

**OPEN MEETING OF THE BOARD OF
DIRECTORS**

Date: 29 October 2021

Time: 9.00 am (starting with Health, Safety and Wellness Engagement)

Venue: B39 - Windermere Campus, Tauranga

Directors: Cathy Cooney (Chair), Ripeka Evans (Deputy Chair), Leith Comer, Tania Hodges, Niwa Nuri Ngaroma Tahana

Company Secretary: Anthony Robertson

Board Secretary: Valda Bryson

In Attendance: Leon de W Fourie (Chief Executive) and Toi Ohomai Management

OPEN AGENDA

***9.00-9.30am: Virtual Health, Safety and Wellness Walk – Video : Staff
reflection on their work-life experiences during the Delta outbreak -
B39***

***(Amanda Heapy, Lee Mackie, Matt Hammond, Marie Heaphy, Board
Members and Chief Executive in attendance)***

9.30-10.30am

Item	Subject
1.	Karakia
2.	Welcome/Apologies
3.	Register of Interest / Declaration of Conflicts
4.	Confirmation of the Agenda and call for minor items not on the Agenda
5.	Minutes from the previous Toi Ohomai Institute of Technology Ltd Subsidiary Board Meeting – 27 August 2021 - (Open Section of meeting)
6.	Actions / Matters Arising from the previous meeting (27 August 2021)

7.	Reports: 7.1 Chair of Board 7.1.1 Te Pūkenga Council Updates 7.1.2 Board Evaluation Snapshot 7.1.3 Board and Te Kahui Maturanga Strategy Engagement Proposal – 26 November 7.2 Chief Executive Report 7.3 Academic Committee 7.4 Financials 7.5 Health and Safety & Wellness
8.	Board Work Plan: 8.1 Teaching & Learning Strategy 8.2 Sustainability Framework 8.3 Semester 1 Educational Performance Report 8.4 Academic Quality & Assurance Report
9	General Business 9.1 Considerations in developing the 2022 Board Work Plan

Resolution to exclude the public and move into the confidential agenda:

It is resolved that the public be excluded from the agenda items noted as confidential to ensure the board members can maintain effective conduct of public affairs through the free and frank expression of opinions; carry out commercially sensitive discussions and activities without prejudice or disadvantage; and prevent disclosure or use of information for improper gain or improper advantage.

It is further resolved that the minute taker and members of the Toi Ohomai Institute of Technology Limited executive and management who are in attendance at this board meeting be permitted to remain during the confidential section of the meeting because of their knowledge on the matters to be discussed or administered during the confidential section of the meeting.

This resolution is made in reliance of section 48(1)(a)(ii) Local Government Official Information and Meetings Act 1987 and sections 9(2)(g), 9(2)(i) and 9(2)(k) Official Information Act 1982.

1. Agenda Item 3 – EFTS Update
2. Agenda Item 4 – Performance Dashboard
3. Agenda Item 5 – Issues and Advocacy Register
4. Agenda Item 6 – Te Pūkenga Engagement: Operating Model

KARAKIA

What are Karakia?

Karakia are *prayers or incantations*. They are generally used to ensure a favourable outcome to important events and undertakings such as tangihanga, hui, unveilings etc. however they can cover every aspect of life. For example; welcoming the dawn and farewelling the day, to ensure a safe journey, for different types of illness when undertaking *tā moko* (tribal tattoo), when carving wharenui or waka and more. Karakia in their true essence are ritual chants invoking spiritual guidance and protection.

With the introduction of Christianity to NZ in the 19th Century, new karakia were written to acknowledge the Christian God and Jesus Christ. These karakia have been used since that time however there is a current move towards using more traditional karakia (which were often chanted or sung) which call upon many of our *Atua* (Gods/Guardians) for direction; these karakia are poetic and full of beautiful imagery and metaphor. It is important however to remember that there are not always appropriate English words which can fully reflect the essence of the Maori words used often literal translations need to be considered metaphorically.

TRADITIONAL KARAKIA TIMATANGA:

Whakataka te hau ki te uru	Cease the winds to the west
Whakataka te hau ki te tonga	Cease the winds to the south
Kia mākinakina ki uta	Let the breeze blow over the lands
Kia mātaratara ki tai	Let the breeze blow over the ocean
E hī ake ana te atakura	Let the red-tipped dawn come with a sharpened air
He tio, he huka he hau hū	A touch of frost, a promise of a glorious day
Tihei Mauri ora!	

TRADITIONAL KARAKIA WHAKAMUTUNGA

Unuhia, Unuhia	Draw on, Draw on
Unuhia ki te uru tapu nui	Draw on the supreme sacredness
Kia wātea, kia mama, te ngākau, te tinana, te wairua, i te ara takatā	To clear, to free the heart, the body and the spirit of mankind
Koia rā e Rongo, whakairia ake ki runga	Rongo suspended high above us
Kia tina, TINA! Hui e TAIKI E!	Draw together! Affirm!

Declaration of Interests for Subsidiary Board Members

Catherine Cooney

Interest Declared	Nature of Business
Director/Shareholder Kowhai Health Associates Limited	Health, Disability and Community Sector Consultancy
Independent Facilitator Health Workforce NZ and Careerforce (Health & Disability Sector ITO)	For the development of the Kaiāwhina Workforce Action Plan (unregulated health & Disability sector workforce)
Co-Chair Healthy Families Rotorua	Governance of a community activation approach to support healthy communities. Partnering with Te Arawa Whānau Ora.
Independent Chair InterRAI NZ – Governance Board	Advisory Board on behalf of the Director General of Health. interRAI has a suite of health assessment tools with the key one being assessing the needs of people over 65
Panel Member Health Practitioners Disciplinary Tribunal	Tribunal hearings for nursing cases. (Ministerial appointment)
SINO-NZ Aged Healthcare Association SNZAH – Membership through Kōwhai Health Associates Ltd	SNZAH is a network for the promotion of research, educational programme development and delivery, construction and leadership in the aged healthcare industry across China and NZ. Toi Ohomai Institute of Technology Limited is a lead signatory to SNZAH.

Leith Comer

Interest Declared	Nature of Business
Chairman Te Mana o Ngati Rangitihi Trust	Te Arawa iwi organization
Chairman Rotorua Golf Club	Organisation that leases part of the Arikikapakapa Thermal Reserve
Chairman Nga Pumanawa e Waru Education Trust	A Rotorua education provider
Chairman Veteran's Advisory Board	Provide advice to Minister of Defence on support to veterans
Director/Shareholder Rotorua Economic Recovery Task Force	Initiatives to build on Rotorua's strengths and provide economic recovery following COVID-19

Director/Shareholder CNI Iwi Holdings Limited	An iwi owned forestry company
Director/Shareholder ADC Forest Limited	A private forestry investment company
Shareholder Tukia Group Limited	Tukia A Ngati Rangitihi investment company

Ripeka Evans

Interest Declared	Nature of Business
Director, Chair, Northland Polytechnic Limited	Tertiary education Provider
Director, Deputy Chair, Tupu Tonu Investments-Ngapuhi Investment Fund Limited	Crown owned commercial investment company
Chair, Trustee Courageous Conversations Aotearoa Foundation	Racial Equity and Social Justice Education Trust
Member Te Ao Māori Panel, Reserve Bank of New Zealand	Central Bank & Regulator
Ripeka Evans Sole trader	Crown, Iwi and Private Board Governance, Māori Development Strategic Leadership Advice.
Chair FW & A Evans Whānau Trust	Whānau Māori Land & Legacy Asset Trust
Senior Consultant Momentum Consulting Ministry of Justice Te Arawhiti	All of Government Contract Consultancy Provider Policy Advice to Minister of Justice Police Advice to Minister for Māori Crown Relations
Claimant Wai 381, 2260, 2700 Mana Wāhine Kaupapa Inquiry	Waitangi Tribunal Claim in regard to Crown breaches of the Treaty of Waitangi
Married to Materoa Dodd, Council Member, Te Whare Wānanga o Awanuiārangi	Mātauranga Māori Tertiary Education Provider

Tania Hodges

Interest Declared	Nature of Business
Managing Director and Shareholder Digital Indigenous com Ltd	Provides consultancy services to providers mainly but not exclusively in the health sector
NZIST Council Member (Ministerial Appointment) effective 1 April 2020	NZ Tertiary Education Provider
Director Waikato Institute of Technology Ltd – effective 1 April 2020	Subsidiary of NZIST
Trustee Whanau.com Trust	Family Trust
Independent Member Waikato Tainui Koiora Strategy Panel	A working group for Waikato Tainui operations focusing on the wellbeing of whanau.

Niwa Ranji Nuri

Interest Declared	Nature of Business
Chair Te Kopu NZ Limited	Private Consulting Business
Chair Hemi James Robb Whanau Trust	Family Trust holding ancestral Maori land shares.
Chair Taranaki Tona Nuri Whanau Trust	Family Trust holding ancestral Maori land shares.
Chair Hariata Robb – Kawha Whanau Trust	Family Trust holding ancestral Maori land shares.
Accountant Tuhomo Trust	National Maori registration service
Trustee Te Arawa Lakes Trust	Te Arawa Lakes historical claims settlement
Committee Member Lotteries Oranga Marae Committee	Lotteries grants for Marae development
Director Tu Tonu Limited	Physiotherapy rehabilitation centre
Trustee Grandparents Raising Grandchildren Trust	Trust provides support services to grandparent and whanau carers in New Zealand
Ngati Tarawhai Iwi Trust	Treaty Settlement Trust

Rotorua Primary School (Eileen Nuri)	Primary School
Director / Chair Waikato Institute of Technology Ltd	Tertiary Education provider
Director / Shareholder DNA 3 Limited	A business strategy consultancy company
Director Tu Tonu Kai Limited	A café located in Hamilton

Ngaroma Tahana

Interest Declared	Nature of Business
Partner Kahui Legal	Private law firm
Committee Member Rotoma No.1 Incorporation	Māori land entity in forestry, property and horticulture sectors
Director / Shareholder RML Trustee Company	Property holdings
Trustee Rotoma 1B Education Trust	Investment vehicle for education distributions
Trustee Haroharo 7B 2B 2B Ahu Whenua Trust	Māori land entity for papakainga

**OPEN MINUTES OF A MEETING OF THE BOARD OF DIRECTORS
HELD ON FRIDAY 27 AUGUST 2021 VIA TEAMS**

PRESENT:

Board of Directors

Cathy Cooney (Chair)

Ripeka Evans (Deputy Chair)

Ngaroma Tahana

Tania Hodges

Niwa Nuri

Board support roles

Anthony Robertson (Company Secretary)

Valda Bryson (Board Secretary)

IN ATTENDANCE:

Executive Team

Dr Leon de W Fourie (Chief Executive)

Patrick Brus

Brian Dillon

Ramari Raureti (Te Pūkenga Interim Staff Committee Rep)

Huia Haeata

Bart Vosse

Jeni Fountain

2. APOLOGIES

Apologies for lateness were received from Ramari Raureti.

3. REGISTER OF INTERESTS/DECLARATION OF CONFLICTS

There were no changes to the register of interests or declaration of any conflicts.

4. CONFIRMATION OF THE AGENDA AND CALL FOR MINOR ITEMS NOT ON THE AGENDA

The agenda was taken as tabled.

5. CONFIRMATION OF MINUTES

Toi Ohomai Institute of Technology Ltd Subsidiary Board Meeting – 25 June 2021

Resolution: TOI21/40

RESOLVED that the minutes of Toi Ohomai Institute of Technology Ltd Subsidiary Board meeting held on 25 June 2021 be approved.

T HODGES / R EVANS

6. ACTIONS/MATTERS ARISING:

Action 1:

Toi Ohomai Institute of Technology's likely deficit for 2022, together with wellness of staff, to be considered for discussion at the July Strategy Day.

July Strategy Day agenda included sessions on Financial Viability, Staff Wellness, Capability & Organising arrangements, and Equity.

Action 2:

Te Pae Tawhiti and the direction of Te Pūkenga in terms of engagement so we have a consistent approach, to be considered as part of the July Strategy Day Session.

Topic covered at 20 July Strategy Day session.

Action 3

A letter of congratulations to be sent to the Communications team on behalf of the Board re the PRINZ Awards.

Letter sent 28 June 2021 – See Agenda Item 7.2.

Action 4

A letter of thanks to be sent to the Waipa Saw Mill team for all their hard work responding successfully to the Work Safe notifications.

Letter sent 29 June 2021 – See Agenda Item 7.1

Action 5

Te Kāhui Mātauranga SLG meeting dates for 2021 to be confirmed.

Dates confirmed with Te Kāhui Mātauranga and the Board of Directors.

7. CORRESPONDENCE

Letter to Philip Cave, Waipa Sawmill, 29 June 2021 – re Congratulation to the Team

Letter to Marketing & Comms, 28 June 2021 – re Congratulations on PRINZ Awards

The outwards correspondence, as listed, was received.

8. REPORTS

8.1 Chair of Board

The Chair presented her report which spoke to the Board Evaluation process being facilitated by the IOD, the Tokoroa Campus site blessing on 20 July and the Chairs and CE meeting in Wellington on 10 August. She then spoke to a meeting of the Chairs of Toi Ohomai, Wintec, NorthTec and EIT and agreement to form a closer collaboration, particularly around improved outcomes for Māori and understanding the current funding model which is not an enabler of seeing a shift for Māori learners and rural communities. Dr Fourie has also reached out to the other three CEs and they are due to meet next week to work on an audit of what each is currently doing and look at further collaboration, including the sharing of resources and what things potentially, at a Governance level, could be driven on behalf of the sector. The Chairs are conscious however, when looking at increased collaboration, that it doesn't place an additional load on everyone.

The Chair then spoke to a change to the September schedule which was to be a TKM/Board meeting. However, with the Te Pūkenga leadership now meeting with TKM senior iwi leaders on 17 September and the short turn-around to the Board-TKM Strategy Day a week later, the TKM Secretariat has requested the Board-TKM Strategy be moved to 26 November. It is therefore proposed that the meeting schedule be amended as follows for the remainder of 2021:

- 24 September – Teams meeting between the Board of Directors, Leon Fourie and Anthony Robertson (1 hour)
- 29 October – Board of Directors meetings as scheduled
- 26 November – Board of Directors meeting followed by Board-TKM Strategy Day

Resolution: TOI21/41

RESOLVED that Board approve the change to the remainder of the 2021 meeting schedule as outlined.

N NURI / T HODGES

Ngaroma Tahana joined the meeting – 11.12am

8.1.1 Te Pūkenga Council Updates

A summary of the Te Pūkenga Council discussions and decision points was taken as read, noting BAU for Toi Ohomai Institute of Technology is becoming more and more about Te Pūkenga and how Toi Ohomai is aligning with the major transitioning work streams.

8.1.2 Board Review Process

The letter from Te Pūkenga outlining the intent and purpose of the Board Review process was received.

8.1.3 Te Pūkenga – Collated Learner and Staff Persona Themes

Themes around Learner and Staff Persona to position ourselves moving forward and ensure momentum, were received.

8.2 Te Tiriti o Waitangi – Mana Ōrite Quarterly Report

Huia Haeata presented the Mana Ōrite report providing an update on activities for the period May to August 2021. She stated the only concern was around a Te Mana Kura wananga and the intent of Te Pūkenga establishing a Mana Ōrite and discussion around what the regional boundaries should look like, together with tight timeframes. While we need to be ambitious, she was conscious how we proceed to give true meaning to the partnership and not be pushing ahead without giving iwi time to work through these issues.

Action 1:

Huia to add to the 17 September Te Kāhui Mātauranga agenda discussion around ensuring feedback can continue to be provided together with whether Management should be in attendance at this meeting.

Rick Hopcroft joined the meeting - 11.34am

Resolution: TOI21/42

RESOLVED that Chair and Chief Executive reports, together with attachments, be received.

C COONEY / N NURI

8.3 Chief Executive Report

Dr Fourie presented his report to the Board and highlighted the Aromātai Kaimahi survey and whether the institution proceed with its own internal annual engagement survey; confirmation of the disposal process for the Bongard Centre to ensure we are honouring our commitment to Te Tiriti o Waitangi and the settlement process and engagement with iwi around this; signing of the Te Manuka Partnership with Datacom and a brief reflection on the ELT strategy workshop.

Ramari Raureti joined the meeting – 11.44am

8.4 Academic Committee

The Academic Committee report was taken as read.

8.5 Financials

The Financials were received noting further discussion would be picked up on the EFTS papers in the closed section of the meeting.

8.6 Health and Safety & Wellness

The Health and Safety & Wellness report was received with the Board noting their commitment to supporting management however they can in regard to staff wellness.

Resolution: TOI21/43

RESOLVED that the Chief Executive's report and associated papers be received.

C COONEY / N NURI

9 BOARD OF DIRECTORS - WORK PLAN

9.1 People & Culture Strategy

Patrick Brus reported on progress from deliverables in 2021 People & Culture Strategy which he had picked up following the departure of Keri-Anne Tane in October last year. In particular he spoke of the development and embedding of organisational values, increased capability in management and leadership, implementation of a HRIS (Human Resource Information System), consistent policies and processes between the two legacy institutions and the handling of the current COVID situation and ensuring people supported themselves and their whānau before they moved to remote delivery.

9.2 Research Strategy

The Research Strategy prepared by the Head of Research, Heather Hamerton, providing an overview of work to date was received noting how it clearly articulates alignment with Te Pūkenga. In addition to this, two members of the Research team (Dr Heather Hamerton and Dr Tepora Emery), are working closely with research directors from all the other Te Pūkenga subsidiaries.

The Chair stated it was heart warming to see how much thought, energy and enthusiasm has gone into the strategy within the year. It was suggested it would be good to have some measures alongside the KPIs so staff feel like they are contributing in some tangible way.

9.3 Student Experience Framework

The Student Experience Framework was received and taken as read. Importance of compliance with the new Pastoral Code of Care was raised.

9.4 IT Strategy

The IT Strategy was received and the earlier discussion at Finance Audit & Risk Committee which Rabindra Das attended to speak to Cyber Security, was noted.

9.5 Student Survey

Data from the 2021 Semester 1 programme and teaching survey was received. It was pleasing to see a programme satisfaction score of 92% with a teaching satisfaction score of 94%, which is extremely high. Key findings and improvement areas were highlighted in the report.

Tania Hodges raised the issue of the organisation in nursing which has repeatedly scored low year-on-year and is a particular issue to Te Pūkenga. This is a significant part of our core service delivery and there is a need for a collaborative approach, particularly given the new approach to the Midwifery programme Wintec is leading out across Wintec, Toi Ohomai and EIT.

Action 2:

Leon and Cathy to discuss a cross-sector collaborative approach around nursing.

Resolution: TOI21/44

RESOLVED that the Board accept with thanks the papers put forward and other activities required under the Board Work Plan.

N TAHANA / T HODGES

10. GENERAL BUSINESS

10.1 Comms & Engagement Plan

The Toi Ohomai Institute of Technology Internal Communication and Engagement Plan 2021 – 2022, as discussed at the Strategy Workshop on 30 July, providing a high-level plan of key initiatives over the remainder of the transitioning period until the end of 2022 was received. This is using the 5-step model Te Pūkenga has introduced and Patrick Brus will meet with the Change Managers from all subsidiaries on 6 September to gain further input.

10.2 Embedding Cultural Consciousness Presentation by Rick Hopcroft – Project Lead

Rick Hopcroft provided a powerpoint presentation on Cultural Consciousness. He spoke to the journey so far covering whenu designs; biculturalism competency of staff – which showed while staff were keen to learn, in many cases they did not feel supported or were not appropriately equipped; the Staff Survey and Student First Impressions; three questions included in the PPD for Managers to speak to staff about; Te Pae Tawhiti cultural responsiveness and change leadership and response to where we are at on our Cultural Consciousness journey.

Rick then spoke to phase one and two of the plan (opening up opportunities for engagement and the competency framework).

Ramari Raureti then spoke to the fact that Māori staff are the ‘go to’ people for things ‘Māori’ and she is conscious that when staff provide this guidance and support it is above and beyond their existing workload and there needed to be mindfulness around this.

Dr Fourie acknowledged the work of Rick Hopcroft, who leads from the front and all members of the Board reinforced this, noting his enthusiasm, together with Tania Hodges endorsement with her Te Pūkenga hat on.

Rick Hopcroft left the meeting

RESOLUTION TO EXCLUDE THE PUBLIC AND MOVE INTO THE CONFIDENTIAL AGENDA

Resolution TOI21/45

RESOLVED that the public be excluded from the agenda items noted as confidential to ensure the board members can maintain effective conduct of public affairs through the free and frank expression of opinions; carry out commercially sensitive discussions and activities without prejudice or disadvantage; and prevent disclosure or use of information for improper gain or improper advantage.

It is further resolved that the minute taker and members of the Toi Ohomai Institute of Technology Limited executive and management who are in attendance at this board meeting be permitted to remain during the confidential section of the meeting because of their knowledge on the matters to be discussed or administered during the confidential section of the meeting.

This resolution is made in reliance of section 48(1)(a)(ii) Local Government Official Information and Meetings Act 1987 and sections 9(2)(g), 9(2)(i) and 9(2)(k) Official Information Act 1982.

C COONEY / N NURI

Chairperson:

Date:

ACTIONS– 27 August 2021

Action	Action	Responsibility
1	Huia to add to the 17 September Te Kāhui Mātauranga agenda discussion around ensuring feedback can continue to be provided together with whether Management should be in attendance at this meeting.	Huia
2	Leon and Cathy to discuss a cross-sector collaborative approach around nursing.	Leon / Cathy

Board Meeting –Open

Open Actions

27 August 2021

Number	Actions	Response	Status
Action 1	Huia to add to the 17 September Te Kāhui Mātauranga agenda discussion around ensuring feedback can continue to be provided together with whether Management should be in attendance at this meeting.	Paper was prepared and presented to the special Board meeting 24 September 2021. Meeting 17 September postponed due to tangihanga.	Completed
Action 2	Leon and Cathy to discuss a cross-sector collaborative approach around nursing.	<p>The CEs across EIT, NorthTec, Toi Ohomai and Wintec have developed a shared agenda of key initiatives to collaborate on, including a cross-sector collaborative approach re nursing. The Board of Directors will be provided with updates in this regard.</p> <p>There is regular, on-going communication and collaboration between Toi Ohomai Nursing team and other ITPs who deliver Nursing programmes. The Heads of Nursing are also connecting with each other on a regular basis through the Te Pūkenga Nursing Steering Group Committee.</p> <p>Toi Ohomai has agreed to place Wintec Nursing students, who are unable to complete their practicum placements due to Alert Level restrictions, into placements within our rohe.</p> <p>The specific Nursing student feedback responses are being analysed by the appropriate managers, looking at year levels where commentary was made, and whether the commentary related to delivery, or Nursing Council regulations that direct/govern the programmes.</p>	Completed

To	Toi Ohomai Board of Directors	From	Cathy Cooney, Chair
Title	Chair's Report	Date	29 October 2021

Board Evaluation Process 2021

Attached to this report is the summary of the 2021 Board evaluation process outcome. The findings are encouraging and indicate that the Toi Ohomai Board is high functioning across the span of responsibilities. During 2022, with the on-going impact of Covid19 and as the Vocational Education reforms progress, our goal needs to be maintaining and sustaining this level of effectiveness. Two areas for consideration are the connection of the Board with stakeholders and increasing my Chair communication with Board members between meetings. I welcome suggestions on the feedback and any ideas for improvement Board members have.

Hine Kahukura, the New Horizons for Women Trust.

It was a privilege to participate in the Hine Kahukura, the New Horizons for Women Trust, scholarship presentation event held at Mokoia Campus 7 October. It was heart-warming and moving to hear the stories of the scholarship recipients with some overcoming significant life hurdles to be achieving their educational and career aspirations. The Annual Toi Ohomai Golf Day, which raises \$20,000, is a substantial contributor to these scholarships. My thanks to the Events and Marketing team for all the hard work they put into this special event.

Te Pūkenga Matters

1. *Update:* The planned Te Pūkenga Council engagement visits with Subsidiary Boards during August/September were significantly disrupted by the Covid-Delta outbreak and lockdown levels. This included the visit to Toi Ohomai in late September. Work has continued on standing up the Advisory Committees to Te Pūkenga. In September the Learner, Staff and Māori Advisory Committees were appointed by Council.
2. *Te Pūkenga Operating Model – Consultation Phase:* Consideration of the operating model and determining our feedback to the consultation process will be a major part of the 29 October Board meeting. Preparatory reading is provided with the agenda and Leon will lead us for our discussion. The Pou, which we agreed at the July Board meeting, form the foundation for our deliberations on the operating model including how it will be implemented in our region in the future. This consultation is a critical point for the 'once in a generation' reforms.
3. *Te Pūkenga meeting with Chairs and CEOs, 9 November 2021:* This meeting is still scheduled for a face-to-face meeting in Wellington, and it is anticipated that the operating model will be a focus. We are also hopeful about gaining greater clarity on the key milestones and performance expectations Te Pūkenga have for the remaining 14 months of the Subsidiary Boards. The Agenda will be circulated to members once received and please email any questions or thoughts you have to me by COB on 8 November.

Board Strategy Day, 26 November, Engagement with Te Kāhui Mātauranga

Attached to this paper is the Draft Agenda for the November Strategy Day which is our engagement meeting with Te Kāhui Mātauranga. Discussion on the Agenda and how we maximise our time with TKM against the backdrop of the reforms is welcome. Huia is currently working with the TKM Secretariat to secure a meeting date for the next TKM SLT meeting and this will be communicated to members when finalised.

RECOMMENDATION: That the Board **Receive** the Chair's update for the September/October 2021 period.

Agenda Item 7.1.1

To	Toi Ohomai Board of Directors	From	Cathy Cooney, Board Chair Tania Hodges, Te Pūkenga Council and Toi Ohomai Board Director Leon de W Fourie, Chief Executive
Title	Te Pūkenga Council update	Date	29 October 2021

Purpose

The purpose of this paper is to provide Toi Ohomai Board of Directors with a summary of Te Pūkenga Council discussions and decision points. Toi Ohomai Management will reflect on alignment, implications, risks and engagement in relation to the Te Pūkenga transformation workstreams and resultant subsidiary operations.

Te Pūkenga Council met on 07 September 2021.

Te Pukenga Discussions and Decision Points	Toi Ohomai Management Reflection/Response (Alignment, implications risks, and our engagement with work streams/projects)
Reports from Committees The Council received the following reports and minutes. These can all be viewed on Te Pūkenga website: <ul style="list-style-type: none"> The minutes from Te Poari Akoranga from the meeting on 11 August. The Council also discussed a meeting with the NZQA Board and executive members which discussed what quality assurance could look like for Te Pūkenga. Draft minutes from the Health, Safety, Wellness Committee from the meeting held 29 July 2021. Komiti Māori Terms of Reference. 	Academic Board - Te Poari Akoranga: The following points provide an overview the Te Poari Akoranga meeting: <ul style="list-style-type: none"> New Zealand Qualifications Authority (NZQA) offer to each Te Pūkenga subsidiary of a further exemption to full compliance with Rule 17 until 31 December 2022 (or until superseded by a change to this Rule) from the requirements to retain all student assessment materials. Te Poari Akoranga received the approved terms of reference documents for Ngā ohu whakahaere (Quality, Approvals and Ranghau Maori, Research and Postgraduate). Te Poari Akoranga is ready to operationalise and stand-up these ohu whakahaere. A working group has developed a draft change schedule, transition plan, timelines, and membership role profiles to support this.

	<ul style="list-style-type: none"> • Demonstration and presentation on the Qualification and Programme Power Business Intelligence (BI) tool, which will support a range of Delivery and Academic workstreams across the network. <p>Members of the public, including Te Pūkenga learners and staff, may attend Te Poari Akoranga open agenda sessions as observers. Meeting dates are made available via Te Pūkenga website (https://xn--tepkenga-szb.ac.nz/about-us/governance/).</p> <p>Health, Safety, Wellness Committee: Te Pūkenga Health, Safety and Wellness Lead, Garth Gulley visited Toi Ohomai on 29 September 2021. He is currently visiting all subsidiaries to begin planning current state assessment by gathering documentation on current approaches and practices.</p>
<p>Te Pūkenga group financial results 31 July 2021</p> <p>The Council noted the financials update as at 31 July 2021 along with Letters of Representation to Audit NZ.</p> <p>Revenue for the group is 4% higher than budget primarily due to higher domestic student numbers (up 5%). This has offset the negative impact of the extension of border closures on international student revenue. The forecast reflects the confidence held by the network in exceeding budget revenue. Expenses are 4% down on the budget which reflects the continued focus on cost management. The end of year forecast is now a deficit of \$43.7m vs the \$51.4m budgeted. The forecast reflects the additional funding to be received from TEC for higher domestic student enrolments along with of an offset for some higher than expected delivery costs.</p> <p>The Council also noted that budgets will be due shortly for the parent and subsidiaries and confirmed the Risk and Audit Committee will scrutinise the budgets, taking a network view before they are submitted to Council.</p> <p>The consolidated financials are attached as an appendix. These are confidential to Te Pūkenga Network and not to be shared further.</p>	<ul style="list-style-type: none"> • The sector is experiencing increased domestic enrolments over and above budget, however this is not being experienced by Toi Ohomai where we are just hitting budget. • The financial forecasts for the sector show that Toi Ohomai (along with Wintec, NorthTec, Weltec, Whitieria, EIT, and TPP) has one of the lower EBITDA/net surplus and higher staff costs in relation to income, reflecting our lower class size/regional delivery model. That said, we have some of the highest cash balances supporting the network as we are investing these with Te Pūkenga. • We (Toi Ohomai) have submitted our Budget 2022 to Te Pūkenga by the required due date.

<p>Investment Governance Framework (IGF)</p> <p>The Council received a report on an Investment Governance Framework. The Framework was tabled at the Capital Management and Infrastructure Committee (CAMIC) meeting in July 2021 and was approved by Council for use by a phased approach.</p> <p>The purpose of the IGF is to provide Te Pūkenga, and CAMIC, with a clear and robust governance framework that will enable Te Pūkenga to better compare investment decisions across the network, allowing more equitable and better-informed decision making. In its current state, the IGF will allow CAMIC to make fair, informed decisions for the deployment of scarce resources to address urgent issues identified within the physical asset network.</p> <p>Te Pūkenga Council update September 2021</p> <p>Page 2 of 3</p> <p>The IGF will be discussed with the network in the near future and will be rolled out in Quarter four.</p>	<ul style="list-style-type: none"> • The Investment Governance Framework (IGF) is built on the Better Business Case (BBC) model which ensures that investments are connected back to strategy, have evaluated options, undertaken risk analysis and determined how to execute/deploy. • Whilst this IGF is focused on capital (build) projects, the IGF (or BBC concepts) should be applied to all investment decisions including IT and other investments to ensure that options, risks and execution/deployment are properly evaluated before decisions are made.
<p>Subsidiary Board Appointments</p> <p>The Council approved the nominations of Mike King and Grant Florence as directors of Work Based Learning Limited. These appointments will be effective from 4 October 2021.</p>	<p>For notification only</p>
<p>Te Poari Akoranga Membership</p> <p>The Council approved the appointments of the following staff to Te Poari Akoranga for a one-year term: Te Urikore Biddle (Wintec); Liz McKenzie (Otago Polytechnic) and Doug Pouwhare (ServiceIQ).</p>	<p>For notification only</p>
<p>RoVE Update</p> <p>The Council noted an update on RoVE progress from the last month including the minutes from Te Pūkenga Programme Board. Tim Fowler, CE of Tertiary Education Commission (TEC) and Gillian Dudgeon, Deputy Chief Executive, Delivery Directorate of TEC joined the Council meeting to provide an update on RoVE including Workforce Development Councils, Regional Skills Leadership Groups, Unified Funding System (UFS) and TITO Transitions.</p>	<p><u>New Director for RoVE:</u> Paul Delahunty is appointed as the Director of RoVE charged with delivering the reforms of vocational education.</p> <p><u>Workforce Development Councils:</u> WDCs became operational on the 4th of October-</p> <ul style="list-style-type: none"> • Kari Scrimshaw, CE of the Ringa Hora Services Workforce Development Council • Jeremy Baker, CE of the Muka Tangata Workforce Development Council • Dr Claire Robinson, CE of the Toi Mai Workforce Development Council

- [Phil Alexander-Crawford, CE of the Hanga-Aro-Rau Workforce Development Council](#)
- [Philip Aldridge, CE of the Waihangā Ara Rau Workforce Development Council](#)
- [Donovan Clarke, CE of Toitū te Waiora Workforce Development Council](#)

The WDCs will continue to build the teams they need. Virtual inductions are taking place for the WDCs to on-board their new team members, due to uncertainty around Auckland's COVID-19 alert levels.

The Minister has also approved all of the WDC Establishment Plans. This brings together the establishment work and is a key step in the WDCs being fully established entities.

WDC websites are now live - these will give industry and education providers information and news.

Simplification to Vocational Qualifications: Following their consultation on simplification to vocational qualifications on 14 September, NZQA announced proposed changes to vocational qualifications that will make it easier to be more responsive to the needs of learners and employers, with improved consistency of graduate outcomes. Learners will also be able to move more easily between providers and between modes of delivery (for example, to shift from the classroom to work-based training).

NZQA will continue to accredit training providers and quality assure the delivery of vocational education, including approving qualifications, skill standards, and micro-credentials.

These changes all reflect and support the intent of the Reform of Vocational Education (RoVE), by creating a strong, unified, sustainable vocational education system which is fit for the future of work and delivers the skills that learners, employers and communities need to thrive. Summary of proposed changes:

- WDCs would choose to endorse multiple programmes developed by providers or to facilitate the development of a 'national curriculum' (working title) as part of establishing a qualification. This is a collaborative process with providers. Skill standards, where they are specified relating to a vocational qualification or micro-credential, must be used by providers.

	<ul style="list-style-type: none"> • Micro-credentials could be developed by WDCs and others which providers can be accredited to deliver. These will replace training schemes. • Training packages will be removed from the legislation. <p>The legislative timeline for the proposed changes will be determined. Opportunity for feedback on the draft legislation will happen through the Select Committee process. NZQA will develop the Rules to enable the implementation of the proposed changes. We anticipate consulting on the Rules in the first half of 2022.</p> <p><u>Online engagement of the Unified Funding System - Funding Category Component:</u> Online engagement is about to start on the modes of delivery for the Funding Category Component of the Unified Funding System (UFS) – Reform of Vocational Education (RoVE).</p> <p>Over the last 18 months, the Ministry of Education and Tertiary Education Commission have been engaging with sector experts to assist the development of detailed definitions for the Modes of Delivery within the Funding Category Component.</p> <p>The findings from these sessions informed further shaping of these definitions for this coming round of wider engagement. Feedback was also received about the names of the modes - which has been changed – see below.</p> <p>The five modes of delivery currently proposed from 2023 are:</p> <ol style="list-style-type: none"> 1. Provider-based (<i>previously Provider led</i>): A learner completes a course without any formal on-the-job learning. The provider undertakes all teaching and learning, and is responsible for all learning support and pastoral care. 2. Extra-mural: This sits as a subset of the ‘Provider-based’ definition based on the current Single Data Return (SDR) definition of extramural for 2023, and we will work to refine it for 2024 3. Work-based Learning (<i>previously Work-integrated</i>): For learners who are already employed in learning in the work place. This is supported by the provider and the employer.
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	<p>4. Work-based Learning - Pathway to Work (<i>previously Work-integrated brokered</i>): For learners in Provider-Based delivery that are then supported by providers into relevant employment and to establish their learning</p> <p>5. Assessment and Verification (<i>previously Employer-led</i>): for learners being trained in-house by their employer, with limited provider support for the assessment and verification</p> <p>Feedback and engagement is now underway – the engagement is on the operational detail of the Modes of Delivery only, and further engagement is planned in relation other areas of the UFS design.</p>
<p>Operating Model update</p> <p>The Council received an update on the operating model and approved the following items:</p> <ul style="list-style-type: none"> • the amended functional design principles; • the operating model architecture for a transitional approach starting with a divisional framework with shared services and moving to a matrix model that uses collective impact approaches. <p>The Council noted the following:</p> <ul style="list-style-type: none"> • The structure, governance structure and regional divisions will be discussed with Council at a later date; • Legal advice has been sought on regional divisions and a further discussion took place on this topic at the Council workshop; • The outline of the operating model will be circulated later in September for endorsement prior to consultation beginning on 27 September; and • The Council will receive the final operating model for approval at the 7 December meeting. 	<p>Engagement with the sector on the Operating Model takes place from the 18th of October to the 8th of November.</p> <p>Toi Ohomai Board of Directors will have a korero on Functional Design Principles and the Service Design Concepts under Item 6 in the In Committee Agenda of this meeting.</p> <p>Below are the links to the Draft Operating Model and presentation pack:</p>

<p>Te Pūkenga draft experience expectations and integrated workplan</p> <p>The Council workshopped the draft Te Pūkenga Experience Expectations overview and the draft integrated Te Pūkenga workplan.</p>	<p>No information shared with subsidiaries at this stage. Toi Ohomai Change Team has been established and met for the first time on 5 October 2021. All processes are set up and we are working proactively with the Te Pūkenga change team.</p>
<p>Operational and Financial Parameters (OFP) Direction</p> <p>The Council workshopped possible amendments to the OFP.</p> <p>The proposed amendments will be presented to the CEs in October.</p>	<p>The OFP is a good document in that it provides control and consistency throughout the sector. However, there are some flaws in the document and there has been evolution since it was first introduced, so it is good it is being workshopped. It would have been good if there was some engagement with the sector (esp. CFOs) to provide input to both the Council workshopping and CE engagement.</p>

Toi Ohomai Institute of Learning

Board Evaluation Snapshot

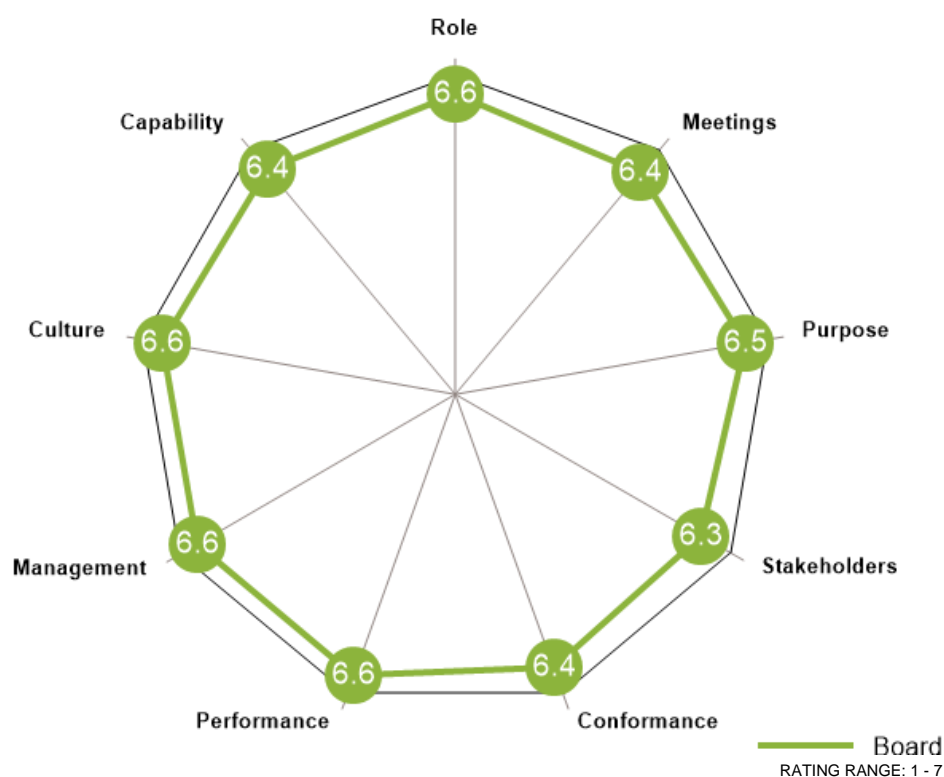
AUGUST 2021



Governance services

iod.org.nz

Average rating by section



COMPARISON DATA:

Question section	Toi Ohomai Institute	Te Pūkenga boards	Tertiary education boards	All boards
Role	6.6	6.4	5.8	5.9
Performance	6.6	6.3	5.7	5.8
Management and board	6.6	6.1	5.8	5.9
Culture	6.6	6.4	6.0	6.1
Purpose	6.5	5.9	5.5	5.5
Meetings	6.4	5.8	5.7	5.7
Conformance	6.4	5.5	5.5	5.7
Capability	6.4	6.0	5.2	5.2
Stakeholders	6.3	5.5	5.2	5.5
Overall average	6.5	6.0	5.6	5.7

Snapshot report summary

Areas of strength

One	Acting in best interests - The board members act in what they believe to be the best interests of the subsidiary and the shareholder.
Two	Specific legal requirements - The board members are familiar with any legal, regulatory and constitutional requirements that apply specifically to the organisation.
Three	Collective decision making - The board reaches collective decisions as an effective team and stands by its decisions outside the boardroom.

Challenges for the board

One	Updates between meetings - Keeping board members fully up to date on important issues between board meetings.
Two	Effectiveness of stakeholder communication - Ensuring the board and management communicate effectively so that major stakeholders are appropriately informed in key areas of interest.
Three	Awareness of stakeholders - Ensuring the board receives objective information on the perspectives, rights and legitimate interests of major stakeholders.

Top contributors to board effectiveness

The relationship with Iwi through Te Kahui Mātauranga which has developed over the past 6 years into a highly respectful and trusting relationship.

Regular meetings and its use of committees.

Commitment to staff and students.

Having alternate Business Board Meeting Days and Board Strategy Days.

Accurate and timely reports being prepared by management for the Board.

Commitment to the kaupapa.

Open, trusting, respectful, robust discussion that concentrates on the priority topics at hand and reaching decisions by consensus.

Confidence of board members in one another and confidence in senior management to discuss issues and provide solutions.

Well briefed by CE and senior staff.

Commitment to the transformation.

A facilitating Chair.

Strategy.

Comments on improving board effectiveness

Continue to challenge assumptions.

Sharing more with other Subsidiary Boards with a focus on best practice.

Communication outside of board meetings.

Stay strategic.

Challenge.

In the new environment spending more time on what the Te Pūkenga network means and how we can support the implementation.

Increase understanding of cyber security.

Greatest challenges for the board

Covid-19 and the impact on service delivery and the financial position particularly due to the significant reduction in international students.

Maintaining capacity to meet increase in EFTS.

Loss of key staff.

Supporting staff and their wellness through significant sector reform - particularly during the reform transition period. This includes health and safety responsibility for staff.

The impact of closed borders.

Uncertainty.

Increasing Māori success in an institution that has previously not had this as a priority.

Cyber security.

Managing the financial position of the board given the drop in international revenue.

Loss of staff to support Te Pūkenga establishment.

Financial position - mainly from loss of income (internationals).

Actioning equity for Māori.

Agenda Item 7.1.3

To	Toi Ohomai Board of Directors	From	Huia Haeata, Executive Director Partnerships, Māori Success and Academic Excellence
Title	Te Kahui Mātauranga and Toi Ohomai Strategy Day – draft agenda	Date	20 October 2021

Purpose

The purpose of this paper is to provide information on the proposed agenda for the Te Kāhui Mātauranga and Toi Ohomai Strategy Day, scheduled for Friday 26 November 2021.

Key Points

- The September Strategy Day was shifted to Friday 26 November to accommodate the engagement hui between Te Kāhui Mātauranga and Te Pūkenga. The SLG hui between Te Kāhui Mātauranga and Toi Ohomai was also postponed as a consequence.
- The above engagement hui was scheduled to take place on Friday 17 September, however this was postponed due to tangihanga and competing commitments for some Te Kāhui Mātauranga members. Management is working with Erena Mikaere - Te Kāhui Mātauranga Secretariat to confirm a new date – likely to be either Wednesday 3 November or Thursday 4 November.
- Te Pūkenga has advised that staff are unable to travel between regions at the moment so have asked for the engagement hui to be held online (Paki Rawiri - Tiriti Lead from Te Pūkenga is based in Waikato). Toi Ohomai has offered to host Te Kāhui Mātauranga members at our Mokoia campus if they still want to come together in person and connect in.
- A draft agenda for the Strategy Day is provided for discussion. The draft agenda has been shared with Erena Mikaere as part of co-constructing the agenda with Te Kāhui Mātauranga.
- Management has also requested a new date for an SLG hui prior to the strategy day. The purpose of this hui will be to confirm the agenda (including discussion leads), as well as review progress on joint priorities for 2021/2022 and any other general items. Management has contacted Toi Ohomai SLG members to gauge availability.

A copy of the draft agenda follows:

Te Kāhui Mātauranga and Board of Directors Strategy Day Agenda

Date: Friday 26 November 2021

Time: 11.00am - 2.30pm

Venue: Tangatarua Marae, Mokoia Campus, Rotorua

Directors: Cathy Cooney (Chair), Ripeka Evans (Deputy Chair), Leith Comer, Tania Hodges, Niwa Nuri, Ngaroma Tahana

Te Kāhui Mātauranga: To be added once attendance is confirmed

Management: Leon de W Fourie (Chief Executive), Huia Haeata (Executive Director Partnerships, Māori Success and Academic Excellence), and other management team members (as required)

Wā	Kaupapa
11.00am - 11.15am	Karakia timatanga, mihihihi
11.15am - 12.30pm	<p><u>Strategy Session 1: Te Kāhui Mātauranga and Te Pūkenga Engagement Hui</u></p> <ul style="list-style-type: none"> • Feedback from engagement hui with Te Pūkenga regarding governance and regional arrangements/structure • Discussion about areas for strategic influence and/or concern • Expectations of Toi Ohomai (with respect to Tiriti Mana Mana Ōrite Relationship Agreements) tracking towards 01 January 2023
12.30pm – 12.50pm	<i>Wā tina</i>
12.50pm – 1.50pm	<p><u>Strategy Session 2: Te Pūkenga Transformation Work Programme and Change Management Approach</u></p> <ul style="list-style-type: none"> • Overview of Toi Ohomai approach to delivering on Te Pūkenga Transformation Work Programme (including Tiriti Co-Leads) • Discuss and confirm strategic priorities (including measures) • Desired influence and input into Change Management Approach
2.00pm - 2.20pm	<p><u>Strategy Session 3: Te Kāhui Mātauranga and Toi Ohomai Engagement schedule for 2022</u></p> <ul style="list-style-type: none"> • Discuss and confirm engagement activities and schedule for 2022 i.e. when, how and who
2.20pm - 2.30pm	Concluding remarks, karakia whakamutunga

Agenda Item 7.2

To	Toi Ohomai Board of Directors	From	Leon de W Fourie Chief Executive
Title	CE Report	Date	29 October 2021

PURPOSE

- To provide an overview of key activities and outcomes July – August 2021.
- To highlight key developments, achievements, and opportunities for the Board

RECOMMENDATION: That the Board receive the Chief Executive report covering the period 24 September – 29 October 2021.

People

Another key appointment for Māori Success Manager, Dr Ramari Raureti: We recently reported that Ramari was voted as our Te Pūkenga Staff Committee Representative. Additionally, Ramari was subsequently also appointed to the Te Pūkenga inaugural Māori Advisory Committee. Ramari will be a great asset to both these committees and will be able to provide valuable insights and opinions. <https://xn--tepkenga-szb.ac.nz/news/category/News/maori-governance-appointments-made-in-partnership>

Successful Online All-Staff Hui well attended: Recently we held an online All-Staff Hui due to uncertainty around alert levels and a large number of staff still working from home. The meeting was a great success with over 400 staff attending from across the rohe. The model provided good engagement with staff, and feedback received was unanimously supportive of the format, as they felt comfortable to ask questions and provide comments. We will look at replicating this format in the future.

Positive engagement by Staff during Mental Health Awareness Week: During Mental Health Awareness Week in September staff were encouraged to korero around mental health and wellbeing at work and at home. Resources for this were shared with staff daily and it was great to see staff getting on board with a Hikoi for Happiness, which encouraged people to get out and walk in their neighbourhood while wearing something bright to raise awareness about suicide.

Staff turnover trends and recruitment issues: The sector is experiencing growing concerns of staff retention and we are closely monitoring any trends to ensure we have appropriate levels of capacity and capability as we move through the sector change. The overall trends for Toi Ohomai are:

- Overall, our staffing levels have dropped from 730 headcount in 2019 to 696 in 2021. Much of this drop were amongst Tier 2 and 3 leaders and managers.
- Based on the past 3-months, Toi Ohomai's annualised turnover sits at 16.8%, with most of the turnover in the support areas at 23%. In comparison, Toi Ohomai's turnover in 2019 was 11%.
- Where we can reasonably do so, we are reprioritising and redistributing work.
- Even so, we currently have 21 vacancies that we are recruiting for, 9 in the Faculties and 12 in Support. Filling vacancies are getting harder in the context of the transitioning the sector is undergoing, with several roles having to be re-advertised.
- Roles that we are particularly struggling to fill include the Kaitiaki Nurse and a couple of teaching roles in nursing. These roles have been re-advertised several times. There are a lot of opportunities in the market for nurses at present with higher salary offers.
- Other hard to fill roles are in the Support areas such as; Senior Marketing Specialist and Senior HR Advisor.
- To improve retention and attraction, we have implemented targeted retention initiatives for a number of teams and key roles. We have also offered market premium rates for new staff. We place heavy focus on development of current staff and have made several successful internal appointments that will improve our retention and succession outcomes.

Stakeholder Engagement and Building Partnerships

New Horizons for Women Trust (NHfWT) awards scholarships: On the 7th of October NHfWT held a scholarship presentation evening at our Mokoia Campus. Held under Level 2 guidelines, we were able to acknowledge the 15 recipients of this year's scholarships. Each year Toi Ohomai raises \$20,000 at our Charity Golf event, which is given to New Horizons to enable wahine back into education and training. The stories from the recipients were inspiring and it's great to be able to share in their success. Board Chair, Cathy Cooney, and Chief Executive, Leon Fourie, spoke at the event. Check out the photos on our

facebook page:

https://www.facebook.com/toiohomai/posts/3206264369658704?notif_id=1634503968477870¬if_t=page_post_reaction&ref=notif



Tangatarua Marae 25th Anniversary Celebration: Taungatarua Marae has been recognised as a place of belonging, tradition, acceptance, education and celebration as we marked its 25th anniversary. Due to being in Alert Level 2, we were unable to have a big celebration, but a group of invited staff gathered at the marae to mark the significant occasion. We were privileged to have Arapeta Tahana Junior and Te Kapua Watene-Hohepa as guest speakers, as their fathers were the main drivers of the visionary marae project at Waiariki in 1991.

<https://www.toiohomai.ac.nz/life/news/tangatarua-marae-celebrates-milestone-anniversary>



Our Annual Community Day - Give Back to Community: We made some changes to our Annual Community Day initiative. Rather than a set day aside, teams are able to choose a day in the month of October in which they give back to their community. We've had lots of teams already take part for various community organisations including Kura Kai, Riding for the Disabled and Women's Refuge.



Toi Ohomai leading out on behalf of Te Pukenga on the establishment of a Hydrogen Ecosystem: A Hydrogen Ecosystem is being established to support business goals, and to align with national and international carbon mandates. Priority One (Western Bay of Plenty EDA) has engaged with Taranaki-based Hiringa Energy to create Hydrogen Tauranga, and has connected BoP businesses, agencies and other stakeholders to create training and support industry activity in this area.

Toi Ohomai was approached to consider the contribution we could make to the training aspects. With Priority One and Hiringa we have identified three key elements of the training function - Whakaari (Exposure/Awareness); Wheako (Experience); and Hihiri (Extension/Aspiration).

Vocational education to support hydrogen/energy work force development will be underpinned by a kaupapa that utilises the following three stages - Whakaari/Expose, through taster courses for secondary school students and NEETs; Wheako/Experience, deliver training for essential skills that supports a career in the hydrogen/energy sector; and Hihiri/Extension, develop and promote career options, offer training to support apprenticeships and short skill-building courses as an extension on existing knowledge and understanding. This could include pathways into degree and post-graduate learning.

The initial mahi will include development and delivery of microcredentials to support the upskilling of existing technicians in the industry - vehicle conversions, fleet maintenance, hydrogen handling and dispensing, and training for the safety and first responder sectors.

The second phase of training development will support the medium to long-term industry needs and work force development requirements for the hydrogen/energy sector. This will align with the development of clear pathways for ākonga and employers.

Te Manuka partnership develops its Relationship Communications Plan: Since the signing of the Te Manuka partnership MOU a number of project initiatives are in process with the ultimate goal of securing contracts and establishing a training and call centre at the Mokoia campus. Led by Te Arawa, a communications plan is being developed that is fit for purpose for different stakeholders; a government contact list is being established to enable engagement with ministers and introduce the vision and concepts (sales pitch); and Te Manuka members are increasing hui and korero with key political stakeholders for support in creating awareness of the project. Additionally Te Manuka representatives including Te Taru White met with the Ministry of Social Development (MSD) to outline the project.

MSD expressed total commitment to supporting the Te Manuka endeavours and volunteered to put

together a 2-3 page business case in support of the project and the value-add and alignment to their mandated role. They are totally supportive of the Te Arawa led initiative supported by the partnership with RED and Toi Ohomai and with Datacom as a reputable NZ owned service provider. The project is fast growing momentum.

Learner Centred

Celebrating Te Wiki o te reo Māori Week: Te Wiki o te reo Māori Week was a great success with many teams collaborating to deliver great results. A daily waiata and karakia online session was well attended by staff. Daily resources were available including a te reo playlist, quiz, words/phrases of the day and library resources.

Innovation and Supporting Innovation

The Tokoroa Campus project in the media: The Tokoroa Campus project as featured in the latest edition of the Waikato Business News magazine. The magazine featured a six-page spread on all the latest news from the South Waikato, and this is a great result. Also, huge congratulations to the team at SWIFT who has been named as a finalist in the Waikato Business Awards (Community Impact section).
<https://swift.org.nz/south-waikato-featured-in-waikato-business-news/>

iSite commercial café/training project: In partnership with Rotorua Lakes Council (RLC), Toi Ohomai is to open a top-end commercial café in the Rotorua iSite building. The story behind this café is unique, in that it will also provide a learning hub for Toi Ohomai hospitality and tourism students, who will be rostered on to work in the café to gain essential commercial experience. This exciting project has now entered the final stages with the media release sent to the Rotorua Daily post - [media statement](#).



Sustainability

Well-attended Open Days: Our Open Days were held recently which, despite COVID and coinciding with Super Vax Saturday, were well attended. The events team did a great job of pulling this together and running the event in line with alert level guidelines and restrictions. Applications and genuine enquiries were high on the day and many offers of enrolment have since been sent to attendees.



EXTERNAL STAKEHOLDER AND INTERNAL STAFF ENGAGEMENTS

(A summary of CE's key engagements during September – October 2021)

September		
24	Special Board Meeting	Toi Ohomai Board Members
24	Priority One	Gregg Simmonds, Chief Operating Officer
27	Rotorua Chamber of Commerce	Chamber Board Members
27	Toi Ohomai All of Staff korero	Toi Ohomai Staff
27	BoP Connect	Various stakeholders and partners
28	ENZ	Paul Irwin, GM: Partnerships and Marketing
28	Te Pukenga Sector Leadership	Te Pukenga ELT and Subsidiary/TITO Chief Executives
28	Tertiary and International Education - COVID Response Group	Various key leaders across the tertiary and international education sector
29	International Working Group: Strategy Workshop	IWG members
29	Hydrogen Tauranga – Centre of Excellence	Various stakeholders and partners
29	Te Pukenga Sector Leadership	Te Pukenga ELT and Subsidiary/TITO Chief Executives
29	Priority One	Nigel Tutt, Chief Executive
30	Hydrogen Tauranga / Centre of Excellence	Various stakeholders and partners
30	Te Taumata	Chris Insley, Board Chairman
30	Tauranga Chamber of Commerce	Chamber Board Members
October		
01	Te Pukenga	Angela Beaton, Deputy Chief Executive
04	International Working Group: Strategy Workshop	IWG members
04	Tertiary and International Education - COVID Response Group	Various key leaders across the tertiary and international education sector
05	TEC	Esther Calley and Mele Alatini, Relationships Managers
05	Change Leadership Team	Toi Ohomai CLT members
06	Tangatarua Marae – 25 th Celebration	Toi Ohomai staff
06	Te Pukenga Sector Leadership	Te Pukenga ELT and Subsidiary/TITO Chief Executives
06	BoP Rugby - Zespri Awards	Various Stakeholders and Partners
07	ENZ	Paul Irwin, GM: Partnerships and Marketing
07	Wintec	Dave Christiansen, Chief Executive

07	Te Manuka	Te Taru White, Te Tatau o Te Arawa Chairman
07	Tertiary and International Education - COVID Response Group	Various key leaders across the tertiary and international education sector
07	New Horizons for Women Trust	Various stakeholders and partners
08	International Education General Managers	Various GMs across International Education
08	International Working Group: Strategy Workshop	IWG members
11	Ministry of Social Development	Mike Bryant, Regional Commissioner
11	ENZ	Paul Irwin, GM: Partnerships and Marketing
11	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair
11	International Education Peak Bodies Alliance	Various international education leaders
11	Tertiary and International Education - COVID Response Group	Various key leaders across the tertiary and international education sector
12	Bay of Plenty Rugby	Mike Rogers, Chief Executive
12	Rotorua Business Chamber of Commerce	Chamber Board Members
13	Te Pukenga Sector Leadership	Te Pukenga ELT and Subsidiary/TITO Chief Executives
13	International Working Group: Strategy Workshop	IWG members
14	Tertiary and International Education - COVID Response Group	Various key leaders across the tertiary and international education sector
14	Change Leadership Team	Toi Ohomai CLT members
15	Te Pukenga	Stephen Town, Chief Executive
16-17	Nga Ra Whakawai Open Days	Student engagement event
18	Te Pukenga Operating Model - Engagement	Toi Ohomai Senior Leadership Team
18	Te Pukenga	Te Pukenga Executive Leadership Team
18	International Education Peak Bodies Alliance	Various international education leaders
19	Te Pukenga Operating Model – Engagement	All of Staff
20	Young Enterprise Scheme – Regional Finals	Various stakeholders and partners
21	Tertiary and International Education - COVID Response Group	Various key leaders across the tertiary and international education sector
22	International Working Group: Strategy Workshop	IWG members
25	Labour Day	-
26	Te Pūkenga Sector Leadership	Te Pukenga ELT and Subsidiary/TITO Chief Executives
26	Te Pūkenga Staff Committee	Dr Ramari Raureti, Member of Te Pūkenga Staff Committee; and Member of Te Pūkenga Maori Advisory Committee
26	Te Taumata	Chris Insley, Board Chairman
26	Tertiary and International Education - COVID Response Group	Various key leaders across the tertiary and international education sector
27	ENZ International Peak Body Forum	International leadership representatives across the sector
28	ITPI International - Quarterly Workshop	ITPI Directors and General Managers
28	Tertiary and International Education - COVID Response Group	Various key leaders across the tertiary and international education sector
29	Toi Ohomai Board of Directors	Board Members and Toi Ohomai Management

To	Toi Ohomai Board of Directors	From	Dr Leon de W Fourie Chief Executive
Title	Academic Committee Report	Date	29 October 2021

During this reporting period Academic Committee met on 26th August 2021 and 23rd September 2021. A brief overview of discussion from these meetings:

26th August 2021

- Concerns and Complaints Report January – June 2021 was received and discussed. As of June 2021 there had been 42 formal registered complaints received through Tellus, plus 1 concern, 1 piece of feedback provided, 2 incidents reported and 2 compliments. There were 44 complaints for the same period in 2019 and our figures show that for 2021 we have 500 more students than in that year.

Of the 42 registered complaints, only three took longer to resolve than the three-week timeframe set down in the Complaints Resolution Procedure. In all three cases this was due to the complexity of resolving the issue. There were 3 Disciplinary Meetings and 2 Academic Appeals.

Of the 31 issues reported to Tellus, four originated from International Students and four from Māori learners.

Issues raised continue to be fairly consistent and there are no apparent trends.

Members agreed that the report requires further analytics/categorisation of root causes. Understanding the root causes of concerns and complaints will enable management to consider finding ways to address and reduce occurrences. Academic Committee requests the development of a rubric that categorizes various root causes.

Members also agreed that we need to see what we are doing about complaints and tracking themes. Need to capture this information to improve data and to look at root causes/themes coming through and what the trends are

- 100% Credit Recognition for Student 27034989 - Academic Committee approved the 100% Credit Transfer application for the student to be eligible to graduate with NZ2595 NZ Certificate in Information Technology (L5).
- Endorsement of Certificate of Proficiency for Student 30037722 to enroll in CIVL5001 Civil and Structural Drawing (L5) part of NZ2612 NZ Diploma in Engineering – Civil Strand (L6).
- Approved update to Application and Enrolment Form from 1 September 2021.
- Third Subsequent Enrolment requests approved for Student 30020424 to re-enrol on SMKT7006 Product Innovation and Development for the Tourism Sector.
- Approval of updated Policy – TL05 Library Collection Development and Management Policy.
- Operational and Financial Parameters (OFP) submitted for information. Members noted that Te Pūkenga have a set of Operational and Financial Parameters (OFP) that outlines the requirements for the subsidiaries to follow. Of particular interest to this committee is the one regarding the Mix of Provision and Programme Delivery.
- Graduands for 11th August and 17th August 2021 were congratulated and results approved.
- Minutes of academic meetings received: Academic Programme Management Committee, Learning Quality and Standards Committee (LQSC) and Research Committee.
- Documentation from LQSC was received for information/discussion. Reports included updates on Moderation, Programme and Teaching Survey reports and Action Plans, Programme Self-Assessment Reporting templates for 2021 review.

- Discussion on re-shaping the Academic Committee agenda to ensure the committee has assurance that LQSC are monitoring Moderation, Consistency, Degree Monitoring areas. Reporting from LQSC to be enhanced and the LQSC action sheet will be populated to include any risks, opportunities for the organization, best outcomes, actions taken and consider relevant KEQs. This will accompany the summary of Minutes from LQSC to Academic Committee.
- Approval of updated SS03 Enrolment Fee Refund Policy. This update was to remove the \$100 withdrawal admin fee previously charged to domestic students withdrawn from study within the first 10% of their programme.
- Simplifying Qualifications and Other Credentials received for information.
- Approved, in principle, the MoU between Toi Ohomai Institute of Technology Limited and Western Institute of Technology for the delivery of the Masters of Teaching Early Childhood Education at the WITT New Plymouth campus. Further work is required along with endorsement from Te Pūkenga.
- Approval of new Retention Scholarship. This is currently being worked on.
- Approval of Third and Subsequent Enrolment request for Student 27036511 to re-enrol on TECH4009 Including All Learners, Programme of Study NZ2761 NZ Certificate in Education Support (L4).
- Decline Third and Subsequent Enrolment request for Student 30045459. Committee supported the Faculty's recommendation due to circumstances outlined in the request form.
- Decline Third and Subsequent Enrolment – second request to re-enrol on LAWS6015 Introduction to the Immigration Industry and Professional Responsibilities. Committee supported the Faculty's recommendation due to circumstances outlined in the request form.
- Research Traffic Light Quarterly Report received for information. The Research Productivity Traffic Light measure is showing improvements in this quarter, with eight programmes showing greater percentage of research active staff than in June. Request for report to capture reasons for improvement. Discussion on staff and research time.
- Guaranteed Credit Agreements (GCAs) with Waikato University received for information. These GCAs will apply for those of our students that are wanting to continue on with Waikato University for 2022.
 - NZ Diploma in Environmental Management (Level 6) to the Bachelor of Science (BSc) Degree offered by UoW.
 - NZ Diploma in Engineering to the Bachelor of Engineering (Hons) Degree
 - NZ Diploma in Business (Level 5) to the Bachelor of Business or the Bachelor of Management Studies with Hons
- Paper received on the upcoming TEER in 2022. Paper outlined possible focus areas, evidence that will be required, key documents etc. Date yet to be confirmed.
- Academic Minutes received from Learning Quality and Standards Committee with a Chair's report as requested from the August meeting. This accompanied a number of papers discussed at LQSC: Assessor Training, Faculties plan for PSAR completion, Degree Monitoring reports, Primary Industry, Trades and Infrastructure faculty report and Moderation reflection report.
- Research Committee minutes and summary received.
- Members thanked and wished K Hewitson well in her new role with Te Wānanga o Aotearoa.

To	Toi Ohomai Board of Directors	From	Anthony Robertson – Executive Director, Corporate Services
Title	Financials	Date	18 October 2021

Purpose

The purpose of this paper is to provide a key indicator summary of the actual financials for 2021 as at 30/9/21. Detailed management accounts can be found [here](#)

Key Points

Key Performance Indicators	Year to Date				Full Year		
	Actual	Budget	Prior Year		Budget	Forecast	Prior Year
Income (\$m)	\$ 65.5	\$ 66.6	\$ 71.1		\$ 86.0	\$ 84.2	\$ 91.1
Expenditure (\$m)	\$ (65.6)	\$ (68.7)	\$ (65.4)		\$ (92.3)	\$ (91.7)	\$ (91.8)
Operating Surplus (Deficit) before exceptionals (\$m)	\$ (0.1)	\$ (2.1)	\$ 5.6		\$ (6.4)	\$ (7.5)	\$ (0.7)
Operating Surplus (Deficit) before exceptionals (%)					-7.4%	-8.9%	-0.8%
Staff Costs : Income					66.1%	68.5%	62.9%
Cash and Bank Balances at Year End					\$ 18.0	\$ 15.0	\$ 27.5
Net Current Assets (working capital)					\$ 4.0	\$ 6.7	\$ 15.6

Year-to-date Performance

- Operating deficit is \$2.0m better than budget – both income & costs are lower predominately due to international activity and prudent cost saving
- Operating deficit is higher (worse) than prior year because prior year benefited from high international income at start of the year

Full Year Budget & Forecast

- We are now forecasting a worse (higher) operating deficit than budget by the year-end due to:-
 - only slightly higher domestic EFTS – not as high as we were previously forecasting
 - higher staffing costs (to deliver higher domestic EFTS)
 - lower international EFTS (because not expecting borders to be open by year-end)
 - lower non-pay costs because of lower international activity & other cost savings
- Cash balances are forecast to be slightly lower than budget because of reduction in operational performance and forecast reduction in income in advance – see net current assets (working capital) below for true viability indication
- Cash balances are budgeted and forecast to be lower than prior year end balance as prior year-end balance benefited from high income received in advance & 2020 capex carried forward into 2021
- Net current assets (working capital) are forecast to be better than budget as a result of better 2020 year-end out-turn but lower than last year as some of the cash for 2021 international income was received in 2020 and 2020 capex carried forward into 2021

Agenda Item 7.5

To	Toi Ohomai Board of Directors	From	Patrick Brus, Executive Director Student and Staff Experience
Title	Health, Safety and Wellness report	Date	29 October 2021

Purpose

The purpose of the health, safety and wellness report is to provide monthly reporting of the health, safety and wellbeing performance including compliance, key performance indicators, issues and risks to Toi Ohomai for the month of September.

Executive Summary

The health, safety and wellness report for the month of September presents:

- A summary of September Health and Safety incidents
- Waipa Notifiable Event
- Health monitoring update
- Appendices which covers more detailed info about incidents and performance tracking

September 2021 reported incidents

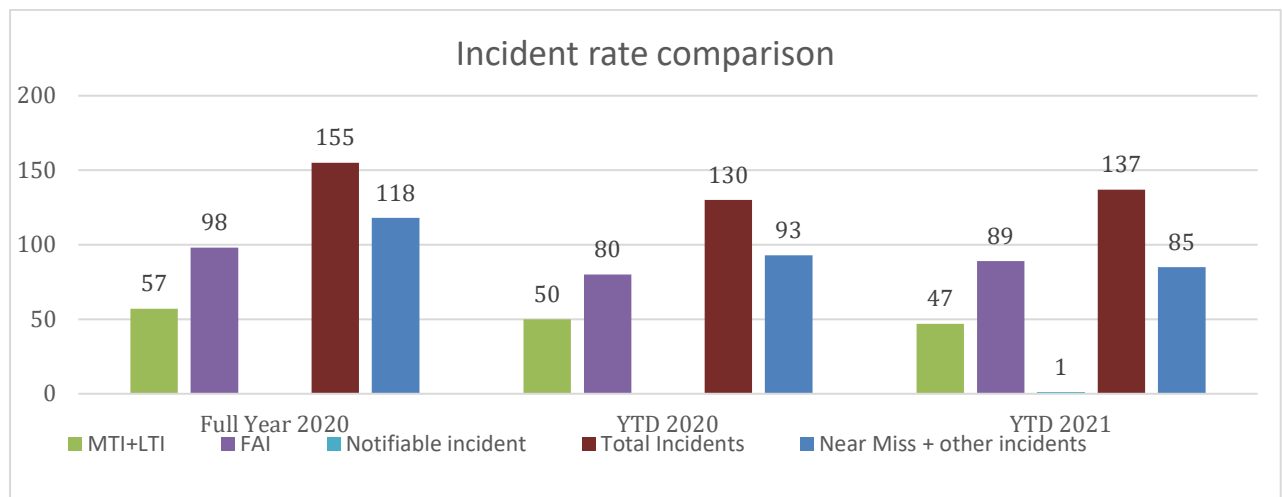
The Toi Ohomai geographical region moved from COVID alert Level 4 to Level 3 on 1st September, and down to Level 2 from the 7th of September. In September, there were a total of 20 reported incidents and near misses. This is down significantly from 32 total reported incidents and near misses in August.

In September there was one notifiable incident, one Lost Time Injury (in addition to the notifiable incident), four Medically treated Incidents, four First Aid injuries, and 10 near misses or incidents. The notifiable incident occurred at Waipa Campus and resulted in a partial fingertip amputation. WorkSafe has confirmed they will not be investigating and have closed out the incident. The LTI was as a result of an ergonomic injury aggravated by working at home. Of the four MTIs, two were as a result of students fainting, one an ergonomic injury from lifting a heaving item at work, and one due to an extension cord hitting a staff member in the face. Of the four FAIs, two were as a result of exercise injuries in the Mokoia Rec Centre, one student had a pinched hand in automotive, and one student shot himself in the thumb with a nail gun. In regards to incidents and near misses, there were two reports of failure to comply with Hi-Vis procedures – both at Waipa campus (one student and one customer). There was one slip, two reports of speeding cars on campus, one report of student verbal aggression, one of customer verbal aggression, one report of poor staff mental health resulting from working at home, and one student had his hair caught in an unguarded drill. There was also a report of fumes from automotive wafting back indoors.

Of the reported September incidents, eight (40%) were on Windermere campus, seven (35%) were in Rotorua (Mokoia and Waipa), three were in Taupo (15%) and two (10%) were off-site (working from home). Only four of Septembers incidents (20%) were not reported within the requisite 24-hour time frame. Whilst this is an improvement on previous months, education on reporting time frames remain a focus for the HSW team when interacting with Toi Ohomai staff. Two work injuries that resulted in ACC claims, were only reported when the HSW team prompted staff after receiving documentation from ACC.

The graph below compares the safety statistics for 2020 and 2021, it can be observed that the total work-related injuries (LTI+MTI+FAI) are higher for 2021 than 2020 (2021 137 YTD vs 130). YTD near

misses are 85 for 2021 compared to the same period in 2020 (93). There has now been one notifiable incident in 2021, with none in 2020.



Waipa Notifiable Event Summary

A temp contractor engaged by Toi Ohomai from In2Work had an amputation of the tip of his left middle finger when he put his hand on a rotating blade of a timber planer at Waipa campus. The planer was being used for commercial production (not training) at the time. The machine has a high level of guarding which was externally audited in May 2021, with no recommended improvements. Unfortunately, this incident highlighted a hazard not previously identified, which is that the cutter blades take approximately 3 minutes to stop spinning after the machine is shut down and the hazardous area is able to be accessed within this time. In addition to the incident highlighting this physical hazard, it has also highlighted a gap in the administration of SOPs and training protocols in this particular area.

Corrective actions as a result of this incident have been implemented:

- a timer has been installed on the lockout system which will allow for blades to stop spinning before the hazardous area is able to be accessed;
- all SOPs in the area are being reviewed with online and hard copies updated;
- electronic training records are being established;
- calendar dates for refresher training against the SOPs have been established;
- general and site-specific electronic site induction and records are being planned;
- the incident has been brought to the attention of the external guarding auditor.

A large team which included key Waipa workers, H&S Reps, and the Mill Manager, the HSW team, and in-house legal counsel worked quickly to notify the regulator, establish the facts, begin corrective actions and respond to Work Safes questioning. The contractor is recovering as well as can be expected at home with his parents and will be supported back to work in collaboration with Toi Ohomai Occupational Health Nurse. WorkSafe has confirmed they will not be investigating further.

Health Monitoring

Twelve percent of staff identified as requiring health monitoring has now been completed. Some health monitoring tests led to GP and specialist follow up for further support for staff members. Staff have been receptive to accepting this ongoing support. Lung function testing will be further delayed until COVID alert level 1 is reached. See Appendices for more detail.

Appendices

For further detailed information click the link - [Appendices 1](#), and [Worksafe Summary](#)

Contributor to this report

Amanda Heapy, HSW Manager

2021 Board Work Plan

[illegible]

Agenda Item 8.1

To	Toi Ohomai Board of Directors	From	Bart Vosse (on behalf of Faculty Deans)
Title	Te Toi Roa 2020-2023 - Update	Date	29 October 2021

Purpose

The purpose of this report is to provide an update of our progress against the delivery of the approved Teaching and Learning (Te Toi Roa) Strategic Goals 2020-2023 over the preceding 12 months, and an update of the upcoming Programme of Work over the next 12 months.

Executive Summary

Te Toi Roa was developed in November 2020 covering the period 2020-2023. The strategy has been created using the Toi Ohomai values as a lens to guide us in its delivery. It contributes to our strategic intent which sets our commitment to the social, cultural, environmental and economic wellbeing of the Bay of Plenty and South Waikato regions.

Central to this strategy is one of the core tenants of Toi Ohomai in being an exemplary bi cultural organisation as well supporting the intent of our unique Mana Ōrite Tiriti relationship. Tackling longstanding inequitable outcomes for Māori learners is one of the greatest challenges for Toi Ohomai, our regional demographic requires us to take a bold and courageous stance to address these inequitable outcomes and deliver on Ōritetanga.

This strategy informs, and is informed by, several other strategies including the Māori Success Strategy, the Research Strategy, and the Information Technology Strategy. It was developed in alignment with the Toi Ohomai Strategic Framework, supported by empathy research to understand the current and future needs to meet future changes, growth and the adaptations that will certainly come with the advent of RoVE.

Te Toi Roa plan is made up of eleven projects which have key deliverables of short-term and longer term, to take some major steps forward in ensuring innovation and academic excellence is delivered on. Eight projects are on track with three deferred until 2022 due to a few circumstances beyond our control such as NZIST/Te Pūkenga engagements, and secondments. **(See Appendix 1 for progress reports)**

Contributors – Jeni Fountain, Brian Dillon, Anaru Timutimu, Olivia Dhanjee, Josh Burrell, Mel Katu, Leoni Drew, Heather Hamerton, Rick Hopcroft

Appendix 1

Strategy Progress – Project Updates 2021

The following tables provide an update on the 11 projects that were planned.

PROJECT 1:	Develop and implement a Teaching and Learning stakeholder engagement framework		
Sponsor:	Bart Vosse	Owner:	Anaru Timutimu
Overview			
<p>Develop and implement a framework that achieves the vision and goals below:</p> <ul style="list-style-type: none"> • Have enriching partnerships to ensure excellence in teaching and learning. • Nurture existing partnerships and grow relevant new partnerships with Iwi, Māori communities, industry, businesses and other tertiary organisations. • Seek new collaborative opportunities to grow our programme portfolio to meet the constantly changing needs and aspirations of our region. 			
Benefits and Measures of Success			
<ul style="list-style-type: none"> • High levels of stakeholder engagement/satisfaction • Excellent graduate outcomes/employment • Programme content aligned to industry/community needs 			
Commentary on Progress			
<p>2021 progress includes:</p> <ul style="list-style-type: none"> ▪ Piloting and usage of the Sales Force Customer Relationship Management (CRM) system to track development Opportunities with a pilot user group of faculty, strategic partnerships and marketing staff, ▪ Specific engagement and support for Māori enterprise in the Aquaculture sector in the Eastern Bay of Plenty, ▪ Leads and engagement with external stakeholders pertaining to industries such as the Geothermal and Renewable Energy and Hydrogen Refuelling sectors with no current vocational educational pathways, and ▪ Recruitment and setup of the Regional Development Lead team based in Whakatane, Taupo and Tokoroa campuses. New business processes and procedures to be implemented across Toi Ohomai with the new Regional Development team being established. 			

PROJECT 2:	Set up measures for transition from STP to tertiary study		
Sponsor:	Olivia Dhanjee	Owner:	Secondary Tertiary Business Continuity Group
Overview			
<p>Future focussed</p> <p>There are four critical documents that indicate a shift in focus and support for education to employment pathways for all rangatahi/young New Zealanders. These include:</p> <ol style="list-style-type: none"> 1. NCEA Change Package 2. Review of Vocational Education 3. National Education Learning Priorities and Tertiary Education Strategy 4. Youth Employment Action Plan <p>Associated with these policy shifts are government fiscal investments like the \$1.6bn in training and apprenticeships and an additional \$900m package for Māori efforts including \$50m in the Māori Apprenticeship fund, all to enable shared prosperity and sense of belonging. Our wero or challenge is to ensure we can partner with schools, parents, whānau, employers, communities,</p>			

and iwi to further enable access to vocational education opportunities to ensure rangatahi can participate and have capacity to contribute to their community.

The Toi Ohomai Secondary Tertiary Business Continuity Group (STP-BCG) was established to provide leadership, advice, and recommendations on matters regarding secondary-tertiary-employment pathways. The STP-BCG core principles include:

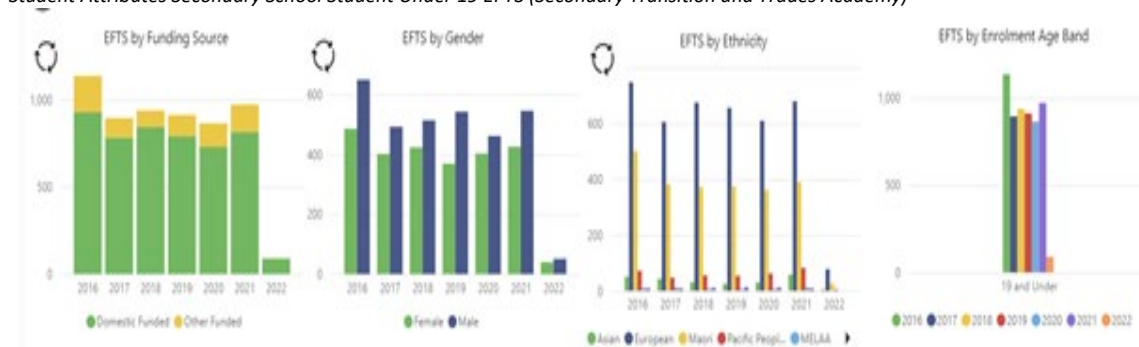
- Pathways that acknowledge the role of the Māori economy and Iwi enterprise - from early exposure to careers, to curriculum alignment, to labour market requirements
- Ākonga at the Centre work – utilising Te Pūkenga learner insights framework as model to build ākonga Māori voice
- Maintaining a strong coherent vocational pathway that links education to employment for secondary school/kura kaupapa/wharekura learners
- Oversight of programmes that have a clear pathway to vocational qualifications that are relevant for the workplace i.e. careers in trades, technology, or industry
- Continuity plans for all STP teaching and delivery in the event of COVID-19 or any other business disruption
- Awareness of potential changes to policies and funding criteria that affect STP delivery
- Identifying risks, including relationships with key stakeholders and the communities that they represent (ie. Kura and Schools, Trades Academy Consortia Governors, Careers Advisors, Youth Services, He Poutama Rangatahi providers, Kāhui Ako/Community of Learning, Trades Academy Advisory Groups)
- Ensure academic quality and consistency of programme portfolio meets Toi Ohomai and NZQA compliance standards.

Benefits and Measures of Success

Increased participation and progression

2021 is on track to reach its highest secondary school enrolment rate since 2016 at 970 EFTS. Although secondary school transition enrolments have remained stable since 2017, a seamless pathway from a Trades Academy pathway (L1 – L3) has now resulted in steady increases in Food and Hospitality, Architecture and Building (Construction and Allied Trades), Agriculture and a significant increase in Engineering and Related Trades. Health related pathways has also seen year on year increases from 66 EFTS in 2016 to 92 EFTS in 2021. Māori EFTS and participation is also at its highest peak since 2016 at 390 EFTS. There has however been a downward trend from 2016 in IT, Sciences, Management and Commerce and Foundation pathways.

Student Attributes Secondary School Student Under 19 EFTS (Secondary Transition and Trades Academy)



Stronger Connections with Schools and Communities

Toi Ohomai through the STP-BCG continues to maintain strong relationships and connections with schools, advisory committees, and Kāhui Ako Communities of Learning across the wider Bay of Plenty. These include:

Trades Academy

- 32 schools participating in a Trades Academy including 7 Wharekura/Kura Kaupapa
- 763 students (147 EFTS) participating in a Trades Academy pathway
- 53% identify as Māori

WBOP SEC-TER-IND Advisory Group

The intent of SECTER is to enable learners to seamlessly transition the space between education and employment. Toi Ohomai remains a key partner of the SECTER group alongside the University of Waikato, Deputy Principals from across Western Bay of Plenty and Tauranga secondary schools, Priority One, Ministry of Education and Ministry of Business Innovation and Enterprise.

Kāhui Ako – Rotorua Central and Taupo

Toi Ohomai is the only tertiary provider to participate nationally in a Kāhui Ako. Toi Ohomai recently participated in the Rotorua Central Teacher Only Day to engage primary and intermediate teachers in understanding the role of vocational pathways in key industries (Forestry and Wood Man was the first industry presented). The STP-BCG is currently in discussion with Rotorua Intermediate to develop and VP from intermediate to secondary to higher education including pathways towards a NZ Apprenticeship.

Young Enterprise Scheme – Rotorua and Taupo

- 8 schools participating in the YES programme
- 123 participants made up of 26 teams, including the first Kura Kaupapa to pitch and be judged in Te Reo Māori
- 78% Māori participation
- A record 9 teams participating from Raukura Rotorua Boys High School

Commentary on Progress

There is still a significant amount of work for the STP-BCG to lead out, particularly in the education to employment school transition space including:

- Increasing rangatahi Māori participation in vocational pathways
- Developing Māori STEM vocational pathways; with relevance to Agribusiness, Forestry, Horticulture, Energy, Marine and Health
- Increasing more women participating in vocational related pathways
- Addressing the stagnant participation of rangatahi Māori in a vocational pathway who reside in Rotorua

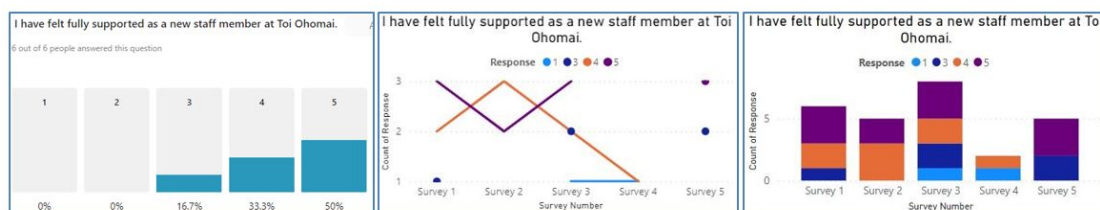
Status – On Track

PROJECT 3:	Develop a kaiako onboarding programme		
Sponsor:	Josh Burrell	Owner:	Josh Burrell
Overview			
Develop an academic onboarding process and programme to manaaki Kaiako through their first year of teaching at Toi Ohomai to support an increase in engagement and performance.			
Benefits and Measures of Success			
<ul style="list-style-type: none"> • Increase in staff engagement score • Increase in Māori learner success • Increase in domestic learner success • Increase in academic quality 			
Commentary on Progress			

A project team convened early 2021 consisting of academic staff, faculty management and service team representatives and a project plan finalised, including a design thinking methodology. The close connection to the all-employee induction project being led by PEC as part of the KPMG report was recognised and regular updates planned so as to align each project and maximise the impact each could have.

Prior to the team convening, work had been undertaken throughout Q4 2020 and into 2021 to deeply understand the experience of new Kaiako at Toi Ohomai. Methods included

- A survey sent to 40 Kaiako recruited in 2020
- One on one deep dive interviews with 14 Kaiako recruited through 2020/21
- A two-month dialogic survey (lived experience) of Kaiako recruited Q1 2021



A half day workshop took place in May to introduce the group to the data and understand academic onboarding from the perspectives of each of the business units. Data from all methods was themed and insights developed. From this user personas and user journeys were developed to ideate off. Two ideation sessions took place in early August (during L4 lockdown).

Discussions with Wintec have taken place and we had a demo of their onboarding software platform, Schoox. Wintec have offered content from their onboarding process to Toi Ohomai as required.

Next Steps:

Service concepts developed

Software platform scoped and business case developed (in collaboration with PEC)

Consultation with service teams to define and create training modules

Content developed for a phased rollout beginning Q1 2022

Current Status: On track

Measures of Success: Will begin from 2022

PROJECT 4:	Implement two internal teaching development days each year		
Sponsor:	Jeni Fountain	Owner:	Jeni Fountain
Overview			
Make better use of PD time/resources and share best practice via specific PD days.			
Benefits and Measures of Success			

<ul style="list-style-type: none"> • Staff engagement • Sharing best practice
Commentary on Progress
<p>This project was shifted to 2022 for initiation due to COVID lockdowns impacting T & L demands on time and resourcing.</p> <p>The 2022 dates are being finalised in collaboration between Jeni Fountain (teaching & learning); Josh Burrell (kaiako success and innovation); and Rick Hopcroft (learning & development) to ensure outcomes that can meet strategic goals across directorates.</p> <p>Dates are expected to be finalised end of September 2021.</p>

PROJECT 5:	Create a teaching tool kit accessible online - Digital Kete		
Sponsor:	Josh Burrell	Owner:	Josh Burrell
Overview			
Develop a digital solution to host learning and teaching delivery resources in support of excellent teaching practice.			
Benefits and Measures of Success			
<ul style="list-style-type: none"> • Māori student success • Domestic student success • Ōrititanga 			
Commentary on Progress			
<p>It was acknowledged early on that this project required significant resource and time to undertake and could become out of date quickly depending on how service concepts from Te Pūkenga are rolled out. With this in mind, Josh Burrell and Kieran Hewitson agreed to put this project on hold to be revisited in Q1 2022. In the meantime, the Kaiako Success team continue their focus on developing teaching and assessment delivery resources which are hosted on Te Aka.</p> <p>Status: On hold</p>			

PROJECT 6:	Develop Digital Literacy Capability Matrix		
Sponsor:	Jeni Fountain	Owner:	Josh Burrell
Overview			
Understand minimum digital competency requirements for teachers as an enabler of excellent teaching. Establish best practice principles for the use of digital technologies in teaching.			
Benefits and Measures of Success			
<ul style="list-style-type: none"> • Set clear T&L specific digital literacy standards • Effectively identify training needs • Effectively support Kaiako digital literacy development 			
Commentary on Progress			
<p>Project group established in April 2021. Early discussion focused on the need to equip Kaiako with general digital literacy skills as an enabler of excellent digital teaching experiences. Requests for existing digital literacy models were put to the sector. EIT offered the use of their digital literacy checklist.</p> <p>In September, a small team convened to look at ways to use EIT's tool and add automation to the process to provide dashboarding functionality. This will support staff and managers to assess and understand literacy levels and guide individuals and groups to appropriate training.</p>			

Next steps:
 Promote the self-assessment tool with Academic Leaders
 Plan and develop training opportunities to support a range of learning modes (workshops, online trainings and LinkedIn learning pathways.
 Revise 2020 Digital Learning Guidelines

Status: On Track

PROJECT 7:	Establish internal teaching excellence awards		
Sponsor:	Brian Dillon	Owner:	TBC
Overview			
To establish internal teaching excellence awards, these will be aligned to the National Teaching Excellence Awards so that tutors can use the same material for submission to the National Awards. The awards will recognise excellence in tertiary teaching.			
Benefits and Measures of Success			
<ul style="list-style-type: none"> Line-of-sight pathway for staff wanting to be recognised Consistency of approach from within Toi Ohomai through to Ako Aotearoa awards 			
Commentary on Progress			
<p>Kieran Hewitson was the original sponsor for this project; with her being seconded to Te Pūkenga there has been little progress here.</p> <p>This project has been paused whilst we gain a better understand of what (if any) similar mahi is being developed by Te Pūkenga. Understanding this will eliminate duplication or redundant outputs and ensure the goals and objectives of this project align with those of Te Pūkenga.</p>			
Project status: on hold			

PROJECT 8:	Develop Toi Ohomai graduate attributes, including work ready components		
Sponsor:	Leoni Drew (Whanake Ake)	Owner:	Mel Katu (Student Support)
Overview			
Focus on developing a set of graduate attributes, including work ready components, for Toi Ohomai graduates (aligning to Toi Ohomai strategic goals and Te Pūkenga work in this space). The embedding of these attributes will enable students to develop and articulate specifically what it means to be a "Toi Ohomai graduate", that is, they recognise their unique graduate identity.			
Benefits and Measures of Success			
<ul style="list-style-type: none"> Engagement by students as they create their "identity" and graduate attributes (value added) Engagement by teachers to supporting their learners as above Ensure Toi graduates are capable, work ready, and in demand by employers 			
Commentary on Progress			
<p>During March and April, the project team representing academic, support and quality business areas considered brief, project scope, and timeframes. Tasks and responsibilities were allocated including how we would capture input from staff, graduates, and employers. A wide-range of national and international secondary research relating to tertiary graduate attributes was carried out across the team and reviewed together for look, feel, and language tone.</p>			

Methodology

Using Microsoft Forms (survey tool), the team developed three surveys relating to each stakeholder group experiences of Toi Ohomai graduates. The survey was promoted to staff through internal channels such as Te Aka and the staff Facebook Group. 2020 graduation list contacts were used to email recent graduates, as well as a link shared to the Careers & Employability Facebook group who also host a number of alumni and recent graduates. Employer contacts were made by respective programme LACs and industry forums. The surveys were distributed to stakeholders during May, June and early July.

During July the project team received 22 responses from staff, 20 responses from employers, and 22 responses from graduates. All respondents were thanked for their feedback and an opportunity was given to take part in a review group once the graduate attribute statements had been designed. We now have a small representation from each of the stakeholder group to call on. Using thematic analysis responses were collated and presented to the Project Team for review. Common themes were identified from each stakeholder group, and then aligned to establish a set of graduate attribute themes overarching all three stakeholder groups.

These themes in draft are: Personal Development and Self-Awareness, Bi-cultural competence and cultural confidence, Skills for Employment, Information Literacy, and Community Citizenship.

Drafting the Graduate Attributes

Throughout August and early September, a sub-project team was established and began writing draft statements aligning to each of the high-level themes. These have now been crafted and the sub-project team are working through these statements to solidify structure, language, and presentation using current tertiary graduate attribute examples as a guide.

Where to next?

Once satisfied with the overall wording, look and feel of the statements, the sub-project team will take these to the wider Project Team for review. Late September, the draft statements will go back to the stakeholder review groups for further comment. Once collated, the project team will carry out a second consultation phase with Toi Ohomai staff, including a specific review with the Māori Success and Student Support (for example the Careers & Employability team) areas.

At this point, the project team is on track to having the full set of Draft graduate attribute statements for the second consultation phase mid to late October 2021.

NOTE: Angela Beaton (DCE ADI) stated that this piece of work will connect with the Ako framework, and it involves thinking about what does the network want TP graduates to be known for? One definite attribute is being culturally responsive. She said that was a given. The learnings and outcomes of this project can feed into the network-wide approach to developing GAs.

Status: On Track.

PROJECT 9:	Increase the impact of research on teaching and learning		
Sponsor:	Leon Fourie	Owner:	Heather Hamerton
Overview			
Funding will be available to support research on priority learner success. There is already quite a lot of teaching and learning related research being carried out that could have greater impact. Therefore, the overarching goal is to increase the impact of teaching and learning research.			
Benefits and Measures of Success			
<ul style="list-style-type: none">Increased number of research projects related to teaching and learningSharing of best practice			

<ul style="list-style-type: none"> Improved practice
Commentary on Progress
<ul style="list-style-type: none"> Curiosity was very successful - attracting people from around the motu. Māori Success Research fund: Three projects were successful in receiving funding from this fund. Total funding allocated will be approximately \$27,000. Teaching & Learning Research Fund: One application has been received and is currently under consideration. Total budget not yet known Two workshops were held about how to translate teaching practice research (Mokoia and Windermere) - both were well-attended. Twelve research outputs so far in 2021 related to research investigating teaching and learning.

PROJECT 10:	Portfolio refresh		
Sponsor:	Bart Vosse	Owners:	Faculty Deans
Overview			
Develop framework that enables an environmental scan to understand the relevant variables in the playing field.			
Benefits and Measures of Success			
<ul style="list-style-type: none"> Portfolio focused on regional need. Rationalisation/simplification of portfolio A framework to develop the access to clear rational and flexible study pathways A framework for performance analysis 			
Commentary on Progress			
<ul style="list-style-type: none"> Project scope established and consultant appointed (completed) Design Framework tool (DFT) created (completed) DFT tested on select programmes (completed) 2022 Implementation plan (in progress) 			

PROJECT 11:	Develop bicultural competencies for Toi Ohomai		
Sponsor:	Patrick Brus	Owners:	Rick Hopcroft
Overview			
Support staff to develop bicultural competencies to respond to Staff Engagement Survey and meet Te Pae Tawhiti outcomes. Look at Māori success strategy, Te Pae Tawhiti and staff engagement survey to develop benefits and measures of success.			
Separate to Te Toi Roa, a small group of staff kicked off a similar Project “Cultural Consciousness” and investigated tools and techniques to engage staff to grow the collective Cultural Consciousness and Capability. Even though not intended as such, Rick Hopcroft will feed updates through to the Te Toi Roa programme as this project progresses.			
Benefits and Measures of Success			
Increasing staff Cultural Consciousness and working to build bi-cultural capability is an important step towards addressing inequity. We know our students thrive when they feel safe and comfortable, and in line with Oritetanga, we want to celebrate, and encourage staff along thier journey of Cultural Consciousness. We have feedback from staff that they are keen to develop in			

this area as well as direct feedback from students around how important this is for them. We expect student engagement and study success to be impacted by this project. Success will be measured based off staff engagement in Cultural Consciousness Opportunities presented to them, and a lift in staff cultural capability.

Commentary on Progress

Development on this project begun early-mid 2021, including to date:

- A review of current practice around other ITP's
- A review of all applicable frameworks associated with Māori student success.
- Investigation into a Cultural Capability Tool
- Investigation into a Cultural Consciousness Tool
- Investigation into Cultural Capability training and Development Opportunities
- Development of a "One stop Shop" for staff to use in order to select pre-approved, pre-funded opportunities (ongoing work)
- Communication design underway (ELT and Board have seen presentation of ideas).

To	Board	From	Anthony Robertson Executive Director Corporate Services
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Title	Sustainability Framework - Update	Date	29 October 2021
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Purpose

The purpose of this paper is to provide an update of progress to the Board relating to our Sustainability Framework - KPIs, goals and strategy monitoring.

Key Points

- The Sustainability Framework contributes to Toi Ohomai's strategic goal to "Be a sustainable organisation"
- The Sustainability Framework recognises four dimensions of sustainability; environment (taiao), culture (tikanga), society (pāpori), and economy (ōhanga)
- Under the framework - five sustainability objectives were established – each of the sustainability framework objectives and related projects are linked to the Toi Ohomai Strategic Framework objective "Use resources responsibly". In 2020 a sixth project was added, to "Increase the profile of sustainability across Toi Ohomai".
- Sustainability is not a separate exercise, instead should be embedded in what we do. Objectives for three of the four dimensions - (culture (tikanga), society (pāpori), and economy (ōhanga) – were linked to the various existing strategies (and the various sustainability objectives/projects within these strategies)
- This update focuses specifically on the environmental sustainability dimension and objectives
- The five initial environmental sustainability projects which contribute to the Toi Ohomai strategy objective – "Toi Ohomai will use all resources responsibly" were updated in 2020, and one (vi) was added:
 - i. Reduce waste to landfill by 50% by the end 2020 (a two-year goal)
 - ii. Automate carbon data collection, analysis and reporting; set reduction actions for 2021
 - iii. Understand our basic water footprint by end 2020

- iv. Procurement policy is updated and includes a contract alignment checklist
 - v. Staff from all business areas review their sustainability goals
 - vi. Increase the profile of sustainability across Toi Ohomai (added in 2020)
-
- Many of our plans in 2020 and 2021 have been frustrated by Covid 19 related lockdowns. Some planned actions were completed, after delays, while others had not been completed at the time of writing this report
 - We continue to make progress on all objectives albeit there have been delays due to various reasons – mainly Covid
 - We have made progress on the project added in 2020 to raise the profile of sustainability across the institute, by engaging with staff and students via face to face events, internal communications and social media
 - Te Pūkenga have instigated a workstream that is specific to Sustainability with reporting on the state of the sector been received by the Te Pūkenga Council in August 2021
 - We are considered to be a willing community partner in sustainability initiatives, such as the Scion Circular Economy initiative
 - Overall, our progress on our sustainability framework is good – especially considering we only have 0.2 FTE dedicated specifically to this. We were looking at increasing investment in this however we recognise the budget limitations for 2022 and will continue on this basis

Next Steps

- Continue progress on waste to landfill reduction and schedule an audit as soon as the region is back to Level 1
- Identify water and carbon footprint reduction targets in November 2021
- Continue to educate and further enhance sustainability awareness throughout the Institute
- Embed sustainability procurement into our actual decision making
- Contribute to engage and align with sustainability directed by Te Pūkenga

Background

Our Sustainability Framework recognises four dimensions of sustainability; environment (taiao), culture (tikanga), society (pāpori), and economy (ōhanga).

Moreover, as previously reported, five objectives were established, based on the Toi Ohomai Sustainability Framework, with multiple links to faculties and support areas. The objectives include:

1. Taiao/Environment - Toi Ohomai will engage in educational and research outputs that meet the needs of today, while preparing for the needs of the future
2. Taiao/Environment AND Ohanga/Economy - Toi Ohomai will use all resources responsibly
3. Tikanga/Culture - Toi Ohomai will ensure Te Ao Maori views are valued, lived and normalised in all business practices
4. Papori/Society - Toi Ohomai will work towards ensuring healthy, safe and well staff, students and communities
5. Papori/Society - Strong relationships and partnerships with Iwi and other stakeholders are paramount for Toi Ohomai's success

Objectives 1,3, 4, and 5 have been linked to the various strategies (and objectives/projects within these strategies) – that contribute to these objectives. Updates on these are found within the relevant strategy updates.

Objective 2 has specific environmental sustainability projects (as well as being linked to other strategies contributing towards this objective). The six specific environmental sustainability projects for the year were:

- i. Reduce waste to landfill by 50% by the end 2020 (a two-year goal).
- ii. Automate carbon data collection, analysis and reporting; set reduction actions for 2021.
- iii. Understand our basic water footprint by end 2020.
- iv. Procurement policy is updated and includes a contract alignment checklist.
- v. Staff from all business areas review their sustainability goals.
- vi. Increase the profile of sustainability across Toi Ohomai (added in 2020).

These projects have been monitored (and where applicable, facilitated) by the Sustainability Coordinator and the Sustainability Advisory Group Environmental (SAGE), with executive support from Anthony Robertson, Executive Director, Corporate Services.

Overview of Progress

1. Reduce waste to landfill by 50% by 2020

The annual waste audits planned for September 2021 were postponed due to the Level 3 & 4 lockdown, and the consultants who assist with the waste audits have since notified Toi Ohomai they can only assist once the region is back to a Level 1 position. As a result, the campuses have not yet had a waste audit in 2021. Attempts to schedule in the waste audits earlier in the year when the region was at Level 1 were made difficult by personnel at the Council and Contractor changing, and the difficulty of finalising a date. The results of the waste audits completed in 2020 however did indicate a waste year on year decrease of 14% at the Windermere campus and 10% at the Mokoia campus. Office waste streaming (specifically for plastic, paper and cardboard) was introduced in early 2021 at the 2 main campuses. Antidotally, it would appear that our waste across the 2 campuses has been reduced, but at the time of writing this report and as an audit had not yet been completed it is difficult to determine how successful those streaming initiatives have been. We are working on expanding the waste streaming to include cans/tins and glass with the intention to implement these in 2022. Food waste is an ongoing issue for which we are continuing to explore solutions.

Overall, there is need for continuing education of staff and students and increased varietal waste streaming facilities to make it easier for staff and students to stream as much waste as possible, at the point of disposal. With the lack of audit data for 2021 at this point, the project of reducing landfill by 50% is **at risk**, noting efforts have been made and there has been a reduction to date. Extending the waste streaming varietals and identifying a solution for food waste will be prioritised for the remainder of the year.

2. Automate carbon data collection, analysis and reporting; set reduction actions for 2021

The project is progressing well and is currently tracking to be slightly behind schedule, hence the **at risk** rating. Progress has been made with data collection throughout 2021, however reductions actions have not yet been set.

The entry level Catalyst Carbon Footprint tool measured 2019 carbon emissions generated by flights, vehicles/fuel, waste, electricity, LPG and gas. However, the manual gathering of data is unsustainable, particularly with the current 0.2 FTE time allocation for the Sustainability Coordinator role. In 2020, the Business Solutions Team and Sustainability Coordinator evaluated various solutions for automating data gathering and reporting. The outcome of this process led to the decision to automate key carbon emissions data gathering and analysis, and to integrate this data into Te Ao Marama for display, to drive behaviour change across the institute. The carbon data has gone “live” in October 2021 with information enabling comparatives to previous years illustrated, as well as the type of carbon (e.g., travel).

The next stage of this project is to set reduction targets – this is on the agenda for the next Sustainability Group meeting.

3. Understand basic water footprint by end 2019

This project started in 2019. Progress is currently **at risk** but progress is being made. Water is an important aspect of our environmental footprint. Our Compliance Co-ordinator has been collating water invoices over the course of the year for the main campuses and in November, the average water usage for each campus will be able to be determined. Interestingly, each building at Windermere has a water meter attached (and water usage could be determined by each building) however there is only one meter for the entire Mokoia campus (and other campuses). A recommendation the Sustainability Group under consideration is whether all buildings should have a meter attached to enable greater visibility over the water usage across the campuses.

Additionally contact has been made with the local Councils to obtain historical data to enable trend analysis to be undertaken (the previous 3 years). Once we can gauge our water consumption, we can then set a realistic goal to reduce water use across campuses.

4. Procurement policy update including contract alignment checklist

This project was **completed** in 2020. The updated policy embeds environmental and social sustainability, alongside financial sustainability. In addition, it includes a clause to the effect that, when a contract is entered into, Toi Ohomai staff should ensure that the contract aligns with the provisions of the T-O Contract Management Procedure. This clause means that a separate contract alignment matrix/checklist will not be required in 2021 and 2022.

5. All business areas to work towards achieving at least three environmental sustainability goals

This project is **on track**. The goals set by each business area in 2019, were largely rolled over in November 2020 when the review of those goals were due. Additionally, the office waste streaming (specifically recycling for plastic and paper) was rolled out in February 2021 across our Mokoia and Windermere campuses. Extending the recycling to cans/tins and other recyclables is under consideration, as is extending the existing recycling initiatives to our regional campuses.

Additionally Toi Ohomai moved to using fully recyclable and 100% carbon neutral paper in 2021, sourced from our key supplier, Office Max. To date the Institute has not seen an increase in cost relating to this initiative.

6. *Increase the profile of sustainability across Toi Ohomai (added in 2020)*

The project is **on track**. A sustainability space on Te Aka has been established and will be 'home' to dashboards (such as the carbon footprint data – in addition to Te Ao Marama) of relevant information.

SAGE members continue to be enthusiastic. Workload pressures have led some to join an 'Associate Members of SAGE' group which was formed in 2020, to keep staff who are unable to attend meetings, involved. This enables them to participate in actions as they are kept up to date. Sustainability related material is regularly shared with students on social media channels. SAGE runs a sustainability stand at Orientation week to raise students' awareness of the sustainability, framework and goals, and to collect students' sustainability ideas and to register their interest in initiating and/or participating in sustainability projects. In early 2021 the Institute's First Impressions survey included 2 sustainability related questions (related to the visibility of sustainability at Toi Ohomai) with more than 75% of respondents agreeing there is Sustainability in Action at Toi Ohomai. A number of suggestions were also received, some of which have been further discussed at SAGE meetings.





Increasing the profile of Sustainability across the Institute has also been in action throughout 2021 with the Sustainability Co-ordinator meeting with individual teams to further educate teams on the Sustainability framework. There is/was a view Sustainability at Toi Ohomai was solely based on waste streaming, however the Co-ordinator has been proactive in educating the staff of Toi Ohomai of the pillars of the Framework. This educational perspective has been successful.

Conclusion

Overall, despite the continuing challenges of Covid, and limited dedicated resources to sustainability, Toi Ohomai has made progress towards meeting its set Sustainability Strategies. Reduction of waste to landfill depends on the continued successful implementation of waste streaming and the ability to divert food waste.

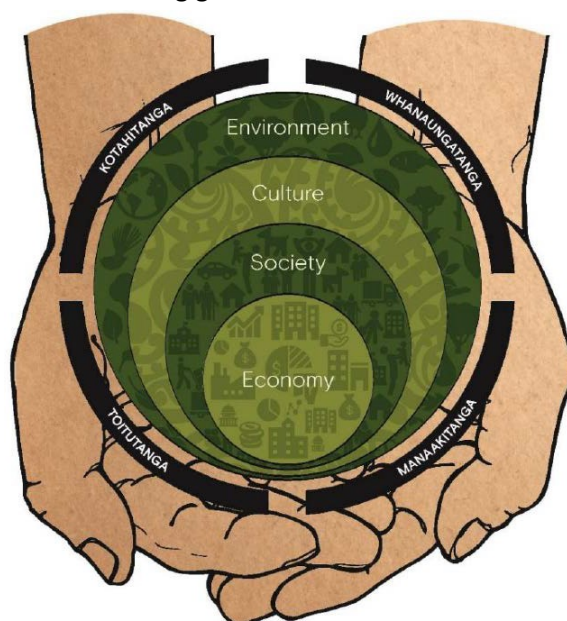
For any queries relating to Sustainability at Toi Ohomai, please do not hesitate to contact sustainability@toiohomai.ac.nz

Four Dimensions of Sustainability

 Taiao Environment	 Tikanga Culture	 Pāpori Society	 Ōhanga Economy
*educational and research outputs that meet the needs of today, while preparing for the needs of the future	*Te Ao Māori views are valued, lived, and normalised in all business practices.	*healthy, safe and well staff, students, and communities *strong relationships and partnerships with Iwi and other stakeholders	*quality, excellence, and innovation in education to meet the economic needs of the organisation and the wider community
*responsible resource use ⁵			

Toi Ohomai recognises four dimensions of sustainability; environment (taiao), culture (tikanga), society (pāpori), and economy (ōhanga). While each dimension in itself has overarching aims, the aims under each dimension relate to the aims of each of the other dimensions and vice versa, therefore, some of the specific sustainability objectives of the organisation may affect more than one of these dimensions.

The sustainability framework image below represents the fragility of sustainability, and how each aspect is nested within the other. Without the environment, society does not exist, therefore the environment is our first priority (Taiao). Without society we do not have an economy, therefore we also have a significant responsibility to social sustainability (Pāpori). Furthermore, the image illustrates culture as our link between the environment and society, therefore it too is of great importance (Tikanga). The economy does not exist without the support of each of the prior three aspects, however it too is of importance, as the economy ensures that we are able to provide resources for the initiatives required to protect and support the previous aspects (Ōhanga). The image below represents Toi Ohomai's responsibility to protect the fragility of this balance by providing kaitiakitanga (the hands holding the fragile ball), and that by wrapping this fragility with our institutional values (toitūtanga, manaakitanga, whanaungatanga, and kotahitanga) we can work together toward achieving this overarching goal.



Agenda Item 8.3

To	Toi Ohomai Board of Directors	From	Faculty Deans
Title	Semester 1, 2021 - EPIs	Date	29 October 2021

Purpose

This paper is to provide the board with an overview of the Educational Performance Indicators (EPIs) for Semester one, 2021.

Key Points

This data represents EFTS and statistics for programmes that began, or continued, in 2021. Semester 1 enrolments are those that started (or continued) between January and May 2021.

Overall enrolments continue to be below previous years, with a significant shift in the mix of domestic and international students following the border closures. Domestic enrolments are up considerably against 2020, and on a par with 2019.

The Targeted Training and Apprenticeship Fund (TTAF) had a positive impact on EFTS in Primary Industries, Trades and IT, while hospitality and tourism programmes continue to struggle.

Māori participation is up on the previous year, but still short of the target of 45%.

Under 25 participation is up on 2020, with Pacifica enrolments steady at 6%.

Overall course success is at 81%, marginally above the targeted 80%. The three priority demographics – Māori, Pacifica, and u25 – are all currently below the target of 80%.

Some initiatives have been implemented as part of Te Toi Roa to address the disparity between Māori and other demographics, with input from Kaiako success, Māori success and teaching teams. The success of these initiatives will be monitored to determine the effect they have on outcomes.

Information



Figure 1: Enrolment trends 2016 - 2021 incl.

Reporting Year	Domestic EFTS	Int'l EFTS	Dom Maori EFTS	Dom Pasifika EFTS	Dom Under 25 EFTS	EFTS	Dom Maori EFTS %	Dom Pasifika EFTS %	Dom Under 25 EFTS %
2016	6075	1288	2735	363	3219	7362	45.03%	5.98%	52.99%
2017	5263	1017	2417	296	2723	6280	45.92%	5.62%	51.74%
2018	5202	936	2287	308	2629	6138	43.95%	5.92%	50.53%
2019	4767	1100	2047	277	2420	5867	42.94%	5.82%	50.76%
2020	4338	1424	1829	262	2293	5762	42.16%	6.05%	52.86%
2021	4817	548	1953	310	2428	5366	40.54%	6.43%	50.41%

Figure 2: EFTS by category 2016 - 2021

Course Success

While overall course success is above target, the three priority demographics are all below. It should be noted that many of these students are in programmes that finish later in the year, so the opportunity to increase these rates still exists.

A key contributor to this is the difficulty in retaining Māori learners. Māori learners have withdrawal rates higher than that of non-Māori, both before and after the 10% academic penalty cut off, with the gap in withdrawal rates widening.

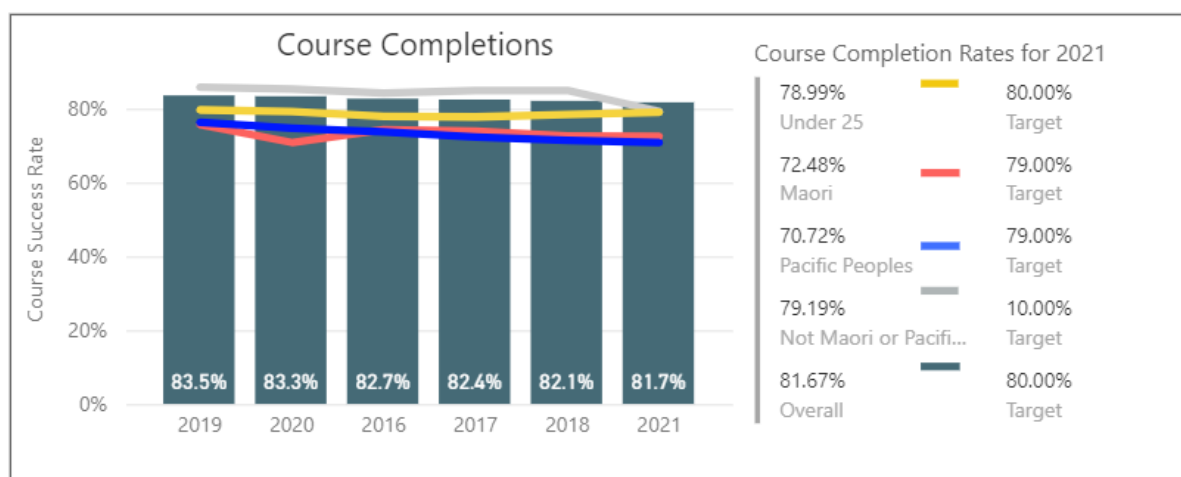


Figure 3: Course completions Sem1 2021

Figure 4 below shows live course success (for courses that have been finished for 30+ days). The data shows overall drops across the five-year period in all categories, with Māori and Pacifica learners still having the lowest course successes.

Reporting Year	Live Course Success Rate (by EFTS)	Live Maori Course Success Rate (by EFTS)	Live Pasifika Course Success Rate (by EFTS)	Live Not Maori or Pasifika Course Success Rate (by EFTS)	Live Under 25 Course Success Rate (by EFTS)
2016	82.66%	74.27%	73.69%	84.20%	77.84%
2017	82.42%	73.83%	72.27%	84.89%	77.71%
2018	82.06%	72.56%	71.35%	84.89%	78.32%
2019	83.54%	75.67%	76.22%	85.78%	79.61%
2020	83.30%	70.80%	74.67%	85.26%	79.12%
2021	81.67%	72.48%	70.72%	79.19%	78.99%

Figure 4: Live course success rates 2016 - 2021 incl.

Monitoring performance against KPIs

The review of academic committees in 2020 has seen the establishment of Group Quality committees (GQCs), which look at course successes from the Result Reporting Committee (RRC), and feed into the Faculty Academic Quality Committees (FAQCs). There has been improvement on the monitoring and quality of reporting for RRCs, and most GQCs are operating effectively in terms of these functions.

FAQCs have taken a bit longer to fully develop effectiveness, due in part to staff and management changes, but improvements are occurring.



Figure 5: Academic quality committee structure

Next Steps

There are a range of projects underway, or soon to be implemented, which are aimed at improving aspects of our business and a result improve our EPIs:

- Portfolio Refresh Project
- Te Toi Roa - Teaching & Learning Strategy
- Māori Success Strategy
- Cultural Consciousness

Contributors

Simon Walker, Krista Chemis, Doug van Kolck

Agenda Item 8.4

To	Toi Ohomai Board of Directors	From	Leoni Drew – Head of Academic Development & Quality
Title	Academic Quality and Assurance	Date	29 October 2021

Purpose

The purpose of this paper is to update the Board of Directors on the academic quality and assurance activities and practices at Toi Ohomai.

Key Points

Areas identified for improvement previously reported to the Board have been addressed as follows:

1. *Ensure all Training Schemes are reported on through the annual Programme Self-Assessment (PSAR) process* – Training Schemes were added to the PSAR requirements for the latest 2020 cycle
2. *Carry out a check of Consent and Moderation Requirements (CMR) to ensure staff meet the requirements* – The Quality Team undertook an “audit” by checking Records of Learning for all relevant teaching staff. The findings were reported through to the Learning Quality Standards Committee (LQSC) and resolutions are currently being considered. An immediate response has been taken by faculty to enrol staff who require assessor standards onto available training schemes through other providers (note: Toi Ohomai does not have its own training scheme).
3. *Create a guideline on the monitoring of Off Shore Delivery* – this work has commenced, with the Quality Team looking at how other subsidiaries currently approach this activity.

Progress of quality activities for 2021:

- Of the 13 NZQA Consistency Reviews attended by Toi Ohomai this year, 10 have received a Sufficient outcome, one a Not Sufficient outcome and two outcomes remain pending. Seven more Toi Ohomai programmes are scheduled for reviews before year end. To date, NZQA has only released the schedule to mid-2022. Relevant programme managers have been advised.
- Level 7-and-above monitoring activities have been affected by COVID lockdowns, resulting in date changes and a shift to online meetings only. There are 18 scheduled Level 7-and-above monitoring activities this year, three of which are self-monitoring with the remainder led by NZQA. Five are still to occur. Action plans and final reports are submitted through LQSC.
- The annual Programme Self-Assessment Report (PSAR) templates and guidelines were recently approved for 2021. The use of TEAMS planner to manage the facilitation and finalisation of these documents has worked well in supporting faculties through the process, with a similar approach being implemented this year. Evaluative discussions are already underway through Group Academic Quality Committees.
- Consideration of how Te Pae Tawhiti can be woven into self-evaluation and other quality matters is a high priority. This year the PSAR has specific guiding questions and a matrix of

NZQA Key Evaluation Questions (KEQs) aligned to better understand the needs of Māori learners.

- Moderation continues to be a challenge however regular reporting to LQSC is enabling clearer oversight, via a traffic light system, of the status of this work. The Quality Team is also working with IT to investigate a SharePoint/BI dashboard moderation management system for implementation by February 2022.
- Faculty Academic Committees were introduced this year as a way of enabling and minuting specific academic quality discussions. The Terms of Reference, membership and reporting was based on the restructure from seven to three faculties. Further review is underway, in collaboration with Teaching and Learning, to determine if amendments to those and other associated approval and endorsement processes are required due to continued staff changes.
- Several NZQA programme monitoring activities are currently underway in relation to moderation and offshore online delivery. Concurrently an “Internal Health Check: Programme & Monitoring Quality Improvement Project” is also underway to determine readiness for external monitoring by *all* programmes. Areas for improvement can then be identified and mitigated or resolved, and good practice shared.
- The Targeted External Evaluation and Review (TEER) has been confirmed by NZQA to commence 03 May 2022. It will have three focus areas –
 - Focus Area 1 – Learner support (*Key Evaluation Question (KEQ): How effectively are learners/ākonga supported?*)
 - Focus Area 2 – Learner assessment design and practice (*KEQ: How effectively is learning assessed?*)
 - Focus Area 3 – Areas of strength (maximum of three) - selected by the ITP, in consultation with the Lead Evaluator

Next Steps

The key focus over the next six months is on the TEER. The external review provides Toi Ohomai with the opportunity to focus on achieving tangible outcomes within a specific timeframe, providing a shared organisational goal during this period of ambiguity and change within the wider operating environment. The approach to the TEER will be project-based, led by the Head of Academic Development & Quality, working with a core group of senior leaders who have specific evaluative skills and knowledge to champion and support the review. Toi Ohomai can concentrate on highlighting what its unique specialty areas are, how this is known and how the organisation can enhance and/or do better – the hallmarks of continuous quality improvement. Quality improvement is a continual process therefore does not have a defined end but must constantly strive towards better.

Agenda Item 9.1

To	Toi Ohomai Board of Directors	From	Leon de W Fourie Chief Executive
Title	Considerations in developing the 2022 Board Work Plan	Date	21 October 2021

Purpose

To frame key considerations for the Board in the development of the 2022 Board Work Plan.

Background

In 2021 the Board of Directors met monthly, alternating between 'Strategy Planning Sessions' and 'Board Meetings'.

The 2021 Board Work Plan covered the following governance areas:

- Annual Report and Accounts
- Strategy and Frameworks Updates
- Monitoring and Educational Performance
- People and Safety
- Governance
- Finance
- Academic

The link to the 2021 Board Work Plan could be found [here](#)

In the context of Toi Ohomai completing its transitioning into Te Pūkenga by the end of 2022, closer alignment with the key work streams of Te Pūkenga will enable a smoother transition; a focus on key priorities and deliverables; create greater visibility of the journey for staff; and improve confidence and wellness generally.

Te Pūkenga Charter has 9 outcomes that sets the sector expectations:

1. Give effect to Te Tiriti o Waitangi in all that we do.
2. Provide exceptional learning experiences and equitable outcomes for Māori.
3. Be learner centred. Recognise the diverse and unique needs of all learners, with a focus on the unmet needs of Māori, Pacific and disabled learners, and staff, to empower diversity, belonging, and wellbeing.
4. Partner with employers to deliver relevant work-integrated education that meets skills needs.
5. Be responsive and empowering to staff and learners.
6. Become a connected and future focussed education provider driven by innovation, collaboration, research, data driven decision-making and teaching excellence.
7. Delivering regional flexibility and nationally consistent outcomes. Create-barrier free access, mobility across, and clear pathways within the network for learners.
8. Become a sustainable network of provision creating social, economic, environmental and cultural wellbeing.
9. Focus on efficient and cost-effective delivery across the network.

Te Pūkenga Council has identified 5 current priorities which is a targeted manifestation of the Charter outcomes above:

1. A relentless focus on equity and ensuring participation – we honour and uphold Te Tiriti o Waitangi in all we do.
2. Delivering customised learning approaches that meet the needs of learners and trainees wherever they are.
3. Using our size and scale to strengthen the quality and range of education delivery throughout Aotearoa. Excellence in educational provision for all.
4. Services that meet the specific regional needs of employers and communities.
5. Transition educational services in a smooth and efficient manner.

Toi Ohomai Board of Directors established the following 8 Pou as key drivers for the subsidiary to continue to operate under over the next 14 months until the end of 2022:

1. Accessibility across the rohe - Maintain our level (volume & range) and location of delivery
2. Connect to the mahi:
 - Maintain capacity & capability to support students & institution - can't take anymore away from support levels
 - Want to maintain the high level of service to students and staff –
 - Minimise adverse impact of changes
 - Wellness of staff
3. Will look at specific areas where delivery volumes are down – normal good business practice – retrain, redeploy or efficiencies
4. Will continue to look at new delivery initiatives (including awareness of industry training / TITO initiatives)
5. Grow the next generation of leaders
6. Equity at forefront of mind & capability of staff
7. Commitment to network / Te Pūkenga (inc. TITO):
 - Look for reciprocal opportunities: to/from other subsidiaries; and to/from Te Pūkenga
8. All underpinned by sticking to our values

Toi Ohomai Senior Leadership Team have on the basis of the above focussed on 3 key areas of success, which will remain our focus for 2022:

- Driving towards Equitable Outcomes
- Staff Wellness, Capability and Organising Arrangements
- Financial Viability

Considerations in shaping the 2022 Board Work Plan

In 2021 the Board of Directors met monthly, alternating between 'Strategy Planning Sessions' and 'Board Meetings'. In the context of the above, it is proposed that:

1. The Board meets (in the main) every two months: 25 February, 29 April, 23 June, 26 August, 28 October, and 25 November.
2. Finance Audit and Risk Committee will be scheduled on the same day as the Board meetings on the following instances: 29 April, 23 June, 26 August and 25 November.
3. Te Kahui Matauranga engagements and other Board Strategy Sessions will be scheduled on the same days as any of the 6 dates already identified for Board meetings.
4. The 13 Toi Ohomai Strategies and related stated goals roll over to 2022, and progress reports are submitted to the Senior Leadership Team. These progress reports will not be placed on the Board Agenda, however links to the reports will be made available to Board Members on their Teams' Channel.
5. All Governance Compliance Reports and Accounts continue to be submitted to the Board

6. An integrated CE Report, that include Academic Committee decision points; Financials; Health, Safety and Wellness reporting; and high-level assessments of all surveys.
7. The Board Agenda to be shaped to align and give expression to the following 6 key Te Pūkenga workstreams:
 - a. Mana Te Tiriti o Waitangi – Māori Partnership and Equity:
 - Systems and services work well for Māori and respond to Māori learners and whanau aligned to Te Tiriti o Waitangi
 - Co-design approaches to meet expectations for Māori to success as Māori
 - b. Academic Delivery and Innovation:
 - Design & Plan qualification and regulatory framework supporting transformation of T&L models
 - Support deeper and wider engagement with academic staff to support change
 - c. Akonga at the Centre:
 - Develop learner Journey maps & undertake analytics to inform the Operating Model design
 - Unique needs of Māori, Pasifika, disabilities, LGBTQI+ are met
 - Develop momentum strategies to implement as we transition to the new Operating Model
 - d. Employer Aligned:
 - Develop employer journey maps & undertake analytics to inform Operating Model design
 - Needs of employers aligned throughout transformation
 - Develop a practical Implementation Plan to transition TITO arranging training function and capability
 - Develop Te Pūkenga readiness to provide WBL
 - Address key operational risks with TITO transitioning & integrate into Operating Model
 - e. Operations:
 - Develop new Operating Model that will achieve equity for targeted learner groups
 - Develop Implementation Plan from current to future state
 - Support collaboration of efficiency gains across the network
 - Respond to COVID-19 training needs
 - Improve accessibility for learners across the sector
 - Support reset of International Strategy
 - Physical footprint assessment and evaluation
 - Development of CAM policy and strategy; asset management information system and improvement plan
 - Develop Te Pūkenga Investment Plan
 - Establish Staff and Learner Committees
 - f. Change Leadership
 - Change Strategy developed and implemented
 - Lead staff through change and maintain capability
8. Special one-off meetings (or E-mail approval) may be required to align with specific Te Pūkenga deadlines (e.g. approval of Annual Report, Budget 2023, Risk Summary)

We will address our key areas of success in our reporting to the Board though:-

Key Success Area	Reporting
Driving towards Equitable Outcomes	Te Pūkenga workstreams: <ul style="list-style-type: none"> • Mana Te Tiriti o Waitangi – Māori Partnership and Equity: • Akonga at the Centre
Staff Wellness, Capability and Organising Arrangements	Te Pūkenga workstream: <ul style="list-style-type: none"> • Change Leadership
Financial Viability	Financials – Management accounts

We recognise that the Te Pūkenga work streams, operating model and implementation plan will continue to unfold during the first part of 2022, and could necessitate a review of the Toi Ohomai Board of Directors' Work Plan to ensure ongoing alignment and directional shifts where needed.

Next Steps

After receiving input from Toi Ohomai Board of Directors in relation to the above considerations, a final Board Work Plan will be submitted to the Board at its February 2022 meeting for approval.