)
- NZ Diploma in Youth Work (Level 6)

These reviews will be complete in 2022 or early 2023, while other qualification reviews for 2023 continue to be scoped.



Overall, we will have looked at 194 individual unit standards across more than 300 providers in 2022. 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 through to October).

We will continue to work to our 2022 National External Moderation Plan and schedule released in April: flagging with 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, and listing the unit standards we will be looking at for post-assessment moderation. The Quality and Assurance team will be busy with post-moderation and expects to receive around 100-plus CTAs (these will also have a pre-moderation component).

We are looking at how we can transform moderation to include providing CTAs and pre-moderation assessments with Māori, Pacific, and tāngata whaikaha lenses. This is alongside developing our own capability to guide provider quality assurance and make recommendations that support underserved learners, by filling vacant positions in the Māori, Pacific and tāngata whaikaha spaces and developing our Taurima Mahi cadetship programme.

The Industry Transformation team will continue to build capability and capacity, and focus on strengthening industry relationships, while identifying trends and potential needs across our sectors.

As we move into the delivery phase, we know that to achieve the transformational change we seek with limited resources we need to be strategic about the decisions we make. The Industry Transformation team will focus their efforts on the key sectors of health, education and community services.

While the Kahui Māori team will contribute whakaaro and mahi to all four Toitū te Waiora workstreams, they will particularly drive initiatives sitting in Te Tiriti o Waitangi and Equity workstreams. Key priorities and areas of focus for 2022/2023 are to:

- provide the frameworks and tools that support elevation and awareness of Te Tiriti o Waitangi and equity solutions
- provide a safe space for kaimahi to engage in their learning of tikanga and te reo without judgement, and
- advocate for and embed Te Tiriti o Waitangi in all work produced and all interactions that occur.

Our newly created role of Strategic Partnerships Manager – Māori, supported by our capable team, will set the standard in Tiriti partnerships for Toitū te Waiora.

The Corporate Services team will continue to develop and refine the foundational operational systems needed to support our ambitious work programme. This will occur alongside a strengthening of the partnership with Hāpaitia to deliver on shared objectives around employee engagement, wellbeing, culture, and high performance.

As an organisation we will continue to build our early momentum to work with industries to develop a strategic view of the skills they require now and into the future. This will involve identifying the gaps and advocating for those needs to be met, translating them into expectations of what the vocational education system will deliver. We will continue to work hard to give a stronger voice to Māori business and iwi development and act as influencer to improve access and progress outcomes for Māori, Pacific people, tāngata whaikaha and other underserved communities within our industries.





**HE TAUKĪ
O NGĀ MAHI
STATEMENT
OF SERVICE
PERFORMANCE**

STATEMENT OF SERVICE PERFORMANCE FRAMEWORK

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

The Toitū te Waiora Workforce Development Council commenced operations on 4 October 2021 with clear expectations set by the Crown and the Tertiary Education Commission (TEC) to undertake establishment activities that would provide a strong foundation for future operations. We worked to develop and implement an Establishment Plan that was approved by the TEC. As we move out of the establishment phase and into the operational phase, we will begin work on developing appropriate measures for our performance and establishing baselines for these measures. A key part of this work is the development of Statements of Strategic Direction outlining key deliverables and outcomes for the next five years, and the metrics we will use to effectively measure our success.

Our success is dependent on the perception of us by industries and hapū and iwi Māori organisations. We acknowledge that we have not conducted any satisfaction surveys during the establishment phase based on our initial engagement, establishing of relationships and networks, recruiting of effective teams, and developing of workplans.

Underpinning all establishment activities and ongoing work is a genuine commitment to the principles of Te Tiriti o Waitangi in all that we do. Te Tiriti informs the composition of our Council, our organisational structure, how we approach our work, and our areas of focus.

As the Statement of Service Performance covers the establishment stage of Toitū te Waiora measures are mainly in a narrative form. Performance goals will be set once the Annual Plan/Statement of Strategic Direction metrics are developed. We will report against these in our 2022/2023 Annual Report via a Statement of Service Performance.

Our Statement of Service Performance for 2021/2022 is based on commitments made in and undertakings outlined in:

- our Order in Council
- the Letter for Expectation from the Tertiary Education Commission and funding letters
- the Education and Training Act 2020 (Section 366-369)
- our Establishment Plan.

Further, all workstreams are committed to the application of our Tūāpapa framework in the design and delivery of our commitments.

Performance requirements, success measures and actual performance achieved are tabulated here.

Honouring Te Tiriti

Design and undertake WDC structures and activities in a way that contributes to an education system that honours Te Tiriti o Waitangi, supports Māori-Crown relations, and ensures fair and equitable outcomes for all.

Success measures

- Te Tūāpapa cultural framework in place, laying the foundations to socialise amongst staff with training underway
- Kaimahi understand the framework, can apply it to their team setting, and in their roles
- Kaimahi have increased awareness of equitable practice and partnership
- Kāhui Māori team works across organisation to support the Kaupapa, measured through change of culture and confidence of all staff.

Actual performance achieved 2021/22

- Tūāpapa framework developed and in use in strategic documents
- Tūāpapa self-reflective tool developed for staff
- Kahui Māori team has led development and rollout of Tūāpapa.

Comments

Tūāpapa is our Tiriti o Waitangi framework, developed by our Kahui Māori team who are unique across Ohu Mahi. It ensures that Te Tiriti remains the foundation for our mahi, shapes our internal culture and guides how we engage with our partners (more detail page 23 Annual Report).

Skills Leadership

Provide skills and workforce leadership for the specified industries including by identifying their current and future needs and advocating for those needs.

Success measures

Skills and workforce development plans in place that reflect engagement with industry and lead to new qualifications/skills programmes.

Actual performance achieved 2021/22

Initial Workforce Development Plan submitted to TEC 30 June 2022.

Comments

The initial Workforce Development Plan submitted 30 June incorporated insights from five Regional Skills Leadership Groups (RSLGs) and prioritised health, education, social services in rural areas of the Tai Tokerau, Tairāwhiti, Nelson-Tasman, Manawatu-Wanganui and Tai Poutini (West Coast) regions. Further workforce information from across Aotearoa New Zealand provides a relatively current snapshot at a national level and will be included in a revised version of the Plan based on feedback and suggestions from industry and the TEC.

Advocate for industries and promote career opportunities with the aim of achieving a balance in the supply and demand for skilled kaimahi.

Success measures

Evidence we have engaged with schools around vocational pathways.

Actual performance achieved 2021/22

Memorandum of Understanding signed with Careerforce on 31 March 2022 supporting Life Changing Careers campaign.

Comments

Careerforce is leading the Life Changing Careers campaign on our behalf, with us working in support. The next phase of this campaign will be working with Careerforce to boost the profile and accessibility of vocational education leading to health and social services roles (Establishment Phase Final Report, page 10).

Undertake research to gather industry insights.

Success measures

Completion of Skills Survey to the sector with a good level of engagement that demonstrates industry confidence and that their voice is being heard.

Targeted research and analysis is available giving clear picture of current and future skills and workforce needs.

Actual performance achieved 2021/22

Initial industry survey completed in June 2022: 152 responses received.

Comments

An industry survey to determine workforce challenges and needs was distributed to over 6252 industry partners, ending in June 2022. It produced recurring themes across all our sectors around workforce shortages, wellbeing, composition, and skills development (refer Toitū te Waiora Industry Survey June 2022, linked here).

Industry Engagement

Build on strong connections with industry groups and other Workforce Development Councils, demonstrate the involvement of industry in development of plans and ensure industry qualifications and skills standards are relevant, readily accessible and support improved outcomes for learners (especially Māori, Pacific learners and tangata whaikaha, as priority ākongā outlined in the Tertiary Education Strategy) and employers.

Facilitate the voices of industries.

Success measures

- Engagement model and strategy in place
- Number of industry events/ engagements conducted
- Skills and workforce development plans reflect engagement with industry
- Satisfaction survey of industry around engagement and involvement
- Clear evidence of collaboration with Regional Skills Leadership Groups, other WDCs and providers.

Actual performance achieved 2021/22

- Engagement model and strategy developed, submitted to TEC May 2022
- Conducted 290 individual industry engagements involving 323 engagement partners across public and private sectors (iwi, Māori businesses and providers, peak bodies and NGOs)
- Submitted our initial Workforce Development Plan to TEC 30 June 2022
- Industry roadshow planned for October 2022 (Te Hikoi o Toitū te Waiora)
- Anecdotal feedback received from industry*.

Comments

Te Hikoi o Toitū te Waiora (our national roadshow), led by the Kahui Māori team, will make us more widely known across the mōtu. National awareness will help build credibility amongst our partners and enable us to demonstrate in our reporting to government that we are making a difference to iwi, to hāpori and to industry and economy. The intended outcomes of Te Hikoi are increased awareness of Toitū te Waiora and what we do, better understanding amongst our partners of 'what is in it for them' and meaningful insights that inform our reporting and strategic direction.

*See Annual Report page 46 for feedback from AECTP on the First Aid Review completed May 2022.

Qualifications System Products

Develop, set, and maintain standards and qualifications.

Endorse programmes.

Success measures

1. Qualifications System products workplan finalised
2. 806 unit standards maintained, 63 transferred to Ringa Hora
3. Workplan in place to transition existing unit standards over to Skills Standards from 2023*
4. Number of qualifications reviewed
5. Number of qualifications in development
6. Number of micro-credentials developed
7. Programme endorsement of 109 qualifications (54 with Toitū te Waiora as the qualification developer, 55 not developed by Toitū te Waiora – as of 1 June 2022)

Actual performance achieved 2021/22

1. Development of workplan completed 21 December 2022
2. 53 unit standards reviewed and submitted to NZQA in 2021/22
3. Not started
4. 10 qualifications under review (with two outcomes submitted to NZQA for approval)**
5. Within phase 1 of the beauty qualification review there are three new qualifications to be developed.
6. Micro-credentials in progress:
 - micro-credential completed for peer support workers in addictions (positive feedback from provider)***
 - micro-credential under development to support NZ Disability Support Network
7. Twenty-six programme endorsements completed

Survey of providers with consent-to-assess completed, resulting in 57 responses and 50 face-to-face hui

Anecdotal feedback from providers demonstrated satisfaction with pre- and post-moderation activities*

Comments

The NZQA Qualifications workplan is linked from page 49 of the Annual Report.

* This reflects a significant RoVE outcome to ensure NZ qualifications stay fit-for-purpose. Skills Standards product not yet available, timelines and deliverables still in development by NZQA.

**Qualifications under review are:

- Beauty (3443, 3444, 3445, 3458, 3457)
- Youth Worker (2448, 2449, 3803)
- Health & Wellbeing (3244)
- Funeral Services (1942, 1943)
- Out of School Care (2762) – expiry request submitted

*** See Annual Report page 48 for the micro-credential case study and positive feedback from partner provider.

Quality Assurance

Work collaboratively with providers to ensure learning outcomes and education perspectives are appropriately considered in assessment design.

Moderate assessments.

Develop any capstone assessments (none in place currently for Toitū te Waiora).

Success measures

1. Consent to Assess (CTA) Approvals completed
2. Pre-moderations completed
3. Annual post-moderation workplan in place
4. Quarterly post-moderation requests to providers

Consent to assess and pre-moderation activities clearly identify and address situations where learners may be disadvantaged by assessment practices

Actual performance achieved 2021/22

1. Twelve CTA Approvals completed
2. 122 pre-moderation approvals completed
3. Annual post-moderation workplan finalised and 109 post-moderation projects completed
4. 496 provider post-moderation sample submissions

Survey of providers with consent-to-assess completed, resulting in 57 responses and 50 face-to-face hui

Anecdotal feedback from providers demonstrated satisfaction with pre- and post-moderation activities*

Comments

*see Annual Report pages 52-53 for quoted feedback.

Collaboration

Work collaboratively with providers, other workforce development councils, NZQA and any other relevant regulatory body

Work closely and constructively with NZQA in its qualification and standards approval role and to ensure assessment is appropriately moderated.

Success measures

- Evidence of collaboration with other WDCs on matters of common interest (membership of Communities of Practice and other committees)
- Engagement model and plan in place showing coordinated engagement activities with providers and regulatory bodies
- Confirmation from NZQA that Standard Setting Body responsibilities are being carried out satisfactorily.

Actual performance achieved 2021/22

- Staff actively contributing to Ohu Ahumahi Communities of Practice
- Engagement model and strategy developed, submitted to TEC June 2022
- Collaborative projects underway with Te Pūkenga and RSLGs
- Working with NZQA on development of new products

Comments

Toitū te Waiora has general manager representation on the Ohu Ahumahi Insights and Strategy Community of Practice

Based on RSLG engagement and insights, we are prioritising the following regions for industry/sector collaboration: Te Tai Tokerau, Manawatū, Te Tairāwhiti, Taranaki, Whanganui-ā-Tara, and Marlborough (see Establishment Phase Final Report pages 42 and 43).

See Annual Report page 43 for a case study of Hauora collaboration in Te Tai Tokerau: including with local iwi, RSLG and Te Pūkenga to plan for future workforce needs, with the Ministry of Health and Te Whatu Ora to create micro-credentials for the COVID-19 workforce and with kura to smooth pathways between school and tertiary study or employment.

We are working with NZQA and other WDCs on the development of new products, namely the Skills Standards and National Curricula, with proposals out for wide consultation. Timelines and 2022/23 deliverables are still in development by NZQA.

TEC Advisory Function

Provide advice to TEC that will assist TEC to make decisions about sector strategies, inform guidance to Tertiary Education Organisations on how to shape their offering of learning and training and inform funding decisions for vocational education and contribute to TEC careers advice and information.

Success measures

- Advice to TEC delivered on time
- Advice to TEC reflects future demand and analysis and understanding of skills demand and supply
- Relationship transparent with feedback loops open and engaged

Actual performance achieved 2021/22

- Initial overall investment advice (including mix of training advice) submitted 30 June 2022
- Initial Workforce Development Plan submitted to TEC on 30 June 2022.
- Regular meetings in place with TEC to agree expectations and exchange feedback

Comments

The initial overall investment advice to TEC and the mix of training advice were combined into one initial advice document submitted to TEC on 30 June 2022. This is currently under refinement based on feedback from TEC ahead of final advice to be submitted later in 2022. As noted above, the Workplace Development Plan is currently also under refinement based on feedback from TEC.



Operating Model and Organisational Structure

Establish an operating organisation including developing organisational systems, policy and procedures including:

1. Recruitment of staff
2. Policies and risk frameworks, including processes with Hāpaitia for back-office services
3. Risk register
4. Governance documents
5. Health, safety and wellbeing frameworks in place

Success measures

1. 100% budgeted roles recruited
2. Foundational policies written and rolled out
3. Risk register, in place
4. Governance framework and procedures in place
5. Hazard identification and incident management system in place, good wellbeing support for staff
6. Financial performance within budget

Actual performance achieved 2021/22

1. In progress – people recruited into 61% of budgeted roles
2. Achieved – policies in place
3. Achieved
4. Achieved
5. In progress
6. Achieved

Comments

At year end staff were in place for 35 of 57 budgeted roles. The following Toitū te Waiora policy documents have been adopted and socialised with staff:

- Accounting Policy
- Conflict of Interest Policy
- Fraud and Corruption Policy
- Good Employer Policy
- Health, Safety and Wellbeing Policy
- Privacy Policy
- Procurement Policy
- Recruitment and Selection Policy
- Sensitive Expenditure Policy
- Treasury Policy

We also adhere to the Hāpaitia COVID-19 Vaccination policy that applies across Ohu Ahumahi.

A risk register is maintained by Corporate Services and is updated regularly. Governance sub-committees and procedures are in place, including Governance manual. We are rolling out the Safe365 system to help us assess and track our organisational, health, safety, and wellbeing, including incident/near miss and hazard reporting capability via an app, and data dashboarding for continuous monitoring and improvement. We are active on the Ohu Ahumahi Health and Safety Committee, have a wellbeing leader in place delivering group and 1:1 wellbeing support to staff, supported by a wellbeing hub on our intranet with resources for staff. Refer to the Establishment Phase Final Report pages 28-30 for more detail

Expenditure for the year was successfully managed within 2021/22 TEC funding (see financial statements, starting page 72 Annual Report).





**NGĀ TATAURANGA
PŪTEA
FINANCIAL
STATEMENTS**



BDO Wellington Audit Limited

INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF TOITŪ TE WAIORA - COMMUNITY, HEALTH, EDUCATION, AND SOCIAL SERVICES WORKFORCE DEVELOPMENT COUNCIL'S FINANCIAL STATEMENTS AND STATEMENT OF SERVICE PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2022

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

Opinion

We have audited:

- the financial statements of the Council on pages 78 to 101, that comprise the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Council on pages 64 to 70.

In our opinion:

- the financial statements of the Council on pages 78 to 101:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2022; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the statement of service performance on pages 64 to 70:
 - presents fairly, in all material respects, the Council's service performance achievements as compared with the forecast outcomes included in the investment plan for the year ended 30 June 2022 and
 - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 19 December 2022. This is the date at which our opinion is expressed.

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

Basis for our opinion

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

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



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

The 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 and the statement of service performance, the Council is responsible on behalf of the Council for assessing the Council'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 the Council 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.

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

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

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

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

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

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

- We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



BDO Wellington Audit Limited

- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We evaluate the appropriateness of the reported performance information within the Council'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 the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of service performance or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the statement of service performance, including the disclosures, and whether the financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the 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 3 to 61 and page 104, 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.



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Independence

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

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

A handwritten signature in blue ink, appearing to read 'Geoff Potter', is written over a light blue horizontal line.

Geoff Potter

BDO WELLINGTON AUDIT LIMITED

On behalf of the Auditor-General

Wellington, New Zealand

STATEMENT OF RESPONSIBILITY

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

In the Council's opinion:

The Statement of Performance fairly reflects the performance of Toitū te Waiora for 4 October 2021 to 30 June 2022.

The Financial Statements fairly reflect the financial position and operations of Toitū te Waiora for 4 October 2021 to 30 June 2022.

Signed by:



Wini M Geddes

Co-Chair

19 December 2022



David Waters

Co-Chair

19 December 2022

Statement of Comprehensive Revenue and Expense

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

All in \$000s	Note	Actual	Budget
Non-exchange revenue			
Government funding	2	7,724	7,384
Project grant funding	2	245	-
Total non-exchange revenue		7,969	7,384
Total revenue		7,969	7,384
Expenditure			
Employee expenses	3	3,306	2,811
Hāpaitia Limited - Shared Council services	3	927	685
Administration and other expenses	3	749	1,867
Total expenditure		4,982	5,363
Surplus/(Deficit) for the 9 months ended 30 June 2022		2,987	2,021
Other comprehensive revenue and expense		-	-
Total comprehensive revenue and expense		2,987	2,021
Total comprehensive revenue and expense for the period attributable to:			
Community, Health, Education, and Social Services Workforce Development Council		2,987	2,021
Total		2,987	2,021

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

Statement of Financial Position

Community, Health, Education, and Social Services Workforce Development Council
as at 30 June 2022

All in \$000s	Note	Actual
Assets		
Current assets		
Cash and cash equivalents	4	3,594
Accounts receivable	5	35
Advances	5	453
Prepayments	5	16
Total current assets		4,098
Total assets		4,098
Liabilities		
Current liabilities		
Trade and other payables	7	688
Employee entitlements	8	238
Revenue received in advance	9	185
Total current liabilities		1,111
Total liabilities		1,111
Net assets		2,987
Equity		
Accumulated revenue and expense	11	927
Operating reserve	11	1,160
Capital reserve	11	900
Total equity attributable to Community, Health, Education, and Social Services Workforce Development Council		2,987

The accompanying notes form part of these financial statements.

Statement of Changes in Net Assets/Equity

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

All in \$000s	Note	Accumulated revenue and expense	Operating reserve	Capital reserve	Total net assets/equity
Balance at 1 October 2021	11	-	-	-	-
Total comprehensive revenue and expense for the year		2,987	-	-	2,987
Transfers between reserves					
Operating reserve		(1,160)	1,160	-	-
Capital reserve		(900)	-	900	-
Total Transactions with the owners of the company		(2,060)	1,160	900	-
Balance at 30 June 2022		927	1,160	900	2,987

The accompanying notes form part of these financial statements.

Statement of Cash flows

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

All in \$000s	Note	Actual
Operating activities		
Receipts from Government	2	8,154
Goods and services tax (net)		(16)
Payments to employees		(2,592)
Payments to suppliers		(1,952)
Net cash flows from operating activities		3,594
Investing activities		
Net cash flows from investing activities		-
Financing activities		
Other cash items from financing activities		-
Net cash flows from financing activities		-
Net (decrease)/increase in cash and cash equivalents		3,594
Cash and cash equivalents at beginning of the period		-
Cash and cash equivalents at end of the period	4	3,594

The accompanying notes form part of these financial statements.

NOTE INDEX

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

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NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

1. STATEMENT OF ACCOUNTING POLICIES

Reporting entity

The Toitū te Waiora is domiciled in New Zealand and is a charitable organisation registered under the Charities Act 2005. The Council 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 Toitū te Waiora is to ensure the vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development. Toitū te Waiora will give their industries and employers greater leadership and influence across vocational education. Success for Toitū te Waiora 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.

Governance responsibilities are held by a Council, comprising Councillors who act in similar capacity to Directors on a Board of Directors

Toitū te Waiora is a public benefit entity for the purposes of financial reporting in accordance with the Financial Reporting Act (2013)

Basis of preparation

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

Reporting period

Toitū te Waiora began operations on 4th October 2021 and therefore the reporting period for the financial statements is for the nine months from 4th October 2021 to 30th June 2022 and as such there is no comparative period.

Statement of compliance

The financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently throughout the year. The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand "NZ GAAP". They comply with Public Benefit Entity Accounting Standards Reduced Disclosure Regime (PBE Standards RDR) "PBE IPSAS" 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, the Council 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 Council 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 Reduced Disclosure Regime "RDR" disclosure concessions.

The Council has complied with its obligations under the Charities Act 2005.

These financial statements were authorised for issue by the Toitū te Waiora Council on 19 December 2022.

Presentation currency and rounding

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

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Budget figures

Budget figures provided in the annual financial reports will be derived from the financial budget approved by the Council at the beginning of the financial year. The Council did not approve a Statement of Financial Position, Statement of Changes in Net Assets/Equity or Cashflow budget for the year ended 30 June 2022. Where revised budgets are submitted to and approved by the Council during the financial year, the most recent revised budget for that year will be used for management accounting reports only.

Early Adoption of Accounting Standards

Toitū te Waiora has chosen to early adopt PBE IPSAS 41 *Financial Instruments*. This standard is effective for periods beginning on or after 1 January 2022 and establishes requirements for the recognition and measurement of financial instruments. Disclosures are provided in note 10 to the 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:

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

- judgement was also required when distinguishing between the research and development phase of projects and whether software costs meet the recognition criteria for capitalisation.

Goods and services tax

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 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

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

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

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 Toitū te Waiora, and measured at the fair value of consideration received or receivable. The following specific recognition criteria in relation to revenue streams must also be met before revenue is recognised.

Revenue from Exchange Transactions

Interest and dividends

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

Revenue from Non-Exchange Transactions

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

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

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

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

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

The following specific recognition criteria in relation to Toitū te Waiora 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 the Toitū te Waiora from the Tertiary Education Commission (TEC). Toitū te Waiora considers this funding to be non-exchange revenue and recognises TEC funding as revenue when received. TEC funding has stipulations, and they take the form of restrictions not conditions.

Grants

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

Other grants received

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

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

2. REVENUE (CONTINUED)

All in \$000s	Actual 2022
Government funding classified as non-exchange transactions	
Government funding classified as non-exchange transactions	7,724
Project grant funding classified as non-exchange transactions	245
Total Government funding	7,969
Total revenue	7,969
Revenue classification	
Non-exchange revenue	7,969
Total revenue	7,969

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

3. EXPENDITURE

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

All in \$000s	Note	Actual 2022
Employee benefits expenses		
Wages and salaries		2,912
Contractors		93
Councillors and board expenses	15	278
Other employee expenses		23
Total		3,306
Hāpaitia Limited Shared Council Services¹		
		927
Administration and other expenses		
Consultancy and audit costs		
		90
Audit expenses ²		38
Legal fees		19
Total		147
People and culture costs		
Other staff costs		23
Recruitment costs		97
Total		120
Information Technology costs		
Subscriptions and memberships		3
Total		3
Office and other costs		
Travel and engagement		149
Project costs		245
General expenses		85
Total		479
Total administration and other expenses		749
Total Expenditure		4,982

1. Hāpaitia Limited 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 audit of financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

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 2022
Bank deposits	3,594
Total cash and cash equivalents	3,594

There are no restrictions over any of the cash and cash equivalent balances held by Toitū te Waiora.

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

5. ACCOUNT RECEIVABLES

Accounting Policy

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

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

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

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

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

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

Advances

Advances have been made to Hāpaitia Limited for shared services to be provided. As provided in the Service Contract with Hāpaitia Limited further advances are made on request from Hāpaitia Limited and should the contract be terminated at any time, once all obligations of the Council to Hāpaitia Limited have been met the balance of the advance account would be payable to the Council. The advance to Hāpaitia Limited, an associate, is non-interest bearing (Note 15).

All in \$000s	Actual 2022
Receivables from exchange transactions	
Trade receivables from exchange transactions	13
Net trade receivables from exchange transactions	13
Receivables from non-exchange transactions	
GST Receivable	22
Advances to Hāpaitia Limited	453
Total receivables from non-exchange transactions	475
Total receivables	488
Prepayments and other assets	
Prepayments	16
Total Prepayments and Other Assets	16

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

6. ASSOCIATES

Accounting Policy

An associate is an entity over which Toitū te Waiora 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.

Toitū te Waiora holds significance over the following entity, which is accounted for using the equity method:

Name	Voting rights & Ownership Interest
Hāpaitia Limited	16.7%

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

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

7. TRADE AND OTHER PAYABLES

Accounting Policy

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

All in \$000s	Actual 2022
Trade payables	492
Accruals	186
Other payables	10
Total	688

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

8. EMPLOYEE BENEFIT LIABILITIES

Accounting Policy

Short-term employee benefits

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

Long-term employee benefits

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

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

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

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans such as KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are recognised as an employee benefit expense in surplus or deficit in the periods during which services are rendered by employees. Prepaid contributions are recognised as an asset (prepayment) to the extent that a cash refund or a reduction in future payments is available. Contributions to a defined contribution plan that are due more than 12 months after the end of the period in which the employees render the service are discounted to their present value.

All in \$000s	Actual 2022
Current	
Short-term employee benefits	238
Current portion of long-term employee benefits	-
	238
Non-current	
Non-current portion of long-term employee benefits	-
Total employee benefit liability	238

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

9. REVENUE RECEIVED IN ADVANCE

Accounting Policy

Project funding received has been recognised as income as expenditure directly related to project deliverables has been incurred. The remaining funding has been recognised as revenue in advance and is expected to be released to the Statement of Comprehensive Revenue and Expense as the various project deliverables are completed. Unspent project funding at the conclusion of the project, as provided in the grant funding agreement, will be returned to the funder.

All in \$000s	Actual 2022
Revenue received in advance	
Project funding	185
Total	185
Current portion	185
Total revenue received in advance	185

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

10. FINANCIAL INSTRUMENTS

Toitū te Waiora initially recognises financial instruments when Toitū te Waiora becomes a party to the contractual provisions of the instrument. Toitū te Waiora 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 Toitū te Waiora is recognised as a separate asset or liability. Toitū te Waiora 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, Toitū te Waiora 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.

Toitū te Waiora 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 5 and 7 and below.

i) Classification of financial instruments

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

		Carrying amount (\$'000)		
		Financial Assets	Financial Liabilities	Total
		Amortised cost	Amortised cost	
Note				
Subsequently not measured at fair value				
Cash and cash equivalent (assets)	4	3,594	-	3,594
Receivables	5	488	-	488
Payables	7	-	(688)	(688)
		4,082	(688)	3,394

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

10. FINANCIAL INSTRUMENTS (CONTINUED)

ii) Amortised cost financial assets

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.

Toitū te Waiora financial assets measured at amortised cost comprise trade receivables from exchange transactions and other receivables and cash and cash equivalents in the statement of financial position. Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less.

iii) Amortised cost financial liabilities

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

Toitū te Waiora financial liabilities measured at amortised cost comprise trade and other payables and accruals in the consolidated of financial position.

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

11. EQUITY

Accounting Policy

Equity comprises accumulated revenue and expenses and reserves. Equity is represented by net assets. Toitū te Waiora 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 Council. The prudent reserves policy provides guidelines for determining the appropriate level of capital, operating and other reserves for the Council to hold each year to maintain its financial health.

All in \$000s	Actual 2022
Equity	
Accumulated revenue and expenses	927
Reserves	
Operating reserve	1,160
Capital reserve	900
Total Reserves	2,060
Total Equity	2,987

All in \$000s	Actual 2022
Accumulated revenue and expenses	
At 4 October 2021	-
Surplus/(deficit) for the year before other comprehensive revenue and expenditure	2,987
Allocation to reserves	2,060
Balance as at 30 June 2022	927

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 2022
Operating Reserve	
At 4 October 2021	-
Allocation from accumulated revenue and expense	1,160
Balance as at 30 June 2022	1,160

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

11. EQUITY (CONTINUED)

The Capital Reserve was established by Council 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 Council. 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 2022
Capital Reserve	
At 4 October 2021	-
Allocation from accumulated revenue and expense	900
Balance as at 30 June 2022	900

12. MAJOR BUDGET VARIATIONS

The Board approved the budget in two tranches, the first, the expenditure budget was approved in October 2021 and the second tranche in February 2022 once funding letters were received from TEC and approved by the Board. Explanations for major statement of comprehensive revenue and expense budget variations from the 2022 Toitū te Waiora budget are detailed below in this table:

All in \$000s	Actual	Budget	Variance
Revenue variances			
Government funding	7,724	7,384	340
Project grants funding	245	-	245
Expenditure variances			
Employee expenses	3,306	2,811	495
Shared services	927	685	242
Administration and other expenses	769	1,867	(1,098)
Total comprehensive revenue and expense	2,967	2,021	946

Government funding is higher than budget due to the receipt of additional funding from TEC that was distributed from unspent funds remaining after the TEC Establishment unit concluded its mahi. COVID-19 Project funding received was not factored into the budget. Employee expenses were more than budget due to salaries being higher than expected due to the tight labour market conditions, especially for specialist positions. Some shared services costs were included in Administration and other expenses in the budget. As establishment of the Workforce Development Councils and Hāpaitia Limited took place variations were made to services to be provided which resulted in transferring costs from Administration and other to Shared services. Key savings came in the form of personnel costs from Hāpaitia Limited.

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

13. OPERATING LEASES

Accounting Policy

Operating leases

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

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

Toitū te Waiora has entered leasing arrangements with its associate Hāpaitia Limited for computer and office equipment as part of the Service contract between both parties (Note 15).

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

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

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

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

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

The annual operating lease value for the computer and office equipment is variable depending on the quantum of assets leased, with an approximate annual lease cost of \$93,700. The lease commitment continues until either party terminate the contractual arrangement.

Hāpaitia Limited has ongoing contractual commitments including operating leases. Each Workforce Development Council 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 Toitū te Waiora, at the 30 June 2022, was \$1,187,000.

Contingent Liabilities

The funding from the Tertiary Education Commission sourced from under the Workforce Development Council Fund ("Fund") has been assessed as being without conditions and recognised as revenue when received.

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

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

Capital Commitments

There are no capital commitments at reporting date.

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

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 Toitū te Waiora 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

Toitū te Waiora 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-19 Revised Fees Framework for members appointed to bodies in which the Crown has an interest, dated 29 January 2020. Senior executive officers are employed as employees of Toitū te Waiora 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' (FTE's) for Senior executive officers in each class of key management personnel is presented to the right:

All in \$000s	Actual 2022
Key management personnel related party transactions	
Council members	
Number of Council members	0.23
Remuneration	270
Senior executive officers	
Full-time equivalent members*	3
Remuneration**	761
Total full-time equivalent members	3.23
Total key management personnel remuneration	1,031

*There are 4 members of the senior management team considered to be key management personnel. These members were employed throughout the period 4 October 2021 to 30 June 2022 resulting in a full time equivalent figure of 3.

**Includes salaries and cessation payments.

NOTES TO THE FINANCIAL STATEMENTS

Community, Health, Education, and Social Services Workforce Development Council
For the nine months ended 30 June 2022

15. RELATED PARTY TRANSACTIONS AND KEY MANAGEMENT PERSONNEL (CONTINUED)

ii) Other related parties

During the reporting period Toitū te Waiora transacted with the following related parties:

Related Party	Goods/Services Provided	Transaction Value 2022 (\$'000)	Accounts Payable (000's)	Accounts Receivable (000's)
Hāpaitia Limited	Shared Corporate Services including Finance, IT, People & Culture, and Office Management)	927	300	35
Muka Tangata	Payment received for transfer of leave balances from staff transferring between WDC's	16	-	-

16. COVID-19

On 11 March 2020, the World Health Organisation declared the outbreak of COVID-19 a pandemic, and two weeks later the New Zealand Government declared a State of National Emergency. Since March 2020, NZ has experienced several lockdowns and various alert levels which have affected the operations of business throughout New Zealand.

Most staff have worked in flexible conditions either working in the office or from home.

The main impacts on the financial statements due to COVID-19 are explained below:

Revenue	Receipt of Government Covid-19 recovery project funding.
Suppliers	The majority of suppliers are based in New Zealand, so the COVID-19 effect on supply was minimal.
Employees	The majority of staff were able to carry out their duties with minimal disruption to productivity.
Liquidity	Sufficient working capital reserves to meet day to day cash requirements have been held. COVID-19 has had limited effect on going concern status.

17. EVENTS AFTER REPORTING DATE

There have been no events, since reporting date, that have led to material effect on the interpretation of the financial statements presented.





SUPPLEMENTARY INFORMATION

REMUNERATION - EMPLOYEE

The Council has employees, not including Councillors, who received total remuneration greater than \$100,000 for the 9 month period ending 30 June 2022.

The employee counts are shown in the table below:

Total remuneration paid or payable	Number of Employees
\$100,000 - \$109,999	3
\$110,000 - \$119,999	2
\$120,000 - \$129,999	1
\$130,000 - \$139,999	-
\$140,000 - \$149,999	1
\$150,000 - \$159,999	-
\$160,000 - \$169,999	-
\$170,000 - \$179,999	-
\$180,000 - \$189,999	-
\$190,000 - \$199,999	-
\$200,000 - \$209,999	1
\$210,000 - \$219,999	-
\$220,000 - \$229,999	-
\$230,000 - \$239,999	-
\$240,000 - \$249,999	-
\$250,000 - \$259,999	-

Cessation Payments

Payments of compensation or other benefits paid or payable to persons who ceased to be members, committee members or employees during the 9 month period 4 October 2021 to 30 June 2022 amounted to \$105,950 for two employees.

Community, Health, Education, and Social Services

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TOITŪ TE WAIORA
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