



**TOITŪ TE WAIORA**

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

Workforce Development Council

# Operational Plan 2023/2024

*Education and transformation through partnership and connection*



# Ngā Ihirangi

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## Foreword from our Co-Chairs

Toitū Te Waioira maintains excitement at its involvement in the RoVE kaupapa and has embraced the purpose we share with our partners in providing accessible, relevant vocational education across Aotearoa. The part we play in the transformation of vocational education is not insignificant, and it is set upon the foundations of our relationships with our sectors, our Te Tiriti o Waitangi partners, our funder, Māori, Hapū and Iwi, and all of the other active and important members of the RoVE ecosystem.

The contribution that each of these partnerships brings to our wider purpose is acknowledged and valued, and we will nurture and strengthen our relationships now and into our shared future.

Toitū Te Waioira will know it has been successful when we know that those within our sectors have confidence in the vocational education system – confidence that their current and future workforce development needs are, and will be, met. The establishment of Industry Advisory Groups (mandated within our Orders in Council) has been a core outcome of our mahi since the establishment and will continue to be part of our planning and actions over the coming year.

We will continue to work with relevant providers of vocational education and training, ensuring that the programmes delivered have the support and endorsement of our sectors. This, in turn, will provide assurance that ākonga will have qualifications that meet the expectations of their employers and the requirements of national standards.

The Council supports the CEO and leadership team to continue working towards transformation throughout the challenges ahead. These challenges often are unexpected, such as Cyclone Gabrielle, while others have been long-standing or long-predicted, such as inequities and the effects of climate change. Being adaptable, flexible, and forward-thinking is essential.



*David Waters*



*Matthew Tukaki*

## Foreword from our Interim Chief Executive

By working with our sectors, Te Tiriti o Waitangi partners, education providers, and funders, Toitū te Waiora will continue to demonstrate our commitment to supporting a sustainable and inclusive vocational education system. As we have now moved beyond the establishment phase, an important part of our mahi will continue to include the formation of Industry Advisory Groups, which will help to ensure that qualifications are relevant to workforce needs while meeting national standards.

We know that to transform vocational education and industry, we must ensure that the capability of education providers and the needs of our industries are in alignment. We also need to ensure that our traditionally under-served learner groups – Māori, Pacific People, and tāngata whaikaha (disabled community) – are represented and that their access into vocational education is supported.

Toitū Te Waiora recognises the importance of being future focussed in overcoming challenges that are facing not only vocational education and our sectors, but Aotearoa New Zealand as a whole. This nimble approach will enable us to create innovative solutions that address the needs of industry partners, providers, Māori, learners, and the wider community. By instilling confidence in the vocational education system, we are helping to support workforce development needs and ensuring that vocational education is producing graduates who are equipped with the skills they need to make an immediate difference in the workplace.

The involvement of Toitū Te Waiora in RoVE continues to represent a positive development for vocational education in Aotearoa our dedication to creating partnerships, promoting innovation, and supporting workforce development will help to ensure that the vocational education system meets the needs of all learners and contributes to the growth and success of the wider community.



***Sean McKinley – Interim CEO***

## Overview

The Workforce Development Councils (WDCs) in New Zealand play a crucial role in improving vocational education in the health, social services, and education sectors. The WDCs are responsible for setting standards, developing qualifications, and shaping the curriculum of vocational education. As the job market is constantly evolving, the government aims to create a sustainable and unified vocational education system that is fit for future work and delivers what learners and employers need. With the help of the WDCs, education and training providers can receive valuable information about the skills that are in demand in various industries and sectors, allowing them to tailor their programs to better meet the needs of learners and employers. This collaborative effort ensures that vocational education is relevant, up-to-date, and effective in preparing individuals for the workforce. This emphasises the importance of the work of the WDCs to improving vocational education and benefiting the community, health, education, and social services sectors in New Zealand.

This Plan covers the scope of operations for Toitū Te Waiora over the next financial year; 1 July 2023 – 30 June 2024.

Toitū Te Waiora represents a diverse range of human-centred services across the community, health, education, and social services sectors. Te Tūāpapa ensures the embedding of Te Tiriti o Waitangi and continues to provide the blueprint for our work.

We have developed an operating model that supports our mahi throughout the lifecycle of a qualification and ensures the transfer of information from engagement and relationships to qualifications product development, review, and moderation. We weave the research, trends, and insights we glean throughout the journey. The high-level conceptual model, discussed in further detail within this document, was created through engagement with Māori, our sectors, and our providers, and in alignment with our delivery requirements through our Orders in Council.

Our strategic deliverables reflect and recognise the insights provided by our sectors and Māori businesses, and this is echoed within our advice for the mix of provision, submitted in April 2023. As Toitū te Waiora matures as an entity, our approach will be further refined. We expect that growth through learning, ongoing sector insights, continuing engagement with Māori partners, and deepening relationships with providers and our sectors will create continuous improvement opportunities, allowing for the growth and improvement of all parties involved.

## Our Mission

Our operational plan puts into effect our mission statement:

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*With Te Tiriti o Waitangi as our Tūāpapa, we engage with industry and providers to build collaborative relationships that spark synergy and innovation.*

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It is through these relationships and using the insights gained thereby, that we can identify opportunities and move toward a future where education is achievable by for all and recognised appropriately.

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

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

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

Because we are a driver and advocator of equitable practice and outcomes, we are guided by [Ka Hikitia](#) - Ka Hāpaitia (Māori Education Strategy), the [Pacific Education Strategy](#) and the [New Zealand Disability Strategy](#).

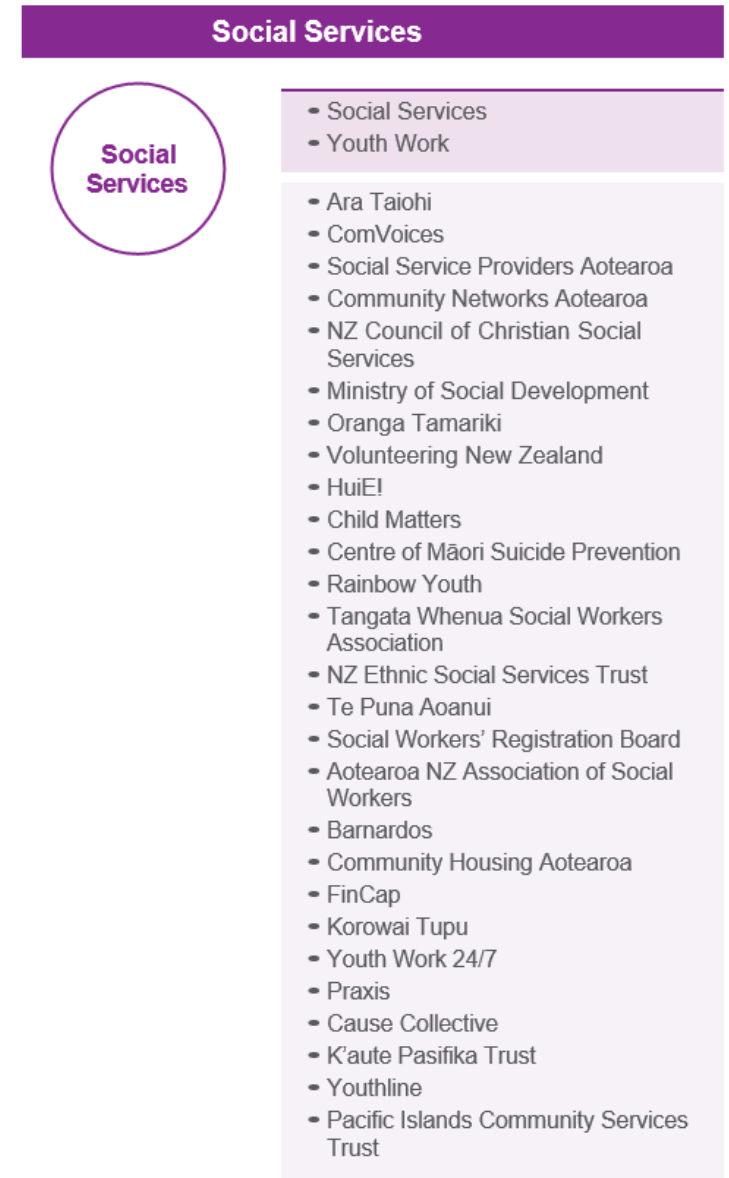
## O Tātou Ahumahi / Our Industries

Toitū te Waiora has a broad range of sectors, each of which has the potential to change the face of our social outcomes in Aotearoa New Zealand. We work with industries, hapū and iwi Māori, supporting wellbeing workforces across all life stages. Our industries represent a significant portion of the workforce in Aotearoa (15.2 per cent of GDP), and we have a wide and diverse range of partners across many different settings. There are too many partners to list everyone on our Priority Partner Map, which illustrates the diversity of our industries, including peak bodies,



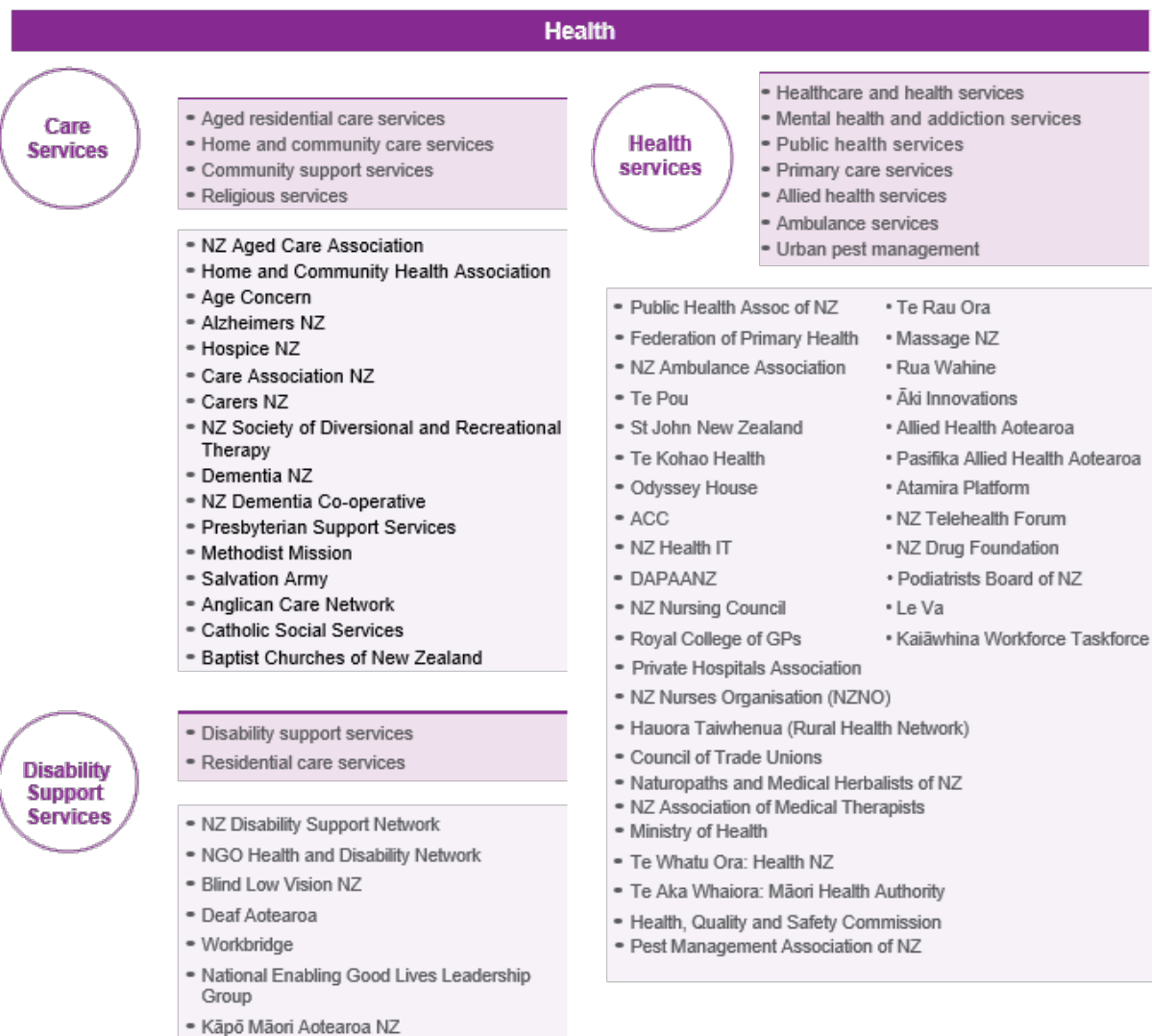
government, unions, regulatory bodies, and employers, however we recognise the importance of partnership in the delivery of our outcomes, and with whom engagement and relationships are vital.

**Key:** ○ Sectors ● Industries in our OiC ● Industry Partners

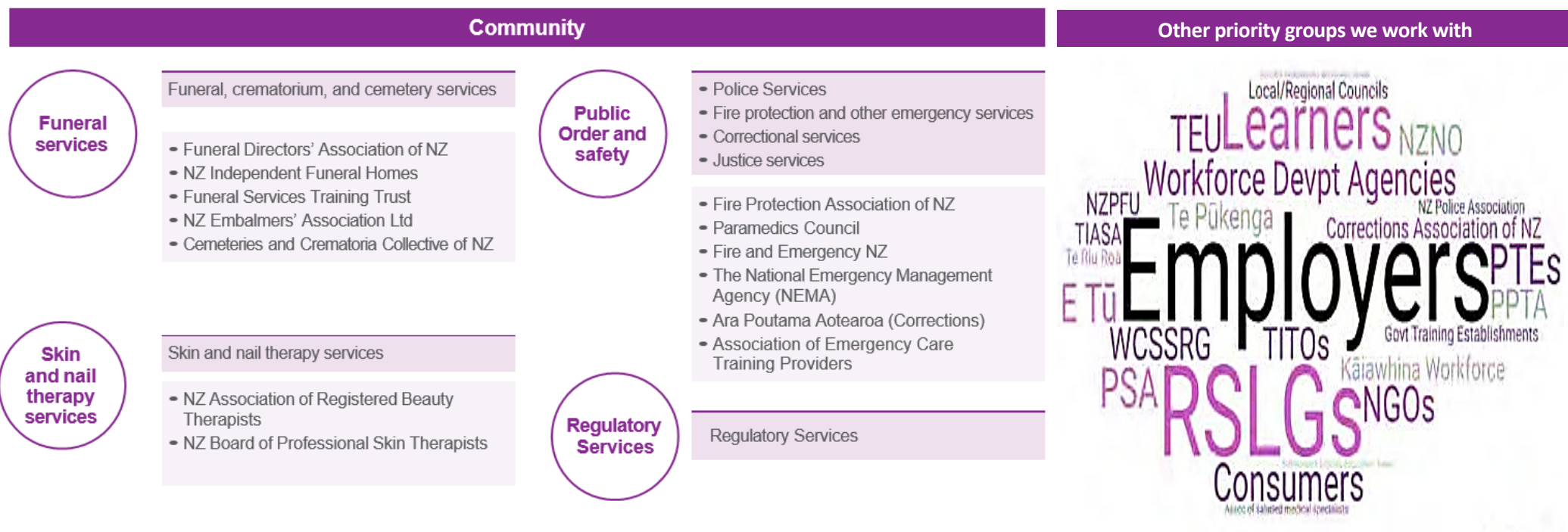




**Key:** ○ Sectors ● Industries in our OiC ● Industry Partners



**Key:** ○ Sectors ● Industries in our OiC ● Industry Partners



Given the breadth and diversity of our sectors, we must take a considered and priority-based approach to our engagement planning. With the joining of our Kāhui Māori and Industry Transformation Teams, we can achieve wider reach to offset one of our key challenges which is to achieve a national view across our workforces.

## Strategic Context

Toitū Te Waiora was established as part of the Reform of Vocational Education (RoVE) with a mandate to help drive transformational change in the vocational education system. The vision of RoVE is to “create a strong, unified, sustainable vocational education system fit for the future”. All parts of the RoVE landscape have their part to play in achieving transformational change across the vocational education system, and Toitū Te Waiora takes our role as a Workforce Development Council seriously. This role is to channel and amplify the voice of the Community, Health, Education and Social Services sectors within the vocational education system by undertaking our statutory functions.

We will continue to progress our mahi in terms of honouring Te Tiriti o Waitangi. This remains a priority for all Workforce Development Councils individually and collectively. Our approach is grounded in Te Tiriti o Waitangi and responds to Māori aspirations – please refer to 2022-2023 Operational Plan for our approach to Te Tiriti o Waitangi.

## Our Environmental Context

The impact of Cyclone Gabrielle, the ongoing effects of COVID-19, along with the ever-increasing challenge of climate change continues to propel our approach to ensure the businesses and industries continue to function in the face of significant disruption. The removal of barriers to participation and enabling creative engagement to finding solutions remains central to success in our mahi.

Māori continue to invest in industry, and government policies supporting equitable procurement practices have ensured Māori entities have been able to bring on projects that train and employ rangatahi. By furthering our engagement with experts in ensuring Māori hāpori success, and by encouraging initiatives that add to that knowledge base, we will be able to best support Māori within and across our sectors.

Ongoing workforce shortages and this country’s ageing population will continue to pose challenges for our sectors – in particular, health, disability, and care services – over the coming years. Demand for kaimahi (workers) will continue to outstrip supply unless we work with our sectors and providers to promote these careers. By helping to provide a career pathway with training opportunities that add to job satisfaction, we hope to address the high turnover our industries are currently experiencing and keep more kaimahi in the country. Continuing education will also help kaimahi keep up to date with industry changes – technological, legislative, and regulatory – impacting the way industry works and what qualifications are required

to succeed.

Our operational plan for the next 12 months, therefore, aligns closely with our Statement of Strategic Direction and our Investment Advice. The Workforce Development Plans to be completed in the first half of the 2023-24 FY are reflective of this focus.

## Toitū Te Waioira Purpose and Priorities

Toitū Te Waioira is purposed with ensuring the Community, Health, Education and Social Services workforces of Aotearoa are fit for today and the future. We provide a strong voice for these sectors and will work collaboratively with TEC, Providers, Iwi, and industry to develop a vocational educational system that meets industry needs and gives a stronger voice to Māori business and iwi development. This means our industries and employers will have greater leadership and influence across vocational education.

We have gathered foundational themes from our industries both through one-on-one engagement and through Te Hikoi o Toitū te Waioira, which were provided in our Advice document 6 April 2023 and are summarised below:

- Wellbeing and mental health are top of mind for employers.
- Industry is looking for more agile education and training opportunities to respond to sector workforce demand and supply, and increasingly complex consumer needs.
- Industry is supportive of new pre-employment and in work training approaches.
- Micro-credentialling is recognised as an opportunity to upskill priority workforce areas that create pathways to higher learning.
- There is a disjoint in the journey from vocational education and training to tertiary training and / or employment. Internal research conducted by Scarlatti and our own engagement insights, identified several cross-cutting themes across all industries, including:

- There are chronic labour and skills shortages in our sectors.
- Competitive job markets (both internationally and domestic).
- Retention issues forging high staff turnover caused by factors such as pay equity, gender bias and working conditions.
- Upcoming technological, legislative, and regulatory changes which are impacting the way the industry works and qualifications required.

We have encountered challenges in working with some for-profit organisation, where there can often be a reluctance to share data that may be seen as commercially sensitive. Our approach will include reassurance that no specific data will be shared, and that we seek to stabilise their workforce and provide opportunity for career progression within the organisation.

Addressing the areas listed above cannot be achieved overnight, but we have identified priorities for the 2023/2024 year that will enable a vocational education system led by industry priorities and insights. These priorities include the delivery of sector-level Workforce Development Plans, designed using the insights and information gained from relationships with key partners as described in the previous table.

These Workforce Development plans will align to our strategic objectives: The Future of Work, Industry Led, Te Tiriti o Waitangi, and Equity. Our Statement of Strategic Direction (SoSD) provides the framework for our operational activities across the next 12 months and outlines our high-level objectives and measures (see Appendices). A high-level summary of the SoSD follows.

Strategic Objectives	Expected Outcomes	Measures
The Future of Work	<ul style="list-style-type: none"> <li>• School leavers and people changing vocations understand vocational pathways and are attracted to opportunities in the community, health, education, and social services industries.</li> <li>• Product development provides learners with flexible, relevant, and quality qualifications and credentials at any stage of their careers.</li> <li>• Businesses can access talent with appropriate education and qualifications.</li> <li>• Vocational opportunities and pathways across the sector are visible and real.</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted research and analysis giving a clear picture of current and future skills and workforce needs.</li> <li>• Evidence we have engaged with schools around vocational pathways.</li> <li>• Completion of Skills Survey to the sector with a good level of engagement that demonstrates industry confidence and that their voice is being heard.</li> <li>• Demonstrating collaboration with industry and communities to ensure the products that we design deliver the skills, knowledge, and pathways to succeed in work.</li> <li>• Transferability of skills internationally to attract an international workforce.</li> </ul>
Industry Led	<ul style="list-style-type: none"> <li>• The gap between workforce supply and demand is narrowed.</li> <li>• The community, health, education, and social services industries are better equipped to manage future challenges.</li> <li>• The community, health, education, and social services industries experience greater productivity, efficiency, and innovation due to a skilled and sustainable workforce.</li> <li>• Advice to the Tertiary Education Commission (TEC) ensures that vocational education and training are fit for purpose and deliver the skills industry needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Industry events/ engagements conducted.</li> <li>• Industry case studies showing innovation and excellence.</li> <li>• Clear evidence of collaboration with Regional Skills Leadership Groups, other WDCs, and providers.</li> <li>• Skills and workforce development plans in place that reflect engagement with industry and lead to 'fit for purpose' qualifications/skills programmes.</li> <li>• Advice to TEC is on time and reflects the future demand, analysis and understanding of skills in demand and lack of supply.</li> <li>• Evidence that new product development is co-designed, aligned to industry need and delivery partnerships are developed.</li> <li>• New Zealand Programmes are developed by Toitū te Waiora to include work-based learning, including the development of stackable micro-credentials leading to qualifications.</li> </ul>

Te Tiriti o Waitangi	<ul style="list-style-type: none"> <li>• Development, growth, and transformation (ka hao te rangatahi), guide the way, open doors, and advocate – to enable and empower, we are accountable to our predecessors, partners, and kaupapa.</li> <li>• Our kaimahi maintain equitable relationships with key partners.</li> <li>• Whānau have improved opportunities, better incomes, and long-term success.</li> </ul>	<ul style="list-style-type: none"> <li>• Meaningfully incorporate te reo Māori and tikanga Māori into the everyday life of our staff with Te Tūāpapa – our cultural framework – in place, laying the foundations to socialise amongst staff, with training underway.</li> <li>• Kaimahi understand the framework and can apply it to their team setting, and in their roles.</li> <li>• Kaimahi have increased awareness of equitable practice and partnership.</li> <li>• Kāhui Māori team works across the organisation to support the kaupapa, measured through a change of culture and confidence of all Kaimahi.</li> <li>• Evidence of Te Tiriti o Waitangi Partnership with Iwi and Māori.</li> </ul>
Equity	<ul style="list-style-type: none"> <li>• Māori, Pacific People and Tāngata Whaikaha are attracted to and retained within our sectors.</li> <li>• Opportunities for advancement for all under-served populations are available within community, health, education, and social services.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme endorsement, consent to assess and pre-moderation activities consider the barriers in the design of education products, supporting the needs of priority communities: Māori, Pacific, and disabled learners / ākonga, and those with learning support needs.</li> <li>• Equity Framework Assessment Matrix and the Tāngata Whaikaha framework are in place to identify programmes and assessment standards that may disadvantage Tāngata Whaikaha learners.</li> <li>• Vocational Pathways for advancement and flexible career choices / employment options are developed.</li> </ul>

This concise plan will be further developed mid-2023 and will provide specific, measurable, and time-bound objectives for the 2023-2027 period.

## Industry Priorities and Insights

For in depth coverage of the insights and recommendations Toitū Te Waiora has developed, please refer to our High-Level Advice to TEC – December 2022, and Investment Advice (Mix of Provision) – April 2023 (see links in Appendices)



## Engagement Planning

The following outlines the factors and challenges that Toitū te Waiora has considered in its engagement planning for the remainder of 2023:

# Engagement Planning Considerations



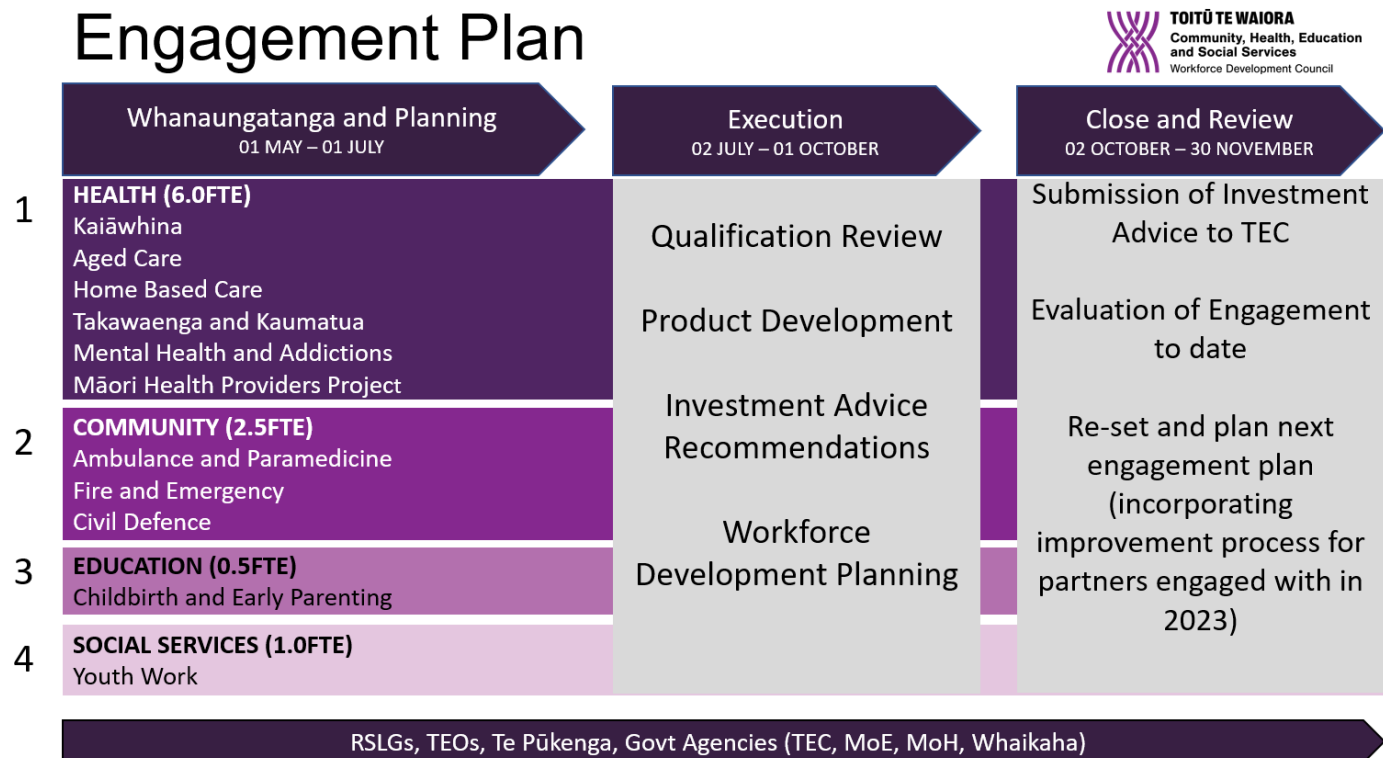
Existing Projects	Priority Sectors	Engagement Challenges	Kaimahi by Region (6/16)
<p><b>See these through to completion:</b></p> <ul style="list-style-type: none"> <li>- Hapu Mama TM</li> <li>- Ngāti Hine TM</li> <li>- Corrections TM</li> <li>- Ngāti Toa SW</li> <li>- Oranga Tamariki LH</li> <li>- Spa Therapies SG</li> <li>- Kaiāwhina TC</li> </ul>	<p><b>Health</b> Kaiāwhina Aged Care Home Care Mental Health &amp; Addictions</p> <p><b>Social Work</b></p> <p><b>Emergency Services</b></p> <p><b>Early Childhood</b></p> <p><b>Population Priorities</b></p> <p><b>Māori, Pacific, Tangata Whaikaha</b></p>	<p>Reach and spread of engagement kaimahi to obtain national view of workforce</p> <p>Health and Education experiencing reform</p> <p>Breadth of industries across Community and Health sectors</p> <p>Shift from SME roles to generalist</p> <p>Incorporating equity into engagement practice and planning</p>	<p><b>Leadership (1)</b> Tai Tokerau HS</p> <p><b>Engagement (10)</b> Tai Tokerau NP, TM Tamaki-Makaurau SG Taranaki TC Poneke AS, MK, SW, LH, WG Ōtautahi MM</p> <p><b>Data &amp; Admin (4)</b> Whangarei CR Waikato AS, TG Poneke ML</p>

We know there is a need to prioritise Health, so the remainder of the 2023 year will see us focus on that sector and additional subsectors that contribute to broader health outcomes, while acknowledging that we need to see some existing projects through to completion.

We will be shifting from a subject matter expertise (SME) model to one where our engagement kaimahi are there to hear the views of our sectors.

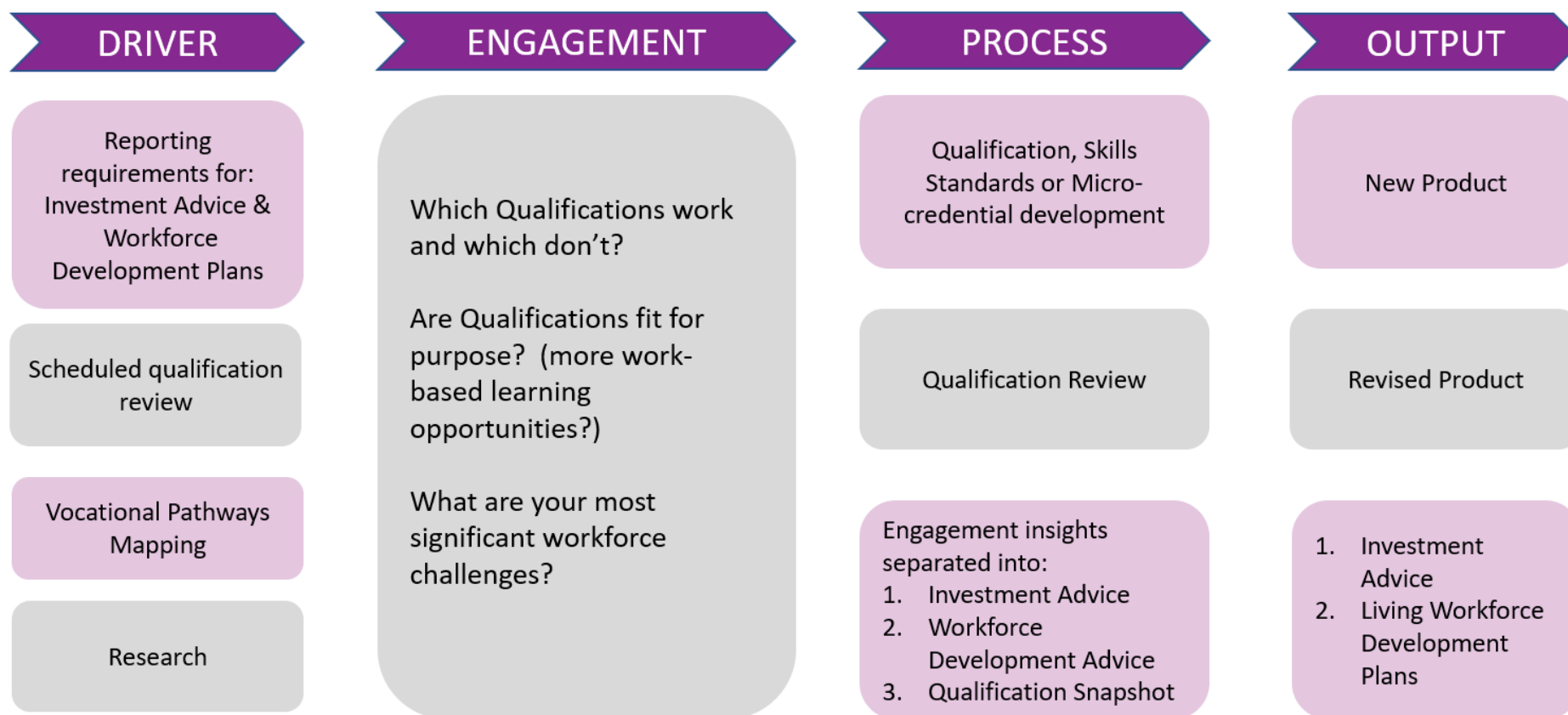
We recognise that our industries are the experts.

The composition of the engagement team includes 10 engagement kaimahi, (9 in the North Island and 1 in Te Waipounamu), 2 data analysts and the General Manager, so we must ensure that our kaimahi are utilised in a targeted and effective way if we are to achieve our desired outcomes. The following chart indicates where we see ourselves engaging through to the end of November including an estimated FTE proportion. Note – this plan is designed specifically to accommodate the changed investment advice reporting round being November rather than fitting the one-year operational plan cycle.



To achieve effective targeted engagement that supports our deliverables we require an end-to-end process of where engagement sits laterally through the organisation workflow of Toitū te Waiora.

# Engagement Operating Model



Having experienced two investment advice cycles, we are clear on the relationship between our engagement and reporting functions, especially with our Investment Advice and Workforce Development Plan deliverables. We can now differentiate between investment advice and workforce development planning, allowing for the best fit and impact of the insights being shared by our sectors.

As depicted above, we know the key pātai to elicit the outcomes we need to effectively transform the vocational education space across our sectors.

## *Industry Advisory Groups*

As part of our Orders in Council, Toitū te Waiora is required to set up and work with advisory groups. As well as our involvement with the Kaimanaaki and Kaiāwhina Workforce plans, we have set up a number of advisory groups to participate in qualification reviews. One example was our Beauty Therapy review, which saw specialist groups come together to provide input and feedback, rather than just the over-arching industry representatives. With representatives from small business to peak bodies, our advisory groups have been a crucial part of our review process. We remain committed to this approach, with increased engagement through industry publications to attract a wider range of participants.

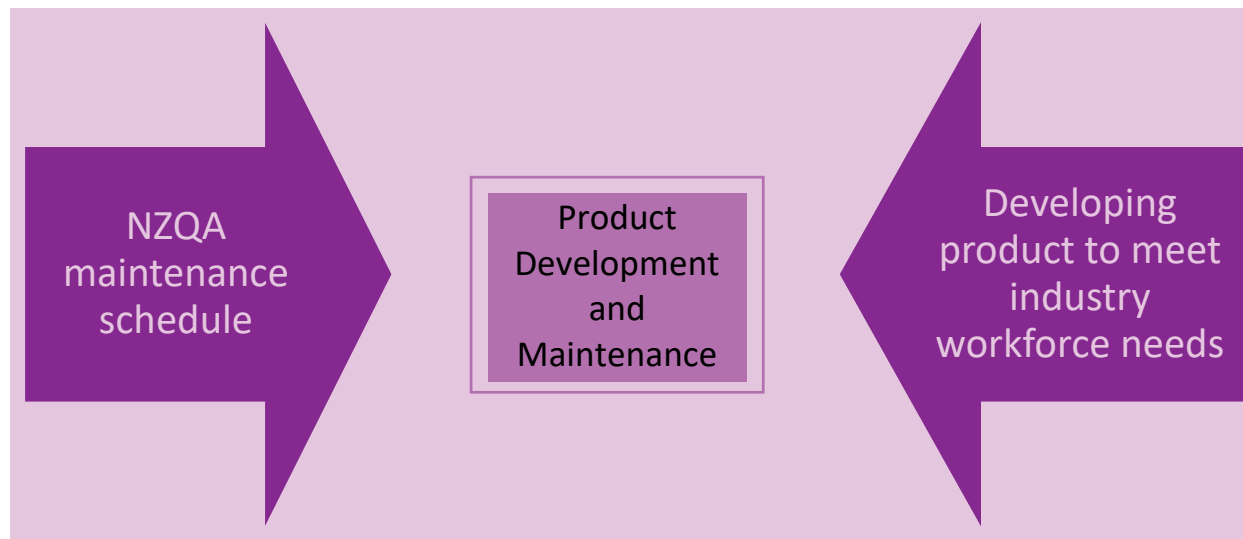
## Action Plan for Qualifications

The 2023/2024 year sees the intentional model of cross-functional work bearing fruit. Through regular and focused planning and communication, our teams are working together to refine processes, transfer of information, and develop our outcomes. Though the sections below provide specific actions for each team, it is important to note that the work is performed in alignment and with reference to the functions undertaken by all teams within Toitū Te Waiora. Further, collaboration occurs across each of the WDCs within Ohu Ahumahi as described elsewhere in this Operational Plan.

### *Our Roles within the Vocational Education System*

The total number of vocational education qualifications within our Order in Council gazetted coverage sectors, Community, Health, Social Services, and Education, is 109. Toitū te Waiora is the Standard Setting Body for 60 of these qualifications and 802 unit standards. A further 49 qualifications are developed by Tertiary Education Organizations (TEOs), with Toitū te Waiora responsible for the programme endorsement of these.

Two key drivers that need to be balanced across our work are in the Qualifications arena. We are taking a sector-based approach for the maintenance schedule and for the development of new products, which we will prioritise and align with our Workforce Development Plans.



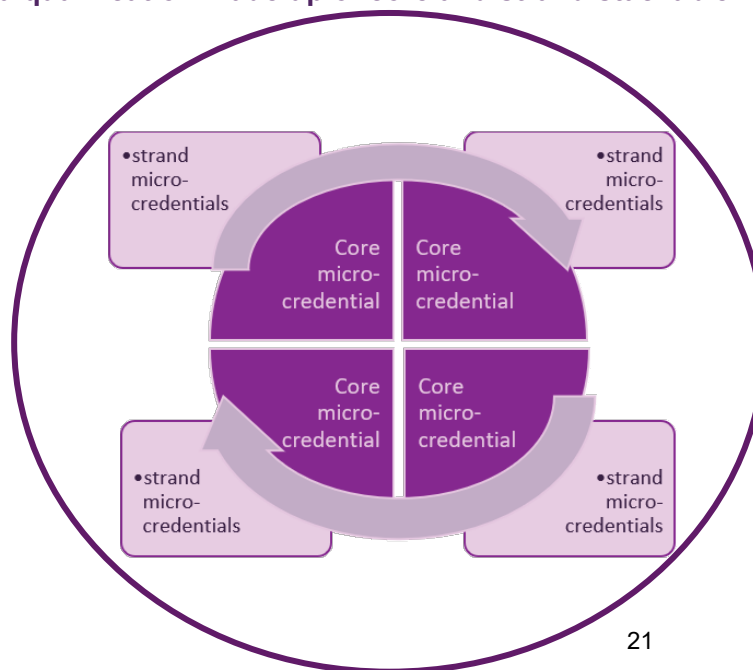
## Qualifications Priorities: 2023-24

Development and maintenance of qualifications and standards and endorsement of TEO programmes remain a core function for Toitū Te Waiora. As we move into the development of skill standards, there is a focus on those that align with qualifications under review and unit standards which do not fit within a qualification but are important to be current and up to date and are well overdue for a full review. We are taking a bottom-up approach to our development work, focusing on the industry needs for graduate profile outcomes (GPO) and learning outcomes (LO) for all products.

Our first key driver is existing qualifications and standards. The priority sectors under review over the coming Financial Year are Civil Defence, Health and Safety, Corrections and Naturopathy. Our post-moderation plan has been re-designed to focus on these sectors and gather insights that can be included in the development of the new skill standards. Industries have also been enquiring about the development of New Zealand programmes, ensuring the consistency of graduate skills for their workforce. For the new development of educational product, we are prioritising based on our Workforce Development plan.

We are also developing several micro-credentials, some of which will stack into qualifications. These address skill gap needs and will be designed with the transferability of skills in mind.

### Structure of a qualification made up of core and strand stackable micro-credentials



## *Why are they important?*

Transitioning away from unit standards into the more flexible assessment tool of skill standards simplifies provider programmes and moves away from the current assessment rigidity of unit standards. It will lead to a more holistic approach to developing practical 'be, know, do' skills needed within workplaces. Starting with skill standard development allows us to identify and mould the GPO and LOs of the qualification or micro-credential that these will sit within. Developing skill standards first also allows us to be nimble in our new product development. Micro-credentials can be fast to market if industry already has an outline of what skills their workforce needs.

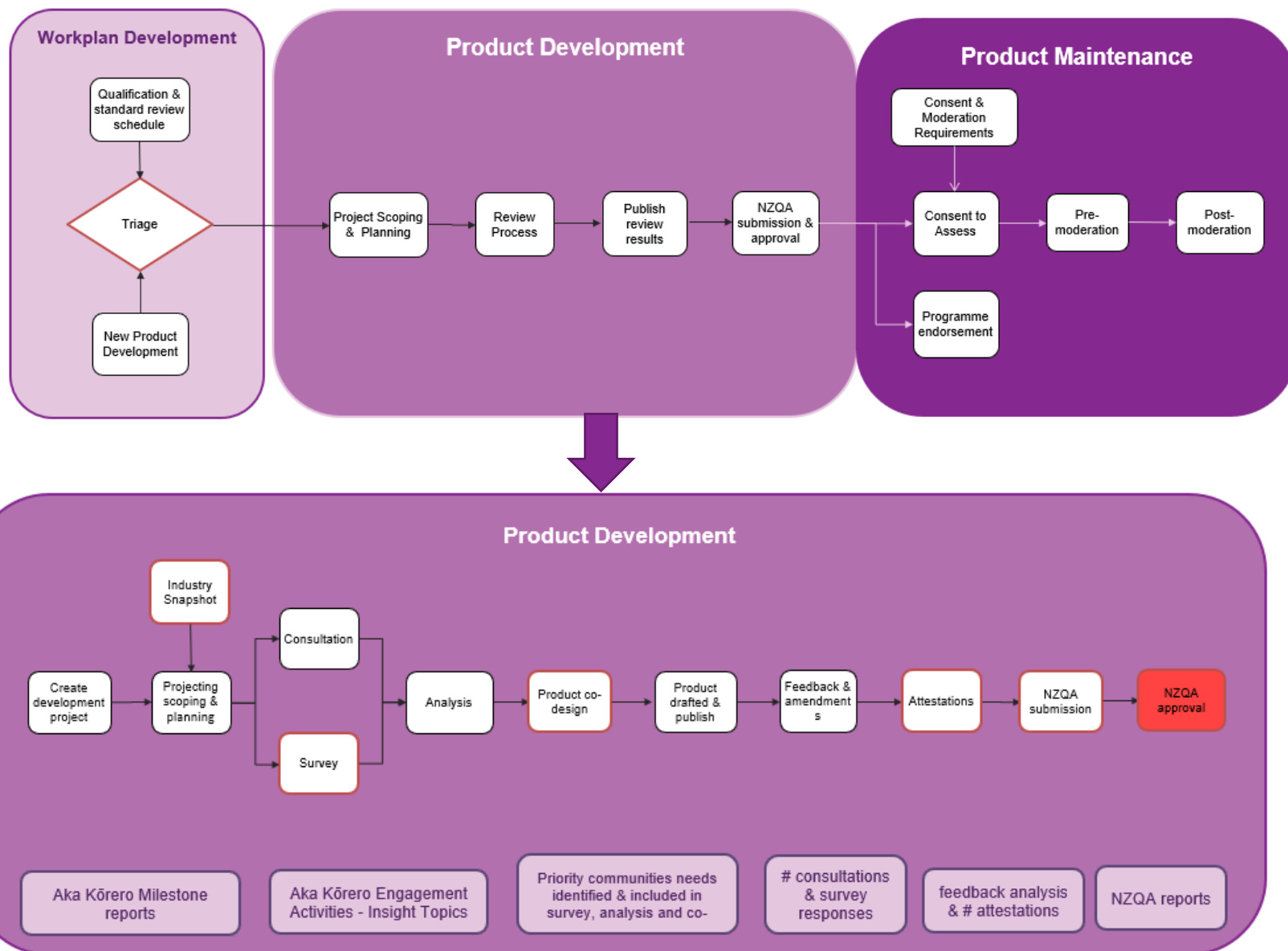
Our approach to qualification reviews is to focus on sectors and spread the reviews evenly over the NZQA 5-year review cycle. The Qualifications Maintenance Schedule averages 11 qualifications per year to be reviewed. This year's existing qualifications and standards priority sectors under review focuses on those with unit standards that are long overdue for a full review, or where no unit standards are in place.

1. **Civil Defence** – the domains related to this sector have not been reviewed since 2007, and a lot has happened in this space since then – earthquakes, flooding, and other civil emergencies. We began our review of these in 2022. NEMA have had to deal with a number of events, which put pressure on their workforce, but this also highlights the need to ensure these standards are current. Currently, no qualification is available in this sector, but we are working on a series of stackable micro-credentials that will lead to a qualification. Congruent to this, we were approached by Ministry of Transport, who led the in the Search and Rescue space, and they will be contributing to this review.
2. **Occupational Health and Safety** – the 3 qualifications were reviewed in 2021, but the standards did not get a review. These have been rolled over or revised over the last few review cycles, but many of these unit standards have not had a full review since 2007. Once the development of standards is complete, we will revise the qualification to include the new skill standards.
3. **Corrections** – the level 3 qualification is due for review and has now begun. The level 4 and 5 qualifications have an NZQA due date of 2024 and will be commenced in the first quarter of the FY. We have been engaging with the Department of Corrections since 2022 to scope their needs and they are keen to have all the qualifications reviewed together.
4. **Naturopathy** - we began the review of 2 naturopathy qualifications in late 2022, which were transferred to Toitū te Waiora earlier in the year from the Naturopathic College NZ. The NZQA review date for these qualifications is 2023. There are currently no unit standards for these qualifications, so a suite of skill standards needs to be developed.



*When will this be achieved?*

Qualification reviews and development take many months to complete, as there are several steps that need to be undertaken, demonstrated by the following model:



The following summary outlines our expected timing for completion of our existing qualifications and standards workplan:

**Civil Defence** – there are 84 unit standards in this project. We will be working with NEMA and the emergency response sector, including NZ Defence, Police, Fire and Emergency, Te Whatu Ora, and Ministry of Transport (Search and Rescue leadership). NEMA have outlined 4 micro-credentials that could stack into a qualification. The existing Unit Standards will be transitioned into Skills Standards which will underpin the micro-credentials.

**Occupational Health and Safety** – there are 80 unit standards and 3 qualifications in this project. These standards impact all WDCs as they cross into every sector. We are in the project scoping and planning phase and anticipate these standards may stretch into 2024 for completion. The 80 unit standards will be transitioned into skill standards, and qualifications will then be revised.

**Corrections** – there are 17 unit standards and 3 qualifications in this project. The scoping has begun for the level 3 qualification, but the level 4 and 5 have consistency reviews, and will be started at the new Financial Year - July 2023. The stakeholder group is much narrower for these standards and qualifications, but with the delayed start to the levels 4 and 5, it will take most of the 2023 calendar year to complete.

**Naturopathy** - there are 2 qualifications, but the delivery programme was designed to be module based, so there are no unit standards. An industry advisory panel has been set up to lead in this review. The New Zealand Diploma in Holistic Nutrition (Level 6) has never been used, and we expect that this will be expired as part of this review.

### *Feasibility*

We have developed a comprehensive qualifications action plan for 2023/24, with a clear focus on the development and maintenance of qualifications and standards, endorsement of TEO programs, and the development of skill standards aligned with industry needs. Feasibility is demonstrated as follows: First, we adopt a well-structured and comprehensive framework, demonstrating a strategic and purposeful approach to achieving the team's goals.

Second, our bottom-up approach prioritizes industry needs for learners' outcomes for all educational products, ensuring that the qualifications and standards developed are relevant and valuable to employers and learners. This approach enhances the plan's feasibility.

Thirdly, the prioritization of sectors for review, including Civil Defence, Health and Safety, Corrections, and Naturopathy, suggests a focused approach to addressing areas where there may be the greatest need for updated qualifications and standards. This targeted approach ensures that our efforts

are directed where they can have the greatest impact, increasing the plan's feasibility.

Fourthly, the plan's focus on workforce development and consistency of graduate skills for their workforce indicates a commitment to meeting industry needs and ensuring that the qualifications and standards developed are practical and valuable to employers and learners. This approach is likely to enhance the plan's feasibility, as it is more likely to lead to the development of qualifications and standards that are in demand and meet the needs of the industry.

Finally, the development of micro-credentials that address skill gap needs and are designed with transferability of skills in mind is an innovative approach that enhances the plan's feasibility. By providing learners with the opportunity to acquire specific skills and knowledge, these micro-credentials could help to address the demand for workers with specialized skills and increase their employability.

## Challenges

- **Limited resources:** Like many government agencies, Toitū Te Waioira has limited resources in terms of funding, staff, and technology. With heavy demands for reporting, engagement, and delivery of outcomes, it can be a challenge to manage workload and deliver on expectations with limited resources. This also has an impact on our ability to engage advisory panels, as we currently do not pay the participants. This limits who will be involved and is something we will need to address in the coming year.
- **Geographically diverse workforce:** With many kaimahi located outside of Auckland and Wellington, creating cohesive teams with little in-person contact is an ongoing challenge. We are addressing this by holding regular all staff hui on Teams, along with less formal virtual gatherings so that kaimahi from different parts of the organisation can get to know each other. We also hold regular team meetings to discuss challenges and opportunities that may arise.
- **Changing political priorities:** Government agencies must respond to changing political priorities and shifts in public opinion. This can lead to changes in the focus and direction of programs and services, which can add to workload and expectations. We can try to mitigate this by telling our good news stories and proving our value to both sides of the political aisle.
- **Public trust and accountability:** Government agencies are accountable to the public and must maintain public trust by delivering on expectations and being transparent about their activities. This can be a challenge when there are high levels of public scrutiny and criticism. By telling our good news stories and engaging with a wide audience via social media, we can build up trust and transparency. Utilising the stories of our staff will help us avoid being seen as a faceless bureaucracy and rather as passionate human beings who are working hard to make a difference.

- **Complex regulations and compliance requirements:** Government agencies must comply with complex regulations and compliance requirements, which can require significant resources and expertise to manage. Failure to comply can result in legal and financial consequences. By working closely with Hāpaitia, the WDCs' backbone organisation, we can ensure that we are meeting expectations.
- **Technology challenges:** Technology is an important tool for government agencies, but it can also present challenges. We need to keep up with rapidly changing technology and ensure that it is secure and reliable. We will work closely with the IT professionals in Hāpaitia to ensure we maintain the integrity and functionality of our technology.

Overall, managing workload and delivering on expectations is a complex and challenging task for government agencies in New Zealand and around the world.

Toitū Te Waiora has a real commitment to meeting industry needs. We aim to be well-equipped to navigate these challenges and will continue to develop and maintain qualifications and standards that are fit for purpose across our sectors and learners.

## Action Plan

This section shows the qualifications and standard review plan in 2023-2034, which will identify the current and new educational products (qualifications, credentials, standards, and programmes) expected to be designed, endorsed, approved, or delivered in 2023/24.

Our schedule for 2023/2024 includes:

### Qualification and Standard Review 2023/24

The 2023-24 workplan for qualifications comprises:

- 9 scheduled qualification reviews
- 6 new qualification developments
- 17 micro -credential developments
- 4 New Zealand programmes (formally called national curriculum)
- 220-unit standards transitioning into skill standard development

In 2023, Toitū Te Waiora will be conducting a comprehensive review of nine qualifications. In addition, we are currently scoping out reviews for other qualifications that will take place in 2024.

Table 1. Qualifications Under Review from July 1, 2023, to December 31, 2024

Qual #	Title	Level	NZQA Domain	NZQA L2 Subject Area	NZQA LI Subject Area	Comments
3510	New Zealand Diploma in Health Science	5	Human Biology	Biological Sciences	Natural and Physical Sciences	Started in late 2022
3511	New Zealand Diploma in Holistic Nutrition	6	Nutrition and Dietetics	Other Health	Health	Unused qualification
2658	New Zealand Certificate in Offender Management	3	Justice and Law Enforcement not elsewhere classified	Justice and Law Enforcement	Society and Culture	
2659	New Zealand Certificate in Offender Management	4	Justice and Law Enforcement not elsewhere classified	Justice and Law Enforcement	Society and Culture	
3877	New Zealand Certificate in Offender Management	5	Justice and Law Enforcement not elsewhere classified	Justice and Law Enforcement	Society and Culture	
3533	New Zealand Certificate in Workplace Health and Safety Practice	3	Occupational Health and Safety	Public Health	Health	
3534	New Zealand Certificate in Workplace Health and Safety Practice	4	Occupational Health and Safety	Public Health	Health	
3645	New Zealand Certificate in Workplace Health and Safety Practice	6	Occupational Health and Safety	Public Health	Health	
2912	New Zealand Diploma in Vision Habilitation/Rehabilitation with strands	7	Community Client Care	Human Welfare Studies and Services	Society and Culture	Retiring this qualification

Our 2023/2024 plan involves mapping unit standards domains to skill. This process will involve identifying the relevant skills required for each domain of unit standards and aligning them with the corresponding skill standards. Toitū Te Waiora will work closely with industry experts and providers to ensure that the skill standards accurately reflect industry needs and requirements.

Table 2. Unit Standard Domains Being Transitioned to Skill Standards from July 1, 2023, to December 31, 2024

Sector	Sub Field	Domain	# Unit Standards
Community and Social Services	Civil Defence Operations	Civil Defence Operations	20
Community and Social Services	Civil Defence Management	Civil Defence Management	14

<b>Community and Social Services</b>	Civil Defence Emergency Management	Civil Defence Emergency Management Response	3
<b>Community and Social Services</b>	Specialist Rescue	Urban Search and Rescue - Operations	4
<b>Community and Social Services</b>	Specialist Rescue	Rope Rescue	4
<b>Community and Social Services</b>	Social Services	Youth Development	35
<b>Community and Social Services</b>	Occupational Health and Safety	Hazardous Substances and Materials	26
<b>Community and Social Services</b>	Occupational Health and Safety	Occupational Health and Safety Practice	51
<b>Community and Social Services</b>	Occupational Health and Safety	Workplace Health and Safety Management	9
<b>Community and Social Services</b>	Occupational Health and Safety	Workplace Emergency Risk Management	27
<b>Community and Social Services</b>	Occupational Health and Safety	Workplace Fire and Emergency Response	11
<b>Law and Security</b>	Offender Management	Prison Management	15
<b>Law and Security</b>	Offender Management	Prison Safety and Security	8

One of the core functions of Toitū Te Waiora is tasked with is reviewing qualifications and unit standards according to the guidelines set by the New Zealand Qualifications Authority (NZQA). Although the schedule for these reviews is determined by the NZQA, we recognize that it is subject to change due to various factors such as industry needs, changes to legislation, feedback from providers, or other external factors.

Toitū Te Waiora is committed to working closely with the NZQA and providers to ensure that these reviews are conducted in a timely and efficient manner.

Table 3. Qualifications and Standards Review Schedule from July 1, 2023, to December 31, 2024

<b>Year</b>	<b>Number of Qualifications</b>	<b>Number of Unit Standards</b>
<b>2022/2023</b>	9	220
<b>2024</b>	10	224
<b>2025</b>	11	83
<b>2026</b>	11	94
<b>2027</b>	12	98
<b>Expiring</b>	7	80
<b>Total</b>	60	799

In 2023, the Programme Endorsement function will transfer from our Qualifications Systems Product team to the Quality Assurance team, which aligns with other WDC practice. The Framework for endorsing programmes was developed in 2022 and is currently under review, being led by Olu Ahumahi Qualifications and Quality Assurance GMs.

NZQA now requires TEOs who develop micro-credentials to have their SSB review the micro-credential and provide a letter of support confirming it meets the NZQA Micro-Credential Guidelines.

The programme endorsement framework aims to better reflect workforce needs and priority learners outlined in the Tertiary Education Strategy (TES). We work closely with TEOs to ensure programmes support ākonga and industry needs, leading to job ready, skill skilled staff and successful outcomes. We anticipate ~150 programme endorsement submissions in 2023, which we expect to increase in the coming years as skill standards replace unit standards.

It is too early to tell how many micro-credential endorsement support letters submissions we will receive, but we are the first WDC to have received these, with 6 sent to us already this year.

We released a revised update of the National External Moderation Plan in April 2023 to align post-moderation insights feeding into the unit standards covered in our qualifications review schedule. The updated moderation plan for Q3 2023 to Q3 2024 is as follows:

- 98 unit standards are scheduled to be moderated
- 316 TEOs scheduled to be moderated using a Provider Risk Profile methodology.



# Governance and Operating Context

## Governance Summary

Toitū te Waiora has a good level of capability and is working towards building its overall capacity, with the support of our Council. Council membership is comprised of 10 representatives (including co-chairs David Waters and Matthew Tukaki), 50 per cent of whom identify as Māori. Individually, the members have strong and proven leadership, and they bring their diverse skills to our Toitū te Waiora table. They are representatives from our industry sectors of community, education, health, and social services, both private and public. The Council is in full support of the kaupapa and are committed to the vision and goals of RoVE.

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

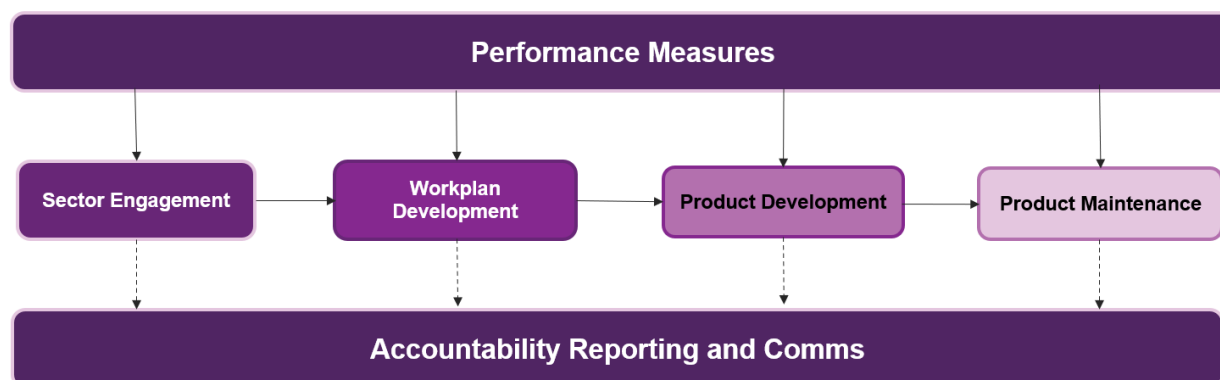
## Management Summary

Collectively the team is committed to our kaupapa and **Ngā Kawa Tūhono** or culture and ways of operating. Our leadership team has brought impressive collective experience to Toitū Te Waiora, which has greatly enhanced our ability to deepen our reach into our sectors.

To support our work, the displayed operational model was designed. This high-level contextual model portrays an example of how the transfer of knowledge, insights and actions occurs across the wider organisation. This model is being refined to ensure we understand the drivers and levers within Toitū Te

Waiora and to gain efficiency and eliminate potential missteps. It is important to note that we also work alongside the rest of the Ohu Ahumahi WDCs, and we have a number of examples of collaboration, including but not limited to:

- Communities of Practice regular meetings
- Kāhui Ohu Ahumahi (Māori Advisory)
- Regular Qualifications General Managers' Hui
- CEO Hui
- Intersectoral mahi at events.



Ensuring that our internal teams work collaboratively to achieve the wider goals of Toitū Te Waiora is a focus of the Senior Leadership Team (SLT). Our entity is on the smaller side when compared to the other WDCs, so judicious use of resource is important. We continue to review the capacity and capabilities within and across our teams to ensure we can produce robust analysis and advice. There are some areas for improvement within this structure, particularly how we maximise data analysis and research. Toitū Te Waiora is currently assessing the organisational design to ensure that functions are delivered in an efficient and appropriate manner.

## CHIEF EXECUTIVE OFFICER

1	Interim GM INDUSTRY TRANSFORMATION	1	GM INDUSTRY TRANSFORMATION	1	GM CORPORATE SERVICES	1	GM QUALS & QA	1	GM TANGATA WHAIKAHA
1	National Engagement Manager - Maori	1	Manager Industry Transformation	1	Corporate Operations Manager	1	Manager Qualification Systems		
1	Mātauranga Māori & Te Reo Māori Analyst	1	Mental Health & Addiction Transformation Lead	1	Senior Portfolio Advisor [Finance]	5.6	Qualifications Systems Product Developer		
1	Māori Relationship Lead	1	Education & Youth Transformation Lead	1	Senior Advisor Policy and Insights	4.8	Quality Assurance Specialist		
1	Change Facilitator	1	Social Services Transformation Lead	1	Communications Lead	1	Quals & QA Administrator		
1	Vocational Pathways Advisor - Māori	1	Equity Relationship Manager	1	Marketing Support	1	Quals & QA Insights Advisor		
0.8	Pou Rangahu Māori Researcher Māori	1	Health Transformation Lead	1	Clinical Lead	1	Senior Portfolio & Projects Administrator		
1	Senior Portfolio Administrator	1	Community Transformation Lead	1	Secretariat/Lead Writer				
		1	Pacific Relationship Manager						
7.8		1	Vocational Pathways Advisor - Pacific	8		15			
		1	Research & Insights Analyst						
		1	Senior Portfolio Administrator						
		12							

# Risk Management

## Risk Monitoring and Control

To ensure that the identified risks are being effectively managed, the following activities are performed:

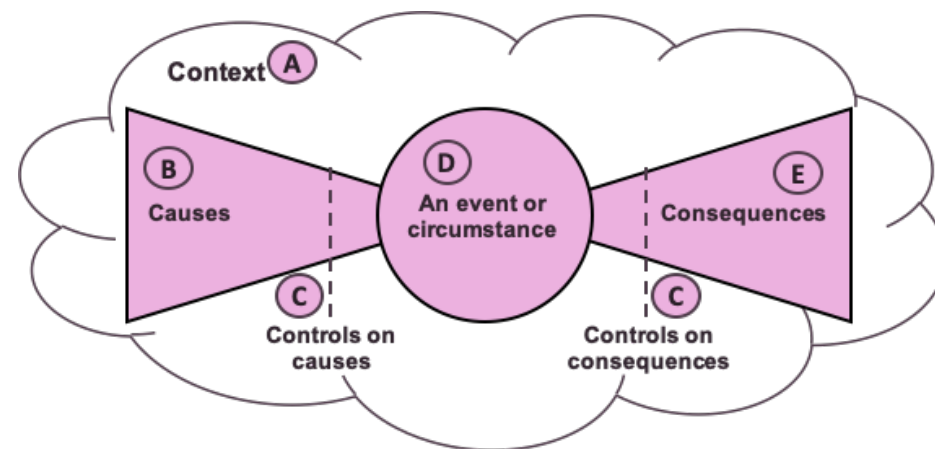
- Monthly SLT, PRC and FAR reviews
- 6 Weekly Council reviews
- Identification of new risks as they arise
- SmartSheets form in development for TTW teams to upload risks
- Assessment of the effectiveness of the mitigation actions taken

Risk management activities are an effective way to support the identification and mitigation of potential risks to Toitū te Waiora.

Toitū Te Waiora will maintain an active Action Register. We have membership with RiskNZ and will access the support and resources that are offered by this body.

Relevant functions within Toitū te Waiora will continue to monitor and control risks to ensure they are mitigated in a timely manner and all relevant parties communicated with to ensure they are implemented and actioned. Toitū Te Waiora includes Leading and Lagging indicators within our Risk Register and will continue to monitor the blend of these risks to best make use of the learnings gained from events and milestones and remain responsive to changes on the strategic horizon.

The Toitū Te Waiora Risk Register is attached at the appendices to this Plan.



## **Performance Measures**

Toitū te Waiora is funded to deliver the functions set out in the Education and Training Act 2020 and in its OiC. How we deliver on these functions is outlined below including expected timeframes. Many of the outcomes we are working towards are longer term, however there will be milestones met at frequent intervals that will be included within project planning and delivery over the 2023/24 year, and which are reflected in the organisational workplan below.

### **Kotahitanga**

Our working model provides a foundation for a 'one team' approach to our mahi. Cross-team communication is vital to realising our goals, and to that end we have merged our team workplans for transparency and intentional unity.

Our way of working allows for the creation of kaupapa Māori frameworks and tools to shape the way Toitū te Waiora operates and interacts in engagement. With the recent completion of Te Hikoi o Toitū te Waiora, the coming financial year will see a deep dive into our data and follow up engagements. Several potential projects have come out of the roadshow and will be co-designed and scoped with Iwi. Our focus is to draw on the common themes coming through from Industry as skills gaps and future workforce needs. Meaningful engagement is essential - we seek to understand, to replicate, and to amplify what works for our sectors, whilst actively seeking opportunities for transformation.

Our role is not to make our own voice heard, but rather ensure that our sectors' voices are heard. Collaboration to address existing and future needs will provide the dynamics for sustainable change. Our industries are still undergoing major transformation, and there is significant resultant strain on our workforces, providing drivers for how we prioritise our workplans.

Also central to our purpose is ensuring meaningful learning experiences that empower all learners to succeed. We work closely together across all TTW to develop qualifications, curricula, and micro-credentials that are relevant and reflective of our industries' and learners' needs. We also embrace kaupapa Māori frameworks and tools to ensure that our programs are culturally responsive and inclusive. By doing so, we strive to contribute to a vocational education system that is not only rigorous and challenging but also nurturing and supportive.

Finally, 'behind the scenes' are the core functions and supports available to ensure kaimahi can deliver their work. We are progressing on a foundation of continuous improvement as we bed down the systems and processes that will ensure the seamless delivery of our required outcomes.

## Workplan

### Future of Work–Te Tiriti o Waitangi–Industry Led–Equity

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
<b>1. Leadership</b> (a) to provide skills and workforce leadership for the specified industries, including by identifying their current and future needs and advocating for those needs to be met through its work with the industries and with schools, providers, regional bodies, and the Government  <b>PURPOSE:</b> Toitū Te Waioira has focused our goals and activities on areas where we can influence learner outcomes through identification of industry challenges, desired outcomes, and regional capability / capacity.	1.1	Plans used to inform Toitū te Waioira function (particularly standard setting, qualification development, advocacy, and advice to TEC.	Create and leverage multiple channels for deep and authentic engagement with industry.	Engagement strategy with each sector shows priorities and specific milestones and outcomes.	High	30 June 2024
	1.2	Work with industries to build reliable data/intelligence.	Support development of Ohu Ahi Mahi Shared Data Platform (SDP)  Convert engagement findings and insights into "have regard" and "give effect" advice for deliverables reporting throughout the year	Evidence-based qualitative analysis informs all Advice and Workforce documents.	High	31 July 2023
	1.3	Analyse the impact of future challenges such as COVID and work with industry to identify and action solutions.	Stay abreast of forecasted trends and share this with the engagement teams to inform and prioritise engagement activity. Research automation and other global impacts such as climate change on the future of our industries and share this with the engagement teams to inform and prioritise engagement activity.	Report includes narrative on challenges and the impacts on work with industry, and actions taken.	High	31 July 2023 (and ongoing)
	1.4	Develop strategic workforce plans with Community, Health, Education and Social services.	Partner with Te Whatu Ora and Te Aka Whai Ora to develop the Kaiāwhina workforce development plan.  Work with Te Whatu Ora and te Aka Whai Ora on the re-set of the Kaiāwhina Action Plan.	Plans align with industry transformation plans, leverage of information in RSLG regional workforce plans, and are supported by industry.	High  Very High	30 June 2024

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
	1.5	Advocate for effective participation for competing community, health, education, and social services training. Provide recommendations to TEC on investment of education delivery.	<ul style="list-style-type: none"> <li>Engage with government agencies, schools and tertiary education providers, regional economic development groups and others.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that industry interests are represented - # meetings attended, and outcomes reported.</li> </ul>	High	
			<ul style="list-style-type: none"> <li>Understand education delivery and skills need gaps through engagement with RSLGs.</li> </ul>	<ul style="list-style-type: none"> <li>All RSLGs approached – relevant skills need gaps recorded.</li> </ul>	High	30 June 2024
			<ul style="list-style-type: none"> <li>Understand education delivery gaps through engagement with industry partners and government agencies.</li> </ul>	<ul style="list-style-type: none"> <li>100 industry partners engaged; delivery gaps recorded.</li> </ul>	Very high	30 June 2024
			<ul style="list-style-type: none"> <li>Map vocational pathways for pacific and Māori peoples across our sectors to identify opportunity gaps and potential for learn and earn delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Vocational pathways for pacific and Māori are mapped.</li> </ul>	High	30 June 2024
	1.6	Work toward MoU with industries, providers, and regulatory bodies.	<ul style="list-style-type: none"> <li>Facilitate an MoU with Oranga Tamariki, Ngāti Hine Health Trust, and Te Rau Ora.</li> </ul>	<ul style="list-style-type: none"> <li>Trust and confidence are demonstrated through signed MoU.</li> </ul>	Medium	30 June 2024
	1.7	Trust and confidence are built with our partners and performance is improved.	<ul style="list-style-type: none"> <li>Set up a process to establish how to obtain and measure industry confidence but also to capture and report against.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of regular representation of industry interests with government agencies and relevant partners.</li> </ul>	High	30 June 2024
			<ul style="list-style-type: none"> <li>Collaboration on agreed projects with RSLGs and other WDCs.</li> </ul>	<ul style="list-style-type: none"> <li>Report on number of agreed projects with projected timelines.</li> </ul>	High	
	1.8	Identify opportunities for regulation, procurement, and other government activity and policy to improve outcomes and advocate for positive change	<ul style="list-style-type: none"> <li>Contribute where possible to the co-design of the Manatu Hauora /Te Aka Whai Ora interim and final Hauora Māori Strategy. Issues and opportunities for Rural Health Strategy, Women's Health Strategy and Disabled</li> </ul>	<ul style="list-style-type: none"> <li>Report on number of opportunities identified and summary of outcomes provided</li> </ul>	Medium	30 June 2024

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			Peoples Strategy			
	1.9	Create and leverage multiple channels for deep and authentic engagement with industry	<ul style="list-style-type: none"> <li>Engage with Iwi Māori and Industry Māori in all relevant qualifications due for review to check that they are still relevant, identify gaps and/or new development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Report on the number of iwi Māori and industry Māori engaged with and their input fed into relevant qualification reviews</li> </ul>	High	30 June 2024
	1.10	Analyse the impact of future challenges such as COVID and work with industry to identify and action solutions	<ul style="list-style-type: none"> <li>Q1, Q2, Q3 and Q4 Kāhui Māori Reports to be prepared that analyse the impact of future challenges such as COVID-19 and Cyclone Gabrielle including future workforce needs</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Reports include narratives on challenges and impacts on work with industry and specific actions taken.</li> </ul>	High	30 September 2023 31 January 2024 30 April 2024 31 July 2024
	1.11	Advocate for effective participation for competing community, health, education, and social services training	<ul style="list-style-type: none"> <li>Regularly represent industry interests in engaging with government agencies, schools and tertiary education providers, regional economic development groups and others.</li> <li>Scope a caregivers workforce plan with Taitimu Taipari around the devolution of Oranga Tamariki Services to Iwi.</li> </ul>	<ul style="list-style-type: none"> <li>Caregiver workforce plan created.</li> </ul>	Very High	30 June 2024
	1.12	<p>Published plan(s) align with industry transformation plans, leverage off information to RSLG regional workforce plans, supported by industry Evidence of MoUs in place</p> <p>Regularly represent industry interests in engaging with government</p>	<ul style="list-style-type: none"> <li>Published workforce development plan(s) are endorsed by engaged Iwi Māori and Industry Māori representatives.</li> <li>Published workforce development plan(s) align with and are endorsed by RSLGs.</li> </ul>	<ul style="list-style-type: none"> <li>Every published workforce development plan has had iwi Māori and Industry Māori input, and is signed off by at least 50per cent of the RSLGs</li> </ul>	High	1 December 2023



Function		Goal	Activities	Measures	Scale of Importance	Timeframe
		agencies and relevant partners				
	1.13	Contribute to creating and leveraging multiple channels for deep and authentic engagement with industry.	<ul style="list-style-type: none"> <li>Engage with Ministry of Education (MoE) about vocational pathways mahi.</li> <li>Engage with New Zealand Qualifications Authority (NZQA). Scoping the potential engagement projects and set milestones.</li> </ul>	<ul style="list-style-type: none"> <li>100 per cent of qualification development incorporates MoE engagement to share vocational pathways with careers advisors, evidenced in AK.</li> <li>Quarterly engagement with NZQA to share review and development workplan updates, evidenced in AK.</li> <li>Quarterly milestones reporting to TEOs and industry partners for development and review project showing progress of project.</li> </ul>	Medium	30 June 2024
	1.14	Put in place monitoring, research, and evaluation mechanisms to track progress of Toitū te Waiora	<b>Aka Kōrero (AK):</b> <ul style="list-style-type: none"> <li>Ensure all team members are trained and proficient in using AK to record their mahi.</li> <li>Establish a clear and standardized process for using AK to capture and track qualifications and quality assurance data.</li> <li>Monitor AK usage and track key performance indicators (KPIs), such as the number engagement activities recorded; the timeliness of updates to project milestones; Programme Endorsement &amp; TEO Support</li> </ul>	<b>Aka Kōrero (AK):</b> <ul style="list-style-type: none"> <li>100 per cent of team members trained in using AK.</li> <li>A policy document for AK data management in place and 100 per cent of the team's mahi recorded in AK.</li> <li>100 per cent of projects have accurate and complete data recorded in AK.</li> <li>100 per cent of issues or errors with AK, and their resolution reported in</li> </ul>	High	30 June 2024

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			<p>letter SLAs; average time to complete moderation projects; and the completeness of data.</p> <ul style="list-style-type: none"> <li>Develop a standardised dashboards and reports for visibility of the team's projects.</li> </ul> <p><b>Smartsheet system:</b></p> <ul style="list-style-type: none"> <li>Use Smartsheet to monitor product submissions to NZQA, endorsement and support.</li> <li>Use Smartsheet to manage existing products details, incorporation of NZQA data into moderation planning, and oversight of 5-year review cycle for products</li> <li>Continuously improve the Smartsheet system based on user feedback and performance metrics.</li> </ul>	<p>Qualifications and Quality Assurance leadership minutes.</p> <ul style="list-style-type: none"> <li>Monthly progress reporting against all projects underway.</li> </ul> <p><b>Smartsheet system:</b></p> <ul style="list-style-type: none"> <li>100% of Quals projects aligned between AK and Smartsheet monitoring sheets</li> <li>Quarterly review of products with Quals &amp; QA leadership team</li> <li>Six monthly review of improvements and training provided to users</li> </ul>		
	1.15	Contribute to working with industries to build reliable data/intelligence	<ul style="list-style-type: none"> <li>Attend and contribute to Ohu Ahumahi Aka Kōrero Governance Group hui.</li> <li>Use of the Shared Data Platform (SDP), the WDCs' insights dashboard.</li> <li>Stats NZ's Integrated Data Infrastructure (IDI) reporting, focusing on leveraging IDI for insights on Learners and programme delivery.</li> <li>Extract Power BI reports</li> <li>Cross-WDC Quality Assurance</li> </ul>	<ul style="list-style-type: none"> <li>Monthly report back to SLT and Qualifications and Assurance leadership group.</li> <li>Quarterly SDP reports, providing the insights relating to Quals and QA team, included in the board report.</li> <li>Use IDI and SDP data to inform qualification review process and publish the Snapshot report to website to inform</li> </ul>	High	30 June 2024

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			and Qualifications (QAQ) SLT collaboration hui	consultation. <ul style="list-style-type: none"> <li>Monthly Power BI reporting on Quals and QA engagement activities, by sector, provided to SLT.</li> </ul>		
	1.16	Contribute to analysing the impact of future challenges, such as COVID and extreme weather, and work with industry to identify and action solutions	<ul style="list-style-type: none"> <li>The report to the board will include how TTW is prepared for the future challenges and provide our providers with the insights for preparing them.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly report narratives provided including recommendations and actions taken.</li> </ul>	Medium	Ongoing
	1.17	Contribute to advocating for effective participation for competing community, health, education, and social services training.	<ul style="list-style-type: none"> <li>Engage with TEOs and advocate on their behalf, where appropriate.</li> <li>Contribute to the Industry Transformation team and Kahui Māori team's workplan when support is needed.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly meetings with key TEOs and their peak bodies, and attendance of events by team members relevant to projects they are working on, documented in Aka Kōrero.</li> </ul>	Medium	30 June 2024
	1.18	Evidence of Memorandum of understandings (MoUs) in place	<ul style="list-style-type: none"> <li>Keep working with TEOs and peak bodies towards MoUs.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of the MoUs in place included in board reporting.</li> </ul>	High	30 June 2024
2. Maintaining, developing and setting standards, capstone assessments, and qualifications:  (a) maintain existing qualifications and standards (b) to develop, set, and maintain skill standards, industry qualifications and credentials for listing on the New Zealand Qualifications and Credentials Framework (NZQCF)	2.3	Carry our planned schedule of reviews	<ul style="list-style-type: none"> <li>Incorporate Matauanga Māori concepts into all reviews.</li> <li>Policy developed to ensure products developed with relevant partners, are fit for purpose meeting industry needs, and qualification usage.</li> <li>Work towards the schedule for qualifications unit standard reviews (included in our QS</li> </ul>	<ul style="list-style-type: none"> <li>100% of reviews incorporate Te Aronga tool</li> <li>QS Policy, procedure &amp; process map documents drafted and approved.</li> <li>QS workplan remains current with regular updates as needed.</li> <li>9 QS qualifications</li> </ul>	Very High	Ongoing

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
PURPOSE: Ensures industry has a workforce with the necessary skills and knowledge they need.			<p>team's work plan and QA team's moderation plan), taking into account the necessary timelines, resources, and providers involved in the process.</p> <ul style="list-style-type: none"> <li>• Engage with NZQA who can contribute to the review process.</li> <li>• Conduct a thorough analysis of the current qualifications and unit standards, taking the industry insights provided with Industry Transformation team and consulting Kahui Māori team for the Te Tiriti o Waitangi framework embedded in the review process.</li> <li>• Distribute the review materials to our qualification product developers and Moderation Specialist for review.</li> <li>• Facilitate review meetings, focus groups, and peer-review process to discuss feedback and revise the standards.</li> <li>• Provide regular progress updates to SLT, TEOs and sector on projects undertaken.</li> <li>• Advisory groups in place for on-going validation products are meeting industry needs.</li> <li>• Ensure all review activities comply with relevant policies, guidelines, and regulatory requirements.</li> <li>• Qualification reviews stakeholder feedback captures</li> </ul>	<p>reviewed within 3 sectors..</p> <ul style="list-style-type: none"> <li>• 220-unit standards are transitioned into skill standard development within 5 sectors.</li> <li>• Engagement with NZQA is documented in AK.</li> <li>• 100% of consultation meetings with Industry Transformation tīma and Kahui Māori team is evidenced through AK milestones and engagement activities. Industry snapshot developed and published to our website of products under review</li> <li>• 100% of related documents for qualifications review uploaded or linked to AK project. Each product project will have AK milestones.</li> <li>• 100% of product projects will have AK milestones.</li> <li>• All of the progress and status of the reviews are included in our monthly CEO report. Industry snapshot published to our website of products under review.</li> <li>• Quarterly meetings with panel advisory group minutes describing group</li> </ul>		

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			<p>industry snapshot feedback; employment outcomes / vocational pathways; effectiveness of the product; any gaps or requirements for the qualification/s.</p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness through self-reflection of the review process and make necessary improvements to future mahi.</li> <li>Evidence that Quals and QA team is collaborating with other WDCs on matters of common interest relating to skill standards and qualifications.</li> </ul>	<p>needs in AK. With ToR in place and evidence of subject matter expertise provided.</p> <ul style="list-style-type: none"> <li>100% of reviews check for any changes to regulations and guidance documents and this is referenced in snapshot document.</li> <li>100% of stakeholder responder surveys in reflected in consultation documents.</li> <li>Annual self-reflection process on reviews completed, reported in Quals &amp; QA leadership hui</li> <li>90% CoP, QAQ, and Ako Governance hui attendance.</li> </ul>		
		Co-design new qualifications with industry/providers to ensure Toitū te Waiora's sector qualifications meet the skills need of industries from entry level to advanced level.	<ul style="list-style-type: none"> <li>Incorporate Maturanga Māori concepts into all development projects.</li> <li>Develop new products that align to our Workforce Development plan or meet an evidenced skills gap in our sectors (recording NZ Programme development in Aka Kōrero, also reporting any issues and mitigations to management).</li> <li>Contribute to Identifying and engaging key stakeholders from industry and TEOs who have expertise (SME) around the new</li> </ul>	<ul style="list-style-type: none"> <li>100% of reviews incorporate Te Aronga tool</li> <li>6 new qualifications for development.</li> <li>17 micro-credentials for development.</li> <li>4 New Zealand programmes (formerly 'national curriculum') for development.</li> <li>Monthly progress updates of product development included in board reports.</li> </ul>	Very High	On-going

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			<p>product.</p> <ul style="list-style-type: none"> <li>• Contribute to conducting research on current industry trends, skills gaps, and emerging areas of expertise to inform the design of the new qualifications.</li> <li>• Facilitate consultation workshops to discuss and refine the design of the new qualifications.</li> <li>• Contribute to collaborating with industry and TEOs to develop graduate profile and learning outcomes competencies for the new qualification/s.</li> <li>• Draft the new qualifications, ensuring they meet the needs of both industry and learners.</li> <li>• Consult with industry bodies to ensure the new qualifications meet regulatory requirements.</li> <li>• Relevant industry bodies/associations are surveyed to determine whether qualifications are fit for purpose.</li> <li>• Contribute to developing and implement a marketing and communications plan to promote the new qualifications to learners and relevant TEOs.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of the engaged industry and TEOs listed in AK project.</li> <li>• 100% of new development projects have a business case provided that provides industry needs and is supported by SDP and IDI insights</li> <li>• 100% of the workshops or focus groups conducted evidenced through AK.</li> <li>• 100% of engagement and feedback received from industry and TEOs documented or linked to AK project.</li> <li>• 100% of new development product create product drafts with tracked changes</li> <li>• Evidence of compliance with legal requirements, and any industry regulations, guidelines and standards match current version.</li> <li>• Survey results reported regarding whether the qualifications are fit for purpose</li> <li>• Develop a new product snapshot including sector and industry insights and publish to website, social media and all partners</li> </ul>		

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
<p>3. Provide robust quality assurance to ensure products developed by Toitū te Waiora meet industry needs and provide learners with quality education products:</p> <p>(a) endorse programmes and support micro-credentials developed by providers:</p> <p>(b) to carry out consent to assess (CTA) and moderation activities for standards and any capstone assessments we have developed and that they align to Consent and Moderation Requirements</p> <p>PURPOSE: Ensuring TEO assessment, programme and micro-credential design meets the qualification learning and graduate profile outcomes, and that assessments are fair, valid and consistent. This is achieved through programme endorsement, CTA and moderation functions, providing confidence that learners are able to access fit-for-purpose learning, that will serve them and our industries well both now and into the future.</p>	3.1	Undertake Quality Assurance activities that honours Te Tiriti o Waitangi and supports Māori-Crown relations.	<ul style="list-style-type: none"> <li>To give effect to the articles and provisions of Te Tiriti o Waitangi</li> <li>To establish and grow a Te Tiriti embedded organisation.</li> </ul>	<ul style="list-style-type: none"> <li>100% of staff apply Te Tuāpapa cultural framework</li> <li>Complete Individual Cultural Capability self-reflection.</li> </ul>	High	30 June 2024
	3.2	To ensure that high-quality, industry-relevant programmes are available to learners and that they are recognised and valued by employers and industries.	<ul style="list-style-type: none"> <li>Number of Programme endorsement (PE)/TEO Micro Credential support (MCS) received and processed within service level agreement, also reporting any issues and mitigations to management.</li> <li>Assess whether new programmes or TEO micro-credentials demonstrate TEOs engagement with industry, learners, employers, and</li> </ul>	<ul style="list-style-type: none"> <li>80% of the PE and MCS applications received and processed within service level agreement (completed within 20 working days of submission) and evidenced in AK 80%; PE / MCS evaluated against endorsement / support criteria and is reported in board reports.</li> </ul>	Very High	

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			<p>addressed TES priority ākongā.</p> <ul style="list-style-type: none"> <li>Assess endorsement or support applications against the NZQA approved criteria for endorsing vocational education programmes and TEO micro-credential development</li> <li>Promote awareness of TEO micro-credentials through communications to promote the new micro-credential available for all TEOs to deliver.</li> <li>Provide support and guidance to providers to help them understand the endorsement and micro-credential support criteria, and to support them in developing high-quality programmes and micro-credentials that meet the needs of industry and learners.</li> </ul>	<ul style="list-style-type: none"> <li>100% of applications provide engagement details within their submission to Toitū te Waiora.</li> <li>100% of applications are supported where necessary to assist TEOs achieve approval</li> <li>100% of all NZQA approved TEO micro-credentials published to our website and included in Provider newsletter</li> <li>Attendance at PTE peak body hui and evidenced in AK, and a quarterly Provider Newsletter.</li> </ul>		
	3.3	To carry out Consent to Assess approvals in relation to TEOs applying for approval to assess against standards set by Toitū te Waiora:	<p><b>Consent and Moderation Requirements (CMR)</b></p> <ul style="list-style-type: none"> <li>Provide industry or sector-specific requirements, for TEOs to assess against standards within their sector.</li> <li>Ensure TEOs evidence they have the necessary structures in place: <ul style="list-style-type: none"> <li>➤ Financial, administrative, and physical</li> <li>➤ Staffing selection and development</li> <li>➤ Student entry</li> <li>➤ Student guidance and</li> </ul> </li> </ul>	<p><b>Consent and Moderation Requirements (CMR)</b></p> <ul style="list-style-type: none"> <li>CMR requirements are maintained in collaboration with Ohu Ahumahi Quality Assurance leadership group.</li> <li>Industry specific CMR needs are reviewed in collaboration with industry transformation team.</li> <li>Updates to CMR are included in reports to reports.</li> </ul>	Very High	



Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			<p>support</p> <ul style="list-style-type: none"> <li>➤ Assessment is fair, valid, and consistent.</li> <li>➤ Reporting</li> </ul> <p><b>Consent to Assess (CTA)</b></p> <ul style="list-style-type: none"> <li>• Provides evidence that TEOs have the capability to assess standards and award credit for them.</li> <li>• Industry is assured TEOs meets CMR requirements.</li> <li>• Provides surety that ākonga will be assessed in a fair and consistent manner.</li> </ul>	<ul style="list-style-type: none"> <li>• CMRs reflect changes in Education and Training Act and give effect to support Tertiary Education Strategy (TES) priority ākonga.</li> </ul> <p><b>Consent to Assess (CTA)</b></p> <ul style="list-style-type: none"> <li>• CTA application has a project set up in Aka Kōrero and allocated to a QA Specialist.</li> <li>• All CTA resources/materials and engagement activities are recorded in AK.</li> <li>• Confirmation of receipt of CTA application is sent to TEOs within 2 working days.</li> <li>• Processing time for a CTA application is within 20 working days from the date of receipt of a complete application and extended a further 20 days when RFIs are sent.</li> <li>• Evidence of collaboration with TEO to ensure their application is approved or where this is not possible after collaboration, their application is withdrawn.</li> <li>• Accuracy and clarity of communication with the provider will be evidenced through surveys.</li> </ul>		

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
				<ul style="list-style-type: none"> <li>• Accuracy and completeness of CTA report (Review report); Number of Unit Standards, and criterion details, will be analysed through peer review and outcome recorded.</li> <li>• CTA applications and outcomes are included in reports to Council.</li> </ul>		
	3.4	To carry out moderation activities in relation to any standards and capstone assessments it sets.	<b>Pre-assessment moderation</b> <ul style="list-style-type: none"> <li>• Review credibility of assessment by ensuring it is fair, valid, and consistent.</li> <li>• Ensure all aspects of the assessment meet the standard requirements.</li> <li>• Ensure the industry skills that the standard measures, will be achieved by the assessment.</li> </ul>	<b>Pre-assessment moderation</b> <ul style="list-style-type: none"> <li>• Pre-moderation applications have a project set up in Aka kōrero and allocated to a QA Specialist.</li> <li>• All pre-moderation resources / materials and engagement activities are recorded in AK.</li> <li>• Confirmation that TEO has consent to assess the standard/s is recorded in AK.</li> <li>• Confirmation of receipt of pre-moderation application is sent to TEO within 2 working days.</li> <li>• Evidence of collaboration with TEO to ensure their application is approved or where this is not possible after collaboration, their application is withdrawn.</li> </ul>	Very High	

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
				<ul style="list-style-type: none"> <li>Complete pre-assessment moderation within 20 working days of receiving a complete application.</li> <li>Accuracy and clarity of communication with the provider will be evidenced through surveys.</li> <li>Accuracy and completeness of Pre-assessment moderation is demonstrated through peer evaluation.</li> <li>Pre-moderation applications and outcomes included in reports to Council.</li> </ul>		
	3.5		<b>Post-assessment moderation</b> <ul style="list-style-type: none"> <li>Projects are managed within AK</li> <li>Use Moderation Selection list based on risk profile management. Risk profiles based on: <ul style="list-style-type: none"> <li>➤ Delivery of high risk standards;</li> <li>➤ Volume of delivery;</li> <li>➤ NZQCF level of the standard;</li> <li>➤ Number of students being assessed</li> <li>➤ History - TEO moderation failure in 2022 or other provider risks such as TEO category rating 3 or below.</li> </ul> </li> </ul>	<b>Post-assessment moderation</b> <ul style="list-style-type: none"> <li>100% of planned post-moderation projects bulk uploaded into Aka kōrero.</li> <li>100% of post-assessment moderation completed within 20 working days of receiving assessment samples.</li> <li>80% of TEOs samples submitted via online portal and are allocated to a QA Specialist when samples are received.</li> <li>Reporting in place for monthly review</li> <li>Annual approval of TEOs</li> </ul>	Very High	Ongoing

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			<ul style="list-style-type: none"> <li>• Annual Moderation Plan in place that outlines selection criteria and provides guidance for TEOs. Post-moderation plan set annually in Q1 based on: <ul style="list-style-type: none"> <li>➢ standards assessed in the previous year.</li> <li>➢ align with qualifications and standards under review.</li> <li>➢ moderation of providers who assessed against our standards.</li> <li>➢ risk profile</li> </ul> </li> <li>• Ensures assessment judgements are consistent with the standard and provision of sufficient samples verifies assessors' judgements, and focuses on the requirements specified in the standard are being met. It also measures whether the internal moderation undertaken has been undertaken by a subject specialist with standard-specific knowledge, who has strategically selected sample assessments to moderate.</li> <li>• Where we see assessment gaps through post-moderation process, we work with TEOs to ensure they understand where these gaps assist them to meet the standards.</li> <li>• Monitor TEO compliance of external moderation</li> </ul>	<ul style="list-style-type: none"> <li>• selection by GM Qualifications &amp; Assurance.</li> <li>• Annual approval of moderation plan by GM Qualifications &amp; Assurance, including forecasting for SME needs and onsite visits</li> <li>• Quarterly review of post-moderation judgements where providers have not been approved and self-reflection on common issues seen that can feed into Provider Pānui and workshops</li> <li>• 100% of moderators reports provide guidance to TEOs on how they can improve their moderation activities. An annual self-reflection process in place which identifies providers and standards that have higher numbers of gaps in assessments.</li> <li>• Summary of post-moderation outcomes and quarterly list of TEOs who have not submitted samples included in quarterly Quals &amp; QA leadership hui and board reports.</li> <li>• Accuracy and clarity of communication with the provider evidenced</li> </ul>		

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			<p>requirements.</p> <ul style="list-style-type: none"> <li>• Ensure TEOs are satisfied with the external moderation functions provided by Toitū te Waiora.</li> </ul>	<p>through survey.</p>		
	3.6	To ensure NZQA quality assurance monitoring frameworks in place and that reporting demonstrates effectiveness of Toitū te Waiora core product functions meet expectations	<ul style="list-style-type: none"> <li>• NZQA quality assures WDC moderation activities through the National External Moderation (NEM), which reviews: <ul style="list-style-type: none"> <li>➤ Ensuring NEM system assessment practices are fair, valid, and consistent.</li> <li>➤ Self-reflection of accommodative moderation approach, supporting Mātauranga-based learning and assessment</li> <li>➤ Learners achieve the specified standard and consistent assessor judgements.</li> <li>➤ Improving assessment practice, supporting good practice in assessment, teaching and learning</li> </ul> </li> <li>• NZQA quality assures all WDC activities through the Evaluative Quality Assurance Framework (EQAF), which reviews product: <ul style="list-style-type: none"> <li>➤ entry processes</li> <li>➤ maintaining quality</li> <li>➤ external evaluation and review</li> <li>➤ managing risk.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Annual NEM report to NZQA outlining performance of moderation activities demonstrating activities and self-reflection undertaken to make improvements to processes.</li> <li>• Annual EQAF report to NZQA outlining performance of all WDC activities demonstrating activities and self-reflection undertaken to make improvements to processes. The framework includes: <ul style="list-style-type: none"> <li>➤ development and maintenance of industry qualifications, micro credentials, skill standards, NZ programmes and any capstone assessments activities</li> <li>➤ programme endorsement activities</li> <li>➤ moderation activities using NEM 6 principles</li> </ul> </li> </ul>	Very High	Annually

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
	4.1	Shared knowledge base of insights and evidence to make informed decisions.	<ul style="list-style-type: none"> <li>Establish connections and communication pathways to regional economic employment groups and chambers of commerce.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of regular engagement opportunities for employers and industry associations is provided – At least 50 meetings and outcomes reported.</li> </ul>	Very High	30 June 2024
	4.2	Create sector and industry skills and workforce development plans.	<ul style="list-style-type: none"> <li>Engage with employers to understand skills gaps in their internal workforces to connect to trainers or develop bespoke education packages.</li> </ul>	<ul style="list-style-type: none"> <li>31 Workforce Development Plans created, with evidence of industry/employer endorsement.</li> </ul>	Very High	30 June 2024
<p>4. Advisory and representative role</p> <p>(i) to provide employers with brokerage and advisory services approved by TEC;</p> <p>(j) to advise TEC, as provided for in section 411,—</p> <p>(i) about its overall investment in vocational education and training;</p> <p>(ii) about the mix of vocational education and training needed for the 1 or more specified industries covered by the workforce development council in the manner required by TEC;</p> <p>(k) to represent the interests of the specified industries:</p> <p><b>PURPOSE:</b> Toitū Te Waiora will understand the voice and needs of the sectors we serve – ensuring that there is a true partnership, leading to the sharing of relevant information, advice, and support. This information and advice will allow TEC to make evidence-informed funding decisions, ensure education providers deliver up-to-the-minute programmes, and make sure that our sectors achieve their workforce and client-related goals.</p>	4.3	Develop timely reports that provide insights from industry and other partners about relevant needs and opportunities.	<ul style="list-style-type: none"> <li>Complete section within CE report to Board for Industry Transformation that highlights relevance, opportunity, and transformation.</li> </ul>	<ul style="list-style-type: none"> <li>11 reports provided to Board highlighting relevance, opportunity, and transformation.</li> </ul>	Very High	30 June 2024
	4.4	Coordinated flow of effective engagement, information, intelligence, and advice between industry, GOV, TEOs, and TEC.	<ul style="list-style-type: none"> <li>Establish sound and effective engagement practices between TTW and our government agency partners.</li> </ul>	<ul style="list-style-type: none"> <li>Advice demonstrates research, and forecasts of aggregate demand and supply, and utilises labour market and education data provided by government agencies, RSLGs and RoVE partners.</li> </ul>	Very High	30 Sept 2023
	4.3	Develop timely reports that provide insights from industry and other partners about relevant needs and opportunities.	<ul style="list-style-type: none"> <li>Evaluate political impact on internal process and engagement with partners.</li> </ul>	<ul style="list-style-type: none"> <li>11 reports provided to Board highlighting relevance, opportunity, and transformation.</li> </ul>	High	30 June 2024
	4.5	Established partnerships with advisory groups to inform our key functions and provide a channel for Industry voice.	<ul style="list-style-type: none"> <li>Develop an invitation process to shape advisory groups for qualification review or development that considers equity, relevance, knowledge brought to the table. Includes recognition with a process of</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of a range of qualitative data from industry groups, employers, RSLGs and other informants within documents.</li> </ul>	Very High	1 Jan 2024

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
			possible cost offsetting for time and travel.	<ul style="list-style-type: none"> <li>• Template in place and in use.</li> </ul>		
			<ul style="list-style-type: none"> <li>• Create a template for ToR / Charter of these advisory groups that allow for sector nuance.</li> </ul>		Very High	
	4.6 4.7	Provision of advocacy, engagement, advice, data and insights. Co-designed solutions with Industries and providers.	<ul style="list-style-type: none"> <li>• Agree on an internal workflow that connects these core components.</li> </ul>	<ul style="list-style-type: none"> <li>• Workflow plan developed and in use. Report on the number of engagements and outcomes.</li> </ul>	Very High	30 June 2024 30 June 2024
			<ul style="list-style-type: none"> <li>• Complete workforce development plans with key industry partners and providers.</li> </ul>	<ul style="list-style-type: none"> <li>• 31 WDPs developed and endorsed by industry and providers.</li> </ul>	Very High	
	4.8	Development and support of industry case studies of innovation and excellence.	<ul style="list-style-type: none"> <li>• Work with key industry partners to develop case studies for new or revised qualifications that meet reported gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Report # projects being supported.</li> </ul>	High	30 June 2024
	4.9	Identify and support employers new to structured industry training	<ul style="list-style-type: none"> <li>• Create sector and industry skills and workforce development plans that identify their future workforce needs and skills gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of support and advice provided to Iwi Māori and Industry Māori within their workforce development plans</li> </ul>	High	30 June 2024
	4.8	Development and support of industry case studies of innovation and excellence.	<ul style="list-style-type: none"> <li>• Work with key industry partners to develop case studies for new or revised qualifications that meet reported gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Insights gathered from Iwi Māori and Industry Māori engagements to feed into the TTW sector workforce development plans and reporting.</li> </ul>	Very High	30 June 2024
	4.10 4.11	Development of timely reports that provide insights from industry and other partners about relevant needs and opportunities	<ul style="list-style-type: none"> <li>• Gather insights from Iwi Māori and Industry Māori engagements to feed into the TTW final report against 2023-24 operational report to TEC. Coordinate the flow of effective</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly up-reporting to management and council aligns with the overarching organisation work programme and priorities.</li> </ul>	Very High	30 June 2024 1 July 2023 – 30 June 2024

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
		Advice that is informed by research, forecasts of aggregate demand and supply, and utilised labour market and education data provided by government agencies, RSLGs and CoVEs	engagement, information, intelligence, and advice between industry, Govt, TEOs, and TEC to show learner engagement in study within our sectors.	<ul style="list-style-type: none"> <li>Evidence of quarterly monitoring of TEC, Ngā Kete and IDI</li> </ul>	Very High	
	4.10	Development of timely reports that provide insights from industry and other partners about relevant needs and opportunities	<ul style="list-style-type: none"> <li>Gather insights from Iwi Māori and Industry Māori engagements to feed into the TTW final report against 2023-24 operational report to TEC.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of utilisation of Infometrics forecast of workforce employment and job openings to 2027.</li> </ul>	High	1 July 2023 – 30 June 2024
	4.12	Advice that is based on a sound understanding of how the business cycle impacts on demand for skills, the inherent lag times in the supply pipeline and the relative attractiveness of programmes to learners Collation of a range of qualitative data from industry groups, employers, regional skills leadership groups and other informants that can help interpret data	<ul style="list-style-type: none"> <li>Gather insights from Iwi Māori and Industry Māori engagements to feed into the TTW advice to TEC about its investment into vocational education.               <ul style="list-style-type: none"> <li>Attend and contribute to Ohu Ahumahi Māori Kāhui Governance workplan hui via Poumatua / Manukura group</li> <li>Attend and contribute to Te Tai Tokerau Collective Impact Group hui and collate insights to contribute to TEC deliverables.</li> </ul> </li> <li>Attend and contribute to Kaiawhina/Kaimanaaki Workforce Taskforce Group hui and collate insights to contribute to TEC deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of sound advice to TEC about its investment in vocational education</li> </ul>	Very High	TBA
	4.13			<ul style="list-style-type: none"> <li>Evidence of attendance and partnerships with advisory groups that inform our key functions and provide a channel for Industry voice.</li> </ul>	Very High	1 July 2023 – 30 June 2024



Function		Goal	Activities	Measures	Scale of Importance	Timeframe
	4.14	Engagement activity doubles during the implementation phase	<ul style="list-style-type: none"> <li>• Increase team activity across advocacy, engagement, advice, data, and insights. Follow up on all requests from targeted events.</li> </ul>	<ul style="list-style-type: none"> <li>• Team engagement activity increased from 22/23 financial year by 50 per cent.</li> <li>• All follow-up engagement requests from targeted events by Iwi Māori and Industry Māori attendees are completed.</li> <li>• All follow up engagement requests from hosted forums by Iwi Māori and Industry Māori attendees are completed.</li> </ul>	Very High	1 July 2023 – 30 June 2024
	4.15	Projects from engagement are being carried out with clear milestones created	<ul style="list-style-type: none"> <li>• Co-design solutions with Industries and providers: <ul style="list-style-type: none"> <li>• Work with Ngāti Kahungunu to develop a workplan around co-designing a qualification or micro-credential</li> <li>• Work with at least three additional Iwi Māori or Industry Māori to develop a workplan around co-designing a qualification or micro-credential.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Qualification or credential co-designed with Ngāti Kahungunu.</li> <li>• Workplan for co-design of a qualification or credential with three additional Iwi Māori or Industry Māori.</li> </ul>	High	1 July 2023 – 30 June 2024
	4.16	As a result of engagement, we demonstrate support innovation projects with clear actions identified for Toitū te Waiora	<ul style="list-style-type: none"> <li>• Develop at least two Iwi Māori or Industry Māori case studies of innovation and excellence.</li> </ul>	<ul style="list-style-type: none"> <li>• Two industry case studies of innovation and excellence provided.</li> </ul>	High	

Function		Goal	Activities	Measures	Scale of Importance	Timeframe
	5.1	Build a culture of Te Tiriti o Waitangi partnership capability and confidence across Toitū te Waiora	<ul style="list-style-type: none"> <li>Publish Te Tiriti o Waitangi Framework, complete training package with all staff, regular review</li> </ul>	<ul style="list-style-type: none"> <li>Cultural Framework Self-assessment Tool (Te Tūāpapa) reviewed, including alignment with the Ohu Ahumahi Te Tiriti o Waitangi Framework and approved for roll-out</li> <li>Cultural Framework Self-assessment Tool (Te Tūāpapa) training rolled out across TTW</li> </ul>	Very High	31 December 2023  30 June 2024
	5.2	Evidence of collaborative work streams across Ohu Mahi	<ul style="list-style-type: none"> <li>Ensure a Māori lens is applied through Toitū te Waiora policies, procedures, strategies, and frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Provide advice and guidance to other teams regarding Te Reo Māori, Mātauranga Māori, and Te Tiriti o Waitangi.</li> <li>Attendance and contribution at all relevant hui, both Toitū te Waiora and Ohu Ahumahi hui</li> </ul>	Very High	Ongoing
Te Tiriti o Waitangi and Equity	5.1	Advocacy with Industry and providers for equitable outcomes for Māori.	<ul style="list-style-type: none"> <li>Ensure advocacy for equitable outcomes for Māori when engaging across our sectors.</li> </ul>	<ul style="list-style-type: none"> <li># of engagements reported with outcomes for Māori included.</li> </ul>	Very High	30 June 2024
	5.2	Set the expectation that equity is an integral component of quality.	<ul style="list-style-type: none"> <li>Create Equity group ToR showing measures and milestones.</li> </ul>	<ul style="list-style-type: none"> <li>ToR created.</li> </ul>	Very High	30 June 2024
Te Tiriti o Waitangi	5.3	Support cultural confidence.	<ul style="list-style-type: none"> <li>Establish robust cultural confidence, literacy, and quality improvement frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>Self-monitoring using TToW framework – report on continuous improvement milestones.</li> </ul>	Very High	30 June 2024

The corporate services function of Toitū Te Waiora will centre its workplan around the core functions above, as well as key timelines within the organisation, which in turn determine the success of our performance delivery. The Corporate Services team operates an active Kanban Board to

manage activities and makes use of Gantt charts for management of reporting timeframes including the allocation of tasks.

In addition to the performance measures provided above, Toitū Te Waiora will self-evaluate our activities to ensure that we continue to align our mahi with OiC and RoVE outcomes. Further, we will deepen our relationships with key partners and seek endorsement and ongoing collaboration to ensure our continued progress towards transformation. To that end, Impact, Management and Function measures are provided in the tables below:

### *Impact Measures:*

	<b>RoVE Benefit</b>	<b>KPI</b>	<b>Measures</b>	<b>Frequency</b>
<b>Existing</b>	Industry and regions have stronger leadership and learners have a stronger voice in the vocational education and training (VET) system	Industry leadership is stronger and more impactful	Confidence of industry that WDC leadership is stronger and more impactful	Reported annually
<b>New</b>	All learners and employers have their training needs met through more relevant and flexible provision	Graduates consistently have relevant skills	Confidence of employers that graduates will have the relevant skills	Reported Annually

### *Management Measures:*

<b>Focus area</b>	<b>Measures</b>	<b>Agreed target</b>
<b>Financial management</b>	TTW has performed within its budget (via the standard Financial Planning and Reporting Template)	Any material difference between actuals and the overall budget explained in financial reporting
<b>Risk Management</b>	The Risk Register is completed (incl. risk details, level of risk). Each risk has an appropriate response for mitigation	Mitigation activities identified for all identified risks
<b>Governance</b>	The WDC maintains a strong and capable governing council that provides effective leadership, agrees plans with achievable targets, understands its functions and responsibilities, and has the skills and experience needed to fulfil its functions.	<ul style="list-style-type: none"> <li>Regular council self-assessment, independent governance assessment in line with the Order in Council (OiC) and results actioned</li> <li>Skills gaps identified and expertise obtained as needed</li> <li>Council members up-to-date with the vocational education environment, the WDC's response, and best practice governance</li> <li>Plans in place that reflect stakeholder needs, with targets being achieved</li> </ul>

- Council meeting agendas provided to the TEC.

### **Function Measures:**

Focus area	Description of outputs	Measures of success (2023/24)	Key Performance Indicators
<b>Leadership</b>	Current and future workforce needs of industry identified in skills and workforce development plans	Co-designed Workforce Development Plans are published with input from key industry partners and providers	31 Workforce Development Plans created, with evidence of industry/employer endorsement.
<b>Advisory role to TEC and representation for industry</b>	Provide advice on the mix of training required for each of our industries	Advice to TEC on the mix of training reflects collation and analysis of a range of data from industry groups, employers, Regional Skills Leadership Groups and other informants.	<ul style="list-style-type: none"> <li>• Advice is provided to the TEC to the required standard and timeframe.</li> </ul> Evidence that advice aligns with industry requirements.

## **Financial Management and Risk**

Toitū te Waioira will continue to monitor financial practice ensure commitments made to the achievement of its duties, functions and priorities can be met but are also sustainable into the future. Our Risk Matrix will be updated monthly at SLT level and will be provided to the Finance, Audit and Risk komiti ahead of each meeting. We work alongside Hāpaitia with daily interactions, seeking to ensure the smooth operation of Toitū Te Waioira.

## **Hāpaitia Shared Services**

Hāpaitia Limited, as a jointly owned vehicle for the provision of shared services functions across the six Ohu Mahi Workforce Development

Councils charges a monthly fee to each WDC for the provision of:

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

## Finance Functions

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

- Chief Financial Officer – strategic financial policy and advice and oversight of the finance function as a whole
- Management Accountants (2) – budgeting, forecasting, financial modelling, project reporting, external reporting
- Financial Accountants (2) – monthly financial reporting, treasury, procurement, annual reporting, and external audit.
- Assistant Accountant – financial accounting services, payroll, expense, and credit card management.
- Accounts Officer – Accounts payable, Accounts receivable, Bank reconciliations
- Internal Auditor – conduct of internal audits in accordance with risk based triennial audit plan.

## Financial Policies and Procedures

Hāpaitia Limited has developed a comprehensive set of Finance and Assurance policies which are currently subject to an annual review process. A comprehensive financial procedures manual is also being developed.

### *Key Financial Controls and Systems*

Key financial controls in place include:

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

Hāpaitia Finance has implemented Workday Adaptive “Rangatahua” to manage financial reporting, budgeting, and forecasting for all WDCs. Managers revise forecasts to be included with monthly reporting to Councils. An external audit was conducted by the Office of the Auditor General for the financial year 30 June 2022 with an unqualified audit report issued, and appropriate actions taken.

Hāpaitia Finance is currently building a business case for a new Financial Management Information System as a number of shortcomings regarding internal controls and user experience were identified during the external audit. This business case will be presented to the Hāpaitia Board in June and if approved we anticipate implementation being completed by 1 October 2023.

## Financial Risks

### *TTW Forecast 2022/2023 for TEC Operating Plan*

Based on our latest forecast made in March 2023, we are forecasting a 2022/2023 full year operating surplus of \$581K as compared to the 2022/2023 Budget deficit of \$369K, a positive variance of \$950K. While income is expected to be slightly ahead of budget due to higher-than-expected returns on investments (31K) the greatest contributor is reduced expenditure as Senior Management work hard to minimise costs of operations.

Expense	FY Forecast \$000s	FY Budget \$000s	Variance	Variance %
Personnel	5,794	6,527	733	11%
Engagement, Meetings and Events	636	581	(54)	(9)%
Qualifications and Assurance	13	103	90	88%
Governance	347	390	43	11%
Consultancy	260	117	(143)	(122)%
Other Expenses	65	140	75	54%
Shared Services	1,694	1,787	93	5%
<b>Total Expenditure</b>	<b>8,808</b>	<b>9,645</b>	<b>837</b>	<b>9%</b>

The key driver for this movement is savings in personnel costs due to postponed recruitment, with other savings coming from lower levels of spend with Subject Matter Experts for Qualifications and Assurance, Governance training and Hāpaitia Shared Services expenses. These savings have been offset slightly by increased engagement and travel costs (mostly related to Te Hikoi o Toitū te Waiora programme) and increased consultancy costs.

## Reserves

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

Based on current forecasts Toitū Te Waiora is expected to enter the 2024 financial year with **\$4,093,000** in retained funding (reserves) from the 2023 financial year.

## Toitū te Waiora Budget Assumptions 2023/2024

### Consideration

That the Finance, Audit and Risk Committee review the assumptions and draft budget for 2023/2024 and provide feedback to management.

## *Purpose*

The purpose of this paper is to provide context around the budget and the assumptions underpinning it for the financial year ending 30 June 2024.

## *Context*

During the establishment of the Ohu Ahumahi Workforce Development Councils a funding model was prepared to determine necessary funds required for operations for the first three years. TEC have confirmed that there will be no changes to the planned funding for the next three years despite unexpected cost pressures due to tight labour market conditions and high inflation. Management have focussed efforts on keeping tight control of costs with focus on ensuring that expenditure is tightly aligned to delivering expected outcomes for industry and learners.

Several assumptions have been built into the budget concerning key cost drivers with a “bottom up” budget model built into Rangatahua (Adaptive). This tool is also used for our monthly forecasting.

## *Budget for the year ending 30 June 2024*

The budgeted net surplus projected for the year ending 30 June 2024 is \$84K. This is made up of an operating surplus of \$223, and Shared Services Lease and Deprecation costs totalling \$139K which are met from Capex Reserves, Net funded projects of \$0 and Reserve Funded projects of \$0.

Budgeted revenue is expected to remain as established in the original funding agreement \$9.4m. In addition, we are budgeting an interest income of \$173K. Budgeted expenditure is expected to be \$9.4m which is to be met from TEC operating funding and \$139k for Hāpaitia leases of assets (based on Hāpaitia depreciation) to be met from Capital Reserves established at the end of the 2022 Financial year.

## *Hāpaitia*

Hāpaitia has prepared a draft budget (which is subject to review and approval by their FAR and Board in early March 2023) with indications that the shared service cost for each WDC will be \$1,699,409. This is made up of \$1,560,798 for Hāpaitia services and an additional \$138,611 for Hāpaitia Shared Lease expenses which would be allocated from the Capital Reserve funding. The breakdown of the Hāpaitia budgeted expenses is aligned with the Service Level Agreement to provide greater transparency of costs in relation to service activities provided going forward.

## *Projects*

In year one we have accounted for Externally Funded Projects with allocation each month from Income Received in Advance to match expenditure incurred. These project expenses were excluded from the 2022/2023 budget but have been included with both income and expense included in



the Projects section of the Operating budget and we are expecting to complete all these projects prior to the end of the current financial year, 30 June 2023.

We also plan to undertake some “BAU” projects which will be accounted for in operating expenses, and we will use project codes to help track expenditures on these targeted projects. They will not be reported separately in the budget. These costs are met from TEC Operating funding.

### *Balance Sheet and Cashflow Statement*

We have provided a forecast 5-year Balance sheet and Cashflow statement. This will show movements in reserves based on the operating surplus/deficit allocations and project expenditure allocations from the Income Statement Budget and usage of cash resources over the 5-year period.

You will note in the equity section of the balance sheet that based on the current operating budget the cumulative earnings will remain positive while maintaining adequate operating and capital reserves. Likewise, the cash flow report shows that over the five year forecast we can maintain adequate cash reserves.

## *Budget Assumptions*

### *Revenue*

1. There will be no change in operating funding from TEC (to be confirmed in the funding letter due in May 2023).
2. Interest income is based on 4.5 per cent on estimated closing cash balances each year (conservative position).
3. Project income – there are no additional receipts planned however further project expenditure will require recognition of receipts from Income in Advance (Balance sheet item).

### *Personnel costs*

1. It has been assumed that the GM Disability role will be transferred to Hāpaitia with a 1/6 charge of this salary being recharged to each WDC going forward as part of their normal monthly charges.
2. An allowance has been made for salary increases of 5 per cent which should be sufficient for performance and CPI increases. We note that should a lower uplift be provided e.g., 3 per cent or 4 per cent that this would reduce costs by \$104,320 or \$52,160 respectively.
3. Professional development expenses of \$500 per kaimahi has been provided for with an additional \$30K included as an allowance for a whole of team training under the Staff Training line item.
4. Contractors – An allowance of \$60K in the Chief Executive cost centre has been provided for cover for any unforeseen vacancies or short-term contracts to facilitate the timely delivery of outcomes.

### *Consultants' expenses*

1. Total consultants' expenses have been reduced with a nominal amount of \$50K provided.
2. Legal fees – An allowance of \$20K has been provided.
3. Audit Expenses – Last year these were a shared Hāpaitia service, but the Auditors have asked that this be accounted for directly by each entity, so this has been allowed for in the 2023/2024 budget based on an estimate of the fee for 2023/2024. Note that this will be confirmed in the audit engagement letter.

### *Governance*

1. While we understand that TEC are reviewing Council Fees, we have not heard anything definitive regarding this so have budgeted Council fees at current levels.
2. We have allowed \$5K for Governance recruitment with plans to facilitate this process in-house to save on costs.
3. Governance travel and incidentals include an allowance for 4 kanohi ki te kanohi (face-to-face) meetings.
4. Group Governance Professional Development has been provided with 10K which should be sufficient to provide for facilitated events.

### *Travel expenses*

1. Travel expenses have been trimmed back to slightly with the expectation that additional travel costs for new kaimahi will be offset by reductions in travel costs due to more online support after initial relationships have been established in year one.
2. We have reviewed the cost assumptions for travel increasing meal costs to \$100 per day and increasing airfares 15 per cent over current average airfare costs. We will concentrate efforts on advance bookings and control flexi travel bookings to minimise air travel costs and continue to look for opportunities to engage with industry without requiring air travel.
3. We have increased the average accommodation assumption to \$250 to reflect current metro pricing practices and note that we will need to seek an amendment to our sensitive expenditure policy to accommodate this.
4. We have increased average taxi costs to reflect actual costs more accurately for travel to and from Auckland and Wellington airports at \$120 return.

### *Engagement expenses*

1. Currently we have several expense codes that are used to account for specific engagement activities, with levels of investment being retained at current year budget levels.
2. External Meetings – we have allowed for external meetings (venue and catering) of \$36K.
3. Internal meetings – we have allowed for kaimahi/council engagements with \$10K for venue hire (when Whanganui-a-Tara on Level 1 is not available) and catering.
4. We have allowed \$50K for Promotion and Marketing costs, to cover collateral, design, and photography for publications.

### *Qualifications and Quality and Assurance*

1. Actual expenses for SMEs have been significantly less than we budgeted last year, so we have reduced our budget to reflect greater use of internal expertise.

### *Other Expenses*

1. SDP Annual Fee – This is a new account for our share in the support of the Shared Data Platform project.
2. Last year Insurance costs were included in the Hāpaitia Shared Services costs which are now billed direct. This includes our direct insurance policies.

### *Five Year Forecast*

When preparing the draft budget, we have also taken the opportunity to prepare our Five-Year Forecast. This forecast uses the 2023/2024 budget as a key driver for expenditure and assumes that there will be no increases in TEC Revenue. Core assumptions have been made around increasing expenditure based on inflation estimates provided by Treasury and stable staffing levels with allowance for annual salary increases in line with expected sector increases (3 per cent). This indicates that we are likely to have operating deficits in increasing magnitude over the coming years and that we will be offsetting against prior year surpluses/reserves.

## Profit and Loss

### Five Year Forecast 2023-2027

	2022/23 Forecast \$000s	2023/24 Budget \$000s	2024/25 Forecast \$000s	2025/26 Forecast \$000s	2026/27 Forecast \$000s
TEC Funding	9,439	9,439	9,439	9,439	9,439
Other Income	16	173	169	156	133
<b>Total Income</b>	<b>9,456</b>	<b>9,612</b>	<b>9,608</b>	<b>9,595</b>	<b>9,572</b>
People Costs	5,278	6,467	6,637	6,814	6,997
Engagement, Meetings and Events	684	626	637	647	657
Qualifications and Assurance	15	5	5	5	5
Governance	347	395	396	397	398
Consultancy	261	130	132	134	136
Other Expenses	70	206	209	212	214
<b>Operating Costs</b>	<b>6,654</b>	<b>7,828</b>	<b>8,016</b>	<b>8,209</b>	<b>8,407</b>
<b>Hāpaitia Costs</b>	<b>1,592</b>	<b>1,561</b>	<b>1,561</b>	<b>1,561</b>	<b>1,561</b>
<b>Total Expenditure</b>	<b>8,246</b>	<b>9,389</b>	<b>9,577</b>	<b>9,770</b>	<b>9,967</b>
<b>Operating Surplus/(Deficit) (ex Projects)</b>	<b>1,210</b>	<b>223</b>	<b>31</b>	<b>(175)</b>	<b>(395)</b>
<b>Projects</b>					
Project Income	185	0	0	0	0
Project Expenditure	185	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Movement to Accumulated Surplus</b>	<b>1,210</b>	<b>223</b>	<b>31</b>	<b>(175)</b>	<b>(395)</b>
Shared Services - Lease	104	139	139	139	139
<b>Movement to Capital Reserve</b>	<b>(104)</b>	<b>(139)</b>	<b>(139)</b>	<b>(139)</b>	<b>(139)</b>
<b>Total Surplus/(Deficit)</b>	<b>1,106</b>	<b>84</b>	<b>(107)</b>	<b>(313)</b>	<b>(534)</b>

## Balance Sheet

### Five Year Forecast 2023-2027

	2022/23 Forecast \$000s	2023/24 Budget \$000s	2024/25 Forecast \$000s	2025/26 Forecast \$000s	2026/27 Forecast \$000s
<b>ASSETS</b>					
BNZ Cheque Account	1,161	1,345	1,260	967	456
ASB Term Deposits	1,494	1,494	1,494	1,494	1,494
Term Deposit - BNZ	1,000	1,000	1,000	1,000	1,000
Hapaitia Advance	300	300	300	300	300
Hapaitia Advance Capex	525	525	525	525	525
Prepayments	14	14	14	14	14
Accounts Receivable	14	14	14	14	14
<b>Total Assets</b>	<b>4,508</b>	<b>4,692</b>	<b>4,606</b>	<b>4,313</b>	<b>3,803</b>
<b>LIABILITIES</b>					
Accounts Payable	292	400	417	434	450
Accruals	73	73	73	73	73
Income In Advance	0	0	0	0	0
Employee Entitlements	130	130	130	130	130
GST	(83)	(92)	(90)	(91)	(91)
Purchase Card	1	1	1	1	1
<b>Total Liabilities</b>	<b>415</b>	<b>513</b>	<b>532</b>	<b>548</b>	<b>564</b>
<b>Net Assets</b>	<b>4,093</b>	<b>4,179</b>	<b>4,074</b>	<b>3,766</b>	<b>3,239</b>
<b>EQUITY</b>					
Cumulative Earnings	2,136	2,361	2,395	2,225	1,837
Operating Reserve	1,160	1,160	1,160	1,160	1,160
Capital Reserve	796	658	519	381	242
<b>Total Equity</b>	<b>4,093</b>	<b>4,179</b>	<b>4,074</b>	<b>3,766</b>	<b>3,239</b>

## Cashflow Forecast

### Five Year Forecast 2023-2027

	FY 22/23 Forecast 000s	FY 23/24 Budget 000s	FY 24/25 Forecast 000s	FY 25/26 Forecast 000s	FY 26/27 Forecast 000s
Receipts from Govt	9,438	9,439	9,439	9,439	9,439
GST (net)	124	537	544	544	547
Payments to Employees	(5,465)	(6,280)	(6,450)	(6,626)	(6,808)
Payments to Suppliers	(4,053)	(3,686)	(3,791)	(3,811)	(3,830)
<b>Net Cash flows from operating</b>	<b>45</b>	<b>10</b>	<b>(257)</b>	<b>(454)</b>	<b>(651)</b>
Receipts of Interest	16	174	172	161	140
<b>Cash from Financing</b>	<b>16</b>	<b>174</b>	<b>172</b>	<b>161</b>	<b>140</b>
<b>Net/Inc Decrease in Cash</b>	<b>61</b>	<b>184</b>	<b>(86)</b>	<b>(293)</b>	<b>(511)</b>
<b>Opening Bank Balance</b>	<b>3,594</b>	<b>3,655</b>	<b>3,839</b>	<b>3,753</b>	<b>3,461</b>
<b>Closing Bank Balance</b>	<b>3,655</b>	<b>3,839</b>	<b>3,753</b>	<b>3,461</b>	<b>2,950</b>

## Key Reporting Milestones for 2023/24

In addition to this Operational Plan supporting 2023/24 funding, we will deliver the following milestone documents for the 2023/24 year:

Deliverable	Reporting date
Council meeting agenda	Within 10 working days following Council meeting (ongoing)
5 Year Statement of Strategic Direction	1 July 2023
Statement of Service Performance	18 August 2023
Progress Report 2 (Annual Report)	31 August 2023
Skills and workforce development plans:	1 December 2023
Advice to TEC on overall investment in vocation education and training	TBC (November 2023?)
Advice to TEC on the mix of vocational education and training	TBC (November 2023?)
Independent Auditors Management Letter to TEC	With 15 working days of issuance
Mid-Year Progress Report	20 January 2024 (to be confirmed)
Draft Operational Plan for 2024/25	29 March 2024 (to be confirmed)
Final Operational Plan for 2024/25	30 April 2024 (to be confirmed)

## Appendices / Links

<ul style="list-style-type: none"><li>• Current TTW Risk Register (see page 69 – 72)</li></ul>
<ul style="list-style-type: none"><li>• <a href="#">Communications Strategy</a></li></ul>
<ul style="list-style-type: none"><li>• <a href="#">One year Statement of Strategic Direction</a></li></ul>
<ul style="list-style-type: none"><li>• <a href="#">Investment Advice 2023</a></li></ul>
<ul style="list-style-type: none"><li>• <a href="#">High Level Advice to TEC – December 2022</a></li></ul>



## Appendix: 1. TOITŪ TE WAIORA – CURRENT RISK REGISTER

	RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	LIKELIHOOD LEVEL	PRIORITY LEVEL	MITIGATION NOTES	RISK CHAMPION	
	Brief summary of the risk	What will happen if the risk is not mitigated or eliminated?	1 (LOW) to 5 (HIGH)	1 (LOW) to 5 (HIGH)	(IMPACT x PROBABILITY) Address the highest first	What can be done to lower or eliminate the impact or probability?	Risk Champion	Sub Committee Attached
1	Lack of Industry engagement: Social and Economic pressures, Industry specific pressure e.g., Lack of resource.	Failure to adequately engage, leading to insufficient information / insight to fulfil obligation to partners.	4	3	12	Relationship management approach, setting achievable goals and having tolerance within the relationship to allow for current economic environment.	Industry Transformation General Manager	FAR
2	COVID-19: Outbreak amongst internal staff within Ohu Ahumahi.	Human health threat, Legislative risk, continuity risk, reputational risk, loss of productivity and financial risk.	4	4	16	Stay current with Public Health advice, implement all recommended and mandated measures with regard to HASWA (2015). Detail careful consideration to COVID safety measures - with prepared media release.	Clinical Lead	PRC
3	COVID-19: Risk of transmission to staff and/or partners from engagement efforts.	Human health threat, Legislative risk, reputational risk, loss of productivity and financial risk.	4	4	16	Stay current with Public Health advice, implement all recommended and mandated measures with regard to HASWA (2015). Detail careful consideration to COVID safety measures - with prepared media release. Develop COVID employment policies supporting safe workplaces.	Clinical Lead	PRC

4	Failure to recruit/retain personnel.	Inability to carry out set functions.	4	3	12	A planned approach to recruitment; work across WDCs to ensure a pool of potential candidates is created; share insights/applicants where there are well-ranked but unsuccessful candidates.	Hāpaitia People and Culture Lead	PRC
5	Maintaining the Privacy of Toitū Te Waiora staff personal information.	Legislative risk, reputational risk, financial risk.	4	3	12	Creation of storage systems in line with the Privacy Act (2020) and Retention of Health Information Regulations (1996). Minimise access to personal staff information.	Hāpaitia People and Culture Lead	FAR
6	Confidentiality of proprietary industry specific workforce data.	Legislative risk, reputational risk, financial risk.	4	3	12	Implementation of systems allowing assurance of data confidentiality, providing confidence to external stakeholders.	Industry Transformation GM	FAR
7	Technology failure or inadequacy.	Inability to carry out set functions; failure to engage adequately or consistently; loss of relationships; reputational and media risk.	4	3	12	Development of continuity plan in conjunction with technology providers.	Hāpaitia ICT Operations Lead	FAR
8	Rapid growth with insufficient planning / preparedness.	Reputational risk: inability to carry out set functions; loss of relationships; disgruntled parties going to the ERA or media.	4	2	8	Adequate planning, creation of sound onboarding procedures, communications strategy; relationship management approach.	CEO	PRC
9	Impact of consistent and repeated travel.	Human health threat; reputational risk; continuity risk, loss of productivity.	4	2	8	Adequate planning; management of workload; minimise long, repeated journeys where possible. Remote work.	CEO	PRC

10	Inability to deliver to at-risk Māori in line with expectations.	Iwi leaders could seek to manage Vocational Education for their own people; creating adverse media attention and legislative risk.	5	2	10	Embedded Te Tiriti o Waitangi throughout all systems; high proportion of Māori personnel; kāwanatanga with equal representation; communications strategy; build and maintain strong relationships with Iwi Leaders.	Industry Transformation GM	FAR
11	Inability to deliver to Pacifica and other diverse communities in line with expectations.	Failure to deliver to expectations; creating adverse media attention and legislative risk.	5	2	10	Intentional planning to ensure equity throughout all systems including recruitment; communications strategy; and building strong relationships with key community leaders.	Industry Transformation GM	FAR
12	Business processes not aligned to strategic goals.	Failure to deliver to expectations; creating adverse media attention and legislative risk.	5	3	15	Adequate and intentional planning, implementation of key performance indicators for personnel, communications strategy, strong relationships internal and external	CEO	FAR
13	HR legal matters including restraint of trade, complaints about recruitment decisions, selection process questions	Compliance; legal threat; adverse media attention	3	2	6	Robust recruitment practices; professional advice	PRC Komiti Chair	PRC
14	Loss of key personnel.	Continuity risk; loss of relationships; inability to carry out set functions.	4	3	12	Succession planning; ensuring staff wellbeing; early and skilled management of issues arising.	CEO	PRC
15	Misuse of financial resources.	Financial risk; adverse media attention; reputational risk	5	5	25	Robust financial systems and practices; disclosure of conflict of interests and management of the same.	FAR Komiti Chair	FAR
16	Remote work - lack of oversight & risk of burnout	Continuity risk; loss of relationships; inability to carry out set functions.	3	2	6	Wellbeing strategy; regular communications/contact; remote worker team channel; appropriate supportive leadership; access to EAP counselling	Clinical Lead	PRC
17	Collapse of major supplier eg. Datacom or Orbit	Continuity risk; inability to carry out set functions	4	1	4	BCP planning; backup supplier.	Hāpaitia Financial Controller	FAR

18	Support Workers (Pay Equity) Settlements	Legislative risk, reputational risk, financial risk.	3	1	3	Review of current position and alignment. Topic being reviewed at council and komiti level Jan/Feb 2023	CEO	PRC/FAR
19	Privacy of SharePoint information	Legislative risk, reputational risk, financial risk.	3	4	12	Sensitive SharePoint doc should be set at an appropriate privacy level as the default setting is public to all WDC staff	Qualifications and Assurance	PRC/FAR