



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

STATEMENT OF STRATEGIC DIRECTION **2023-2028**

January 2024



KARAKIA

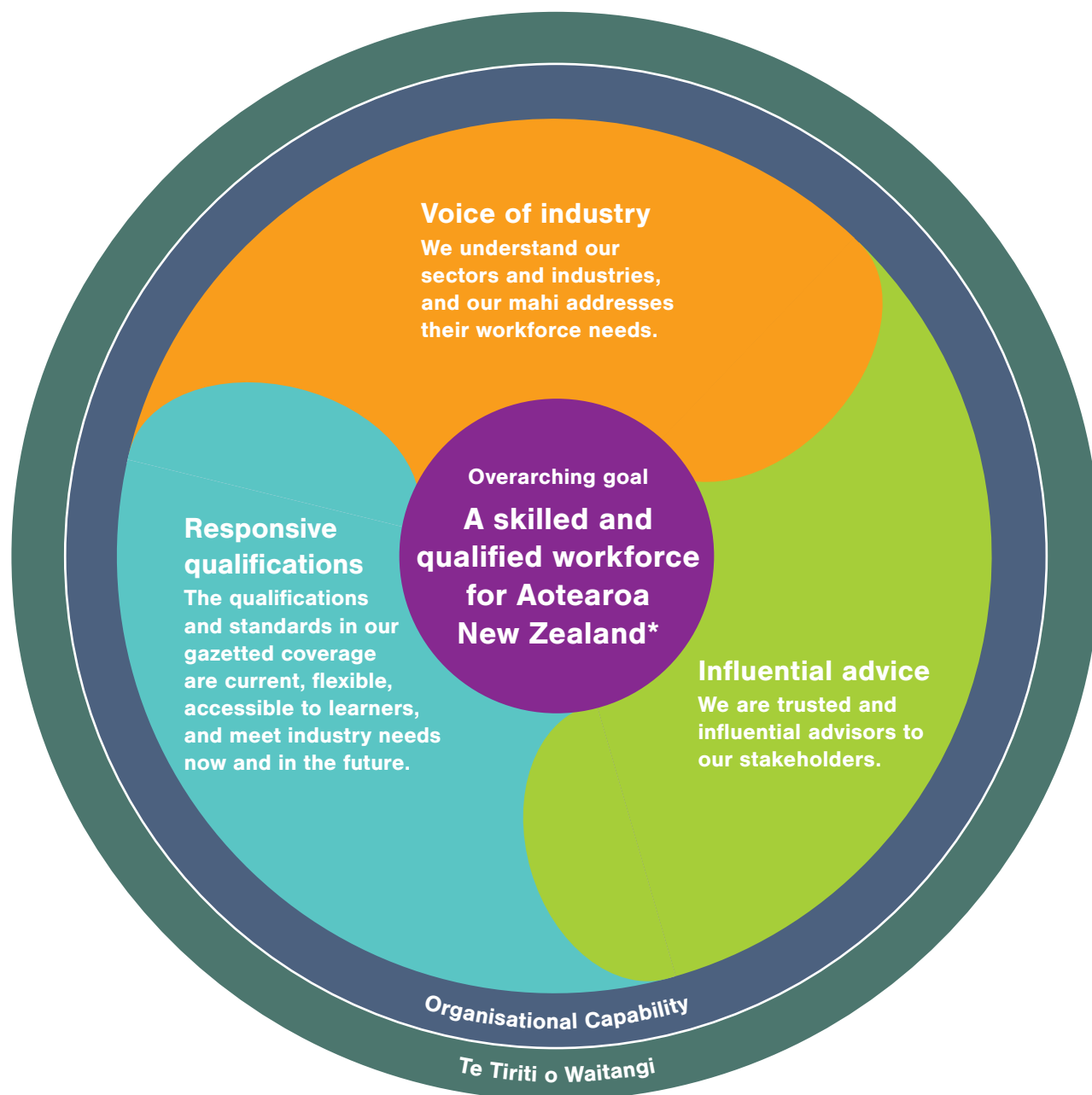
Toitū Toitū	sustainability
Toitū te waiora e	protect/preserve wellbeing
Toitū to tinana	physical/body
Toitū te hinengaro	mind/intellect
Toitū te wairua	spiritual
Toitū te whānau	family
Toitū te waiora e	protect/preserve wellbeing

The Toitū te Waiora karakia was gifted to us by Nā Wini Geddes and Brenda Smith



OUR STRATEGY

Plan on a page.



***A skilled and qualified workforce for Aotearoa New Zealand means:**

- Improved delivery of community, health, education, and social services through a skilled and qualified workforce that represents the communities it serves.
- Supply of a skilled and qualified workforce that meets the needs of the communities it serves.
- Supply of a skilled and qualified workforce meets demand, now and in the future.
- Growth of our national workforce base.
- Improved outcomes for our graduates.

COUNCIL INTRODUCTION



Welcome to the first long-term Statement of Strategic Direction for Toitū te Waiora. Like the stars of Matariki, it sets our direction. It sets out our overarching goal, how we can achieve it, and what success looks like. And like those stars it tells our story.



Our story of honouring the past and celebrating the future. How we listen to industry and the sector to understand what is best for learners to succeed. How we are delivering skilled workers to the regions so all of Aotearoa can flourish.

A story of healing, regeneration, hope and renewal. Our story of vocational training in community, health, education, and social services. Our story of making sure we develop quality qualifications so the best people can provide the best care. Our story that improves lives of a learner, provider, and end user because we make sure people have the right qualifications to do a great job.

A story of change and new beginnings. Where we help lift individuals in need out of poverty through qualifications that lead to meaningful employment. Where our underserved learners have a pathway to accessible, relevant, and affordable qualifications with professional training that makes a difference.



We are all focused on achieving our strategic direction, improving the quality of our advice, and building stronger partnerships

And like the stars of Matariki – only a handful of our needs are clear and obvious. So, when we developed the Statement, we engaged with our sector partners, vocational education providers, and those representing Māori interests. We listened, we heard and now we're telling our story together.

We are all focused on achieving our strategic direction, improving the quality of our advice, and building stronger partnerships across our industry sectors of community, education, health, and social services.

Matthew Tukaki
Co-chair

David Waters
Co-chair

CHIEF EXECUTIVE INTRODUCTION

This Statement of Strategic Direction outlines our overarching work programmes through to 2028, and how these programmes will support us, and the sector, to achieve our outcomes and goals.



In preparing our strategic direction, we considered our 'why', and identified what success looks like when we achieve those outcomes and goals. We hope to make it straightforward, so have developed a simple outcomes and performance framework based on our conversations with stakeholders and partners. The framework speaks to the outcomes and goals we want to achieve, and how we will show our progress.



Our mahi builds a vital workforce that contributes to the economic prosperity of Aotearoa

We also identify potential performance measures to evidence that success. As always, we'll know we're doing well when employers are confident that graduates are ready for work, and that providers are confident their programmes are relevant to employers and endorsed by industry.

We know we'll have achieved our goal when qualifications and standards are current, accessible to learners, and meet industry needs now and in the future. That we have understood and addressed our sector and industry workforce needs and we are trusted and influential advisors to our stakeholders.

Developing our strategic direction has only strengthened my belief on how our mahi builds a vital workforce that contributes to the economic prosperity of Aotearoa. A workforce that is the social and economic backbone of our communities - carers and kaitiaki of Aotearoa.

I hope this Statement of Strategic Direction shows how we can help deliver that workforce and build a stronger future.

A handwritten signature in black ink that reads "Sean McKinley". The signature is fluid and cursive.

Sean McKinley
Chief Executive

ABOUT US

Toitū te Waiora is the Workforce Development Council for Community, Health, Education, and Social Services.

Our name Toitū te Waiora represents protecting and preserving health and wellbeing now and in the future. Toitū is often referred to as the elevated kōrero and thinking in relation to our health and wellbeing:

- **Toitū te Oranga Wairua** – spiritual.
- **Toitū te Mauri Ora** – life principle.
- **Toitū te Waiora** – uplifting health and wellbeing.

Our goal is to have a skilled and qualified workforce for Aotearoa, by providing industry and iwi/Māori with a strong voice in making the workforce of Aotearoa fit for today and the future. To facilitate the voices of our industries, we work with a range of stakeholders including industry and employer groups, large employers, iwi and Māori organisations, unions, and vocational education and training providers.



We are tasked with¹:

- Skills and workforce **leadership** for our industries, by identifying current and future needs, and advocating for those needs to be met.
- **Developing and setting standards, capstone assessments and qualifications** to develop and maintain skill standards, micro-credentials, qualifications, national curricula, and assessments based on the needs of our industries.
- Endorsing programmes developed by providers and **moderating assessments** to ensure standards are met.
- **Advisory and representative role** to provide brokerage and advisory services to our industries and to advise the Tertiary Education Commission about the mix of and investment in vocational education and training.

Our work takes into account the needs of employers and employees in our specified industries, considering national and regional interests. We have regard to the needs of Māori and other population groups identified in the Tertiary Education Strategy, and work collaboratively with other Workforce Development Councils, NZQA, and regulatory bodies relating to the occupations within our specified industries².

Success for us means employers are confident that vocational education learners are ready for work and that the future skills needs of our industries will be addressed by the vocational education system.

Success also means our education and training providers can be confident their programmes are relevant to employers and endorsed by industry. Learners can be confident that their qualifications will meet employers' expectations and national standards.

We represent sectors that support New Zealanders from the cradle to the grave – covering maternity and midwifery, youth services, disability services, education and educational support services, health services, mental health and addiction services, care services, emergency, and funeral services. We also represent public order safety, regulatory services, skin and nail therapy services, social services, and urban pest control services.



We are about people helping people, and our goal is to have a skilled and qualified workforce for Aotearoa

1. Functions of the Workforce Development Councils are set out in section 366 of the [Education and Training Act 2020](#).
2. Duties of the Workforce Development Councils are set out in section 369 of the [Education and Training Act 2020](#).



TE TIRITI O WAITANGI

Te Tiriti o Waitangi holds a special place in our whakapapa and whānau.

Te Tiriti o Waitangi represents a partnership. For us that means having meaningful engagement and building strong relationships. We are committed to providing Māori with a stronger voice in vocational education and training across our industries, and we prioritise engagement activities and collaborative mahi with iwi and Māori organisations.

Tāngata whenua make up a growing share of the workforce of Aotearoa, and the Māori economy continues to increase its contribution to Aotearoa. It is vital that we understand the aspirations of our Māori learners and their whānau, the aspirations of the iwi and Māori, and the aspirations of Māori employers and education and training providers in our sectors. We must work in partnership to design and deliver vocational education and training that supports achieving those aspirations.



We are committed to providing Māori with a stronger voice in vocational education and training across our industries

Our Te Tūāpapa framework ensures that Te Tiriti o Waitangi remains the foundation for all our mahi. Tūāpapa provides a reflective tool for our Council, management, and all our kaimahi which informs our mahi, and helps us improve our knowledge and application of Te Tiriti. Tūāpapa is based on the principles for the primary health care system which are applicable to our work, and are common within our industries:

Tino rangatira

The guarantee of tino rangatiratanga, which provides for Māori self-determination and mana motuhake in the design, delivery, and monitoring of community, education, and health and disability services.

Equity

Our commitment to achieving equitable health, social and economic outcomes for whanau, hapū, iwi, Māori across the industries we advocate for.

Active protection

We will act, to the fullest extent practicable, to achieve equitable health, social and economic outcomes for Māori. This includes ensuring that our Tiriti partners are well informed on the extent and nature of Māori outcomes and efforts to achieve equity for Māori across the industries we advocate for.

Options

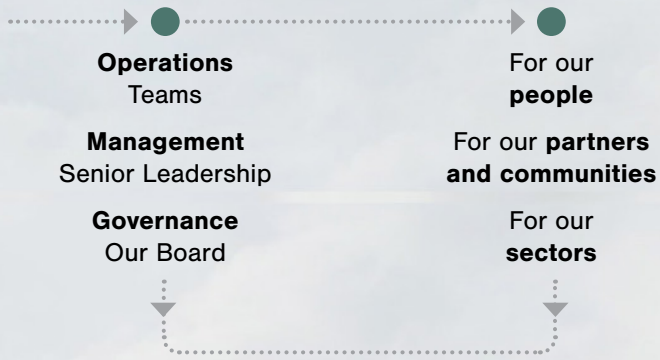
We advocate for properly resourced kaupapa Māori health and disability, education, and social services, and to support mahi that ensures services across our industries are provided in a culturally appropriate way that recognises and supports the expression of kaupapa Māori models.

Partnership

We will work in partnership with Māori in governance, design, delivery, and monitoring of the services that our industries provide.

Although we have an obligation to elevate and advocate for Māori, it is simply intrinsic in everything we do. Toitū te Waiora has strong te ao Māori foundations, with a third of our own kaimahi identifying as Māori.

Tūāpapa: how it works



Outcome 1 Meet our Tiriti obligations	High level reflective practice	Outcome 2 Deliver transformative, meaningful change
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OUR STRATEGIC CONTEXT

Authorising environment

Our functions are set out in the [Education and Training Act 2020](#). Born of the review of vocational education, our [Order in Council](#) is set by the Governor-General on the Minister's recommendation. The Order in Council sets out the requirements for how we operate, including the form, nature, and functions our Council, the sectors and industries within our remit, and the requirement to collaborate with industry and other Workforce Development Councils.

We are a public entity, covered by Schedule 4 of the Public Audit Act, and a body corporate. We are also a registered charity.

Our mahi gives effect to the five objectives of the Tertiary Education Strategy set by the Ministry of Education³:

- **Learners at the centre:**
Learners with their whānau are at the centre of education
- **Barrier free access:**
Great education opportunities and outcomes are within reach for every learner
- **Quality teaching and leadership:**
Quality teaching and leadership make the difference for learners and their whānau
- **Future of learning and work:**
Learning that is relevant to the lives of New Zealanders today and throughout their lives
- **World class inclusive public education:**
New Zealand education is trusted and sustainable

Our Operational Plan provides more detail of the alignment of our work programmes to these objectives.

Governance

Through the functions established by our Order in Council and the Education and Training Act, to respect Te Tiriti o Waitangi, and to honour the meaning of Toitū te Waiora, we operate under Māori and non-Māori co-chairs. This demonstrates a genuine partnership approach to governance and ensures that te ao Māori approaches are infused in everything we do as standard kawa and tikanga.

Collectively, the Council is responsible for ensuring we carry out our functions and achieve our strategic direction. Individually, members of the Council have proven governance and leadership skills and bring a diverse range of public and private sector experiences from across our industry sectors of community, education, health, and social services.

Full profiles of our current [Council members](#) are available on our website.

3. The Tertiary Education Strategy can be found here: [FULL-TES-2020.pdf](#) (education.govt.nz)

Our sectors and industries

Toitū te Waiora has the broadest scope of all the Workforce Development Councils, spanning community, health, education, and social services sectors. We work ‘from cradle to the grave’ covering all the people-facing industries, from midwifery through to tangihanga and funeral services.

The industries we represent are predominantly female and represent 19 percent of the workforce of Aotearoa.⁴

We estimate there are 75,300 Māori employed in our sectors and 33,600 Pacific peoples.⁵ Unfortunately, it is difficult to determine how many Tāngata Whaikaha are employed in our sectors, but we recognise Tāngata Whaikaha as a priority learner group along with Māori and Pacific peoples.

In the 2022 year, our combined industries contributed 13.93 percent of the national Gross Domestic Product of New Zealand (\$49,812,000,000).⁶

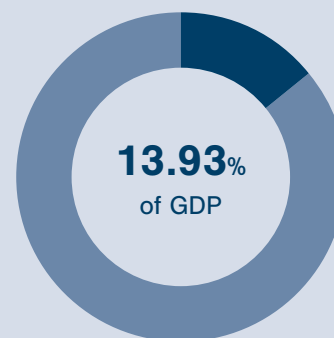
Many of our industries are facing similar challenges – chronic labour and skills shortages; competitive job markets (domestic and international); high staff turnover; and upcoming technological, legislative and regulatory changes which are impacting the way industry works and future qualification requirements.

The diagram on page 10 shows the sectors we work in and the industries within those sectors⁷.

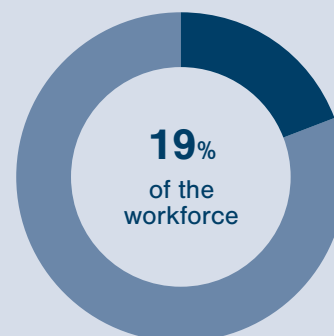
We estimate that our sectors employ:

75,300
Māori

33,600
Pacific peoples



Our combined industries contributed 13.93% of the 2022 national GDP (\$49,812,000,000).



The industries we represent represent 19% of the workforce of Aotearoa

4. WDC Dashboard – Toitū te Waiora / Sweet Analytics (2023) and Infometrics (2023)

5. WDC Dashboard – Toitū te Waiora / Sweet Analytics (2023) and Infometrics (2023)

6. WDC Dashboard – Toitū te Waiora / Sweet Analytics (2023) and Infometrics (2023)

7. Our specified industries are set out in our Order in Council. These are the level 4 industries specified in the Australia and New Zealand Standard Industrial Classification 2016 (ANZSIC), published by Statistics New Zealand. These industry classification names may differ to the terminology commonly used in the sectors.

Our sectors and industries⁸

Community

Urban Pest Control

- Building Pest Control Services

Public order and safety

- Fire protection and Other Emergency Services
- Correctional and Detention Services
- Other Public Order and Safety

Regulatory Services

Health

Health Care and health services

- Hospitals (except Psychiatric Hospitals)
- Psychiatric Hospitals
- General Practice Medical Services
- Specialist Medical Services
- Pathology and Diagnostic Imaging Services
- Dental Services
- Optometry and Optical Dispensing
- Physiotherapy Services
- Chiropractic and Osteopathic Services
- Other Allied Health Services
- Other Health Care Services n.e.c.

Social Services and other Services

Social Services

- Care Services
 - Aged Care Residential Services
 - Other Residential Care Services
 - Child Care Services
- Disability Services

Other Services

- Diet and Weight Reduction Centre Operation
- Funeral; Crematorium and Crematory Services
- Religious Services
- Private Households Employing Staff
- Undifferentiated Goods – Producing Activities of Private Households for Own Use
- Undifferentiated Service – Producing Activities of Private Households for Own Use
- Hairdressing and Beauty Services
- Skin and Nail Therapy Services

Education

Education and education support services

- Preschool Education
- Primary Education
- Secondary Education
- Combined Primary and Secondary Education
- Special School Education
- Technical and Vocational Education and Training
- Higher Education
- Arts Education
- Adult; Community and Other Education n.e.c.
- Educational Support Services

8. Our specified industries are set out in our Order in Council. These are the level 4 industries specified in the Australia and New Zealand Standard Industrial Classification 2016 (ANZSIC), published by Statistics New Zealand. These industry classification names may differ to the terminology commonly used in the sectors.

STRATEGIC GOALS AND OUR STRATEGY

The following pages describe the strategic goals we are seeking to achieve over the next five years, and what success looks like.

We have identified meaningful performance metrics that demonstrate our progress towards those goals and prioritised our work programmes that support achieving these goals.



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- Improved delivery of community, health, education, and social services through a skilled and qualified workforce that represents the communities it serves.
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- Supply of a skilled and qualified workforce meets demand, now and in the future.
- Growth of our national workforce base.
- Improved outcomes for our graduates.

The following pages contain how we will achieve this.



VOICE OF INDUSTRY

We understand our sectors and industries, and our mahi addresses their workforce needs.

What does success look like?	Performance measures	High level workplan
<ul style="list-style-type: none"> Employers are confident that graduates from our qualifications are ready for work. Our education and training providers are confident their programmes are relevant to employers and endorsed by industry stakeholders. Workforce supply needs are met. Industry employs our learners. 	<ul style="list-style-type: none"> Stakeholder satisfaction (stakeholders and partners) The proportion of partners and stakeholders that agree Toitū te Waiora understands stakeholder priorities The proportion of partners and stakeholders that agree Toitū te Waiora effectively communicates stakeholder priorities The proportion of partners and stakeholders that are confident graduates <i>will have</i> the relevant skills The proportion of partners and stakeholders that agree graduates <i>have</i> the relevant skills Increase in the proportion of graduates that go on to employment in our industries** <p>Our performance results are published in our Annual Report each year.</p>	<ul style="list-style-type: none"> Partnerships and Engagement work programme. <ul style="list-style-type: none"> Implement Stakeholder Engagement Strategy Establish National Industry Advisory Groups <p>More detail about our annual work programme is published in our Operating Plan each year.</p>

Asterisked ** performance measures cannot be directly attributed to our mahi. They are affected by settings and conditions across education, economic, employment, and other contexts. However, they are indicative of a skilled and qualified workforce for Aotearoa New Zealand.



RESPONSIVE QUALIFICATIONS

The qualifications and standards in our gazetted coverage are current, flexible, accessible to learners, and meet industry needs now and in the future.

What does success look like?	Performance measures	High level workplan
<ul style="list-style-type: none"> • Our qualifications are current and reflect opportunities that support ongoing career pathways. • Qualifications are transferrable. • Our qualifications are used by providers. • Our learners are confident qualifications meet national standards and employer expectations. • Barriers for priority groups to complete our qualifications are identified and removed. • The quality of assessment of our qualifications and standards is improved. • Improved education performance indicators. 	<ul style="list-style-type: none"> • Stakeholder satisfaction (providers) • NZQA EQAF/NEM assessment • Number of new qualification products developed and submitted to NZQA • Number of qualification products maintained and submitted to NZQA • Micro-credential support applications <ul style="list-style-type: none"> – Number completed, average duration, proportion completed within 20 working days • Pre-assessment moderation <ul style="list-style-type: none"> – Number completed, average duration, proportion completed within 20 working days • Post-assessment moderation <ul style="list-style-type: none"> – Number completed, average duration, proportion completed within 30 working days • Consent to assess <ul style="list-style-type: none"> – Number completed, average duration, proportion completed within 20 working days • New programme endorsement <ul style="list-style-type: none"> – Number completed, average duration, proportion completed within 20 working days • Existing programme change endorsement <ul style="list-style-type: none"> – Number completed, average duration, proportion completed within 20 working days • Increase in enrolments of our qualifications** • Increase in completions for our qualifications** • Learner outcomes** <p>Our performance results are published in our Annual Report each year.</p>	<ul style="list-style-type: none"> • Qualifications and Quality Assurance work programme: <ul style="list-style-type: none"> – Qualification reviews and maintenance. – Qualification, skill standard, and micro-credential development. – Programme endorsement. – National moderation of unit and skill standards. <p>More detail about our annual work programme is published in our Operating Plan each year.</p>

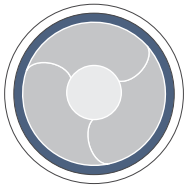
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INFLUENTIAL ADVICE

We are trusted and influential advisors to our stakeholders.

What does success look like?	Performance measures	High level workplan
<ul style="list-style-type: none"> • Workforce Development Plans are supported by industry stakeholders. • Industry stakeholders actively seeks our collaboration and partnership. • Our advice influences TEC decision making. 	<ul style="list-style-type: none"> • Stakeholder satisfaction (TEC) • Proportion of investment recommendations accepted • Increase in the number of collaborative projects with partners and stakeholders <p>Our performance results are published in our Annual Report each year.</p>	<ul style="list-style-type: none"> • Strategy and Advice work programme: <ul style="list-style-type: none"> – TEC Investment Advice. – Develop and implement Workforce Development Plans. – Research and Insights projects. – Analytics to support Partnerships and Engagement, and Qualifications and Quality Assurance activities. <p>More detail about our annual work programme is published in our Operating Plan each year.</p>



ORGANISATIONAL CAPABILITY

Building organisational capability and capacity.

What does success look like?	Performance measures	High level workplan
<ul style="list-style-type: none"> • Effective governance and leadership. • Engaged and high performing kaimahi. • We have the right capability doing the right things. • We attract and grow capability. • Our operating model supports delivery of our functions. • We meet our legislative obligations. • We identify and manage risk. 	<ul style="list-style-type: none"> • Budget performance • Risk management performance • Health, Safety, and Wellbeing maturity • Results of independent review of Council • Proportion of kaimahi with performance development plans in place • Reduction in leave liability <p>Our performance results are published in our Annual Report each year.</p>	<p>Operations and Compliance work programme.</p> <ul style="list-style-type: none"> • Develop and implement our Workforce Strategy (embed operating model, recruit to full establishment, kaimahi development, reinforce individual performance and accountability, strengthen analytic capability, cultural capability, Culture Amp). • Implement our Communications Strategy. • Operational policy programme. <p>More detail about our annual work programme is published in our Operating Plan each year.</p>



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www.toitutewaiora.nz