

**OPEN MEETING OF THE BOARD OF
DIRECTORS**

Date: 30 April 2021

Time: 9.30am

Venue: IO87 Board Room, Mokoia Campus, Rotorua

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

9.30am - 10.45am

H&S Walk – Engineering, B Block – Rotorua

8.45am - 9.15am

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 Meetings – 26 February 2021 (Open Section of meeting)
6.	Actions / Matters Arising from the previous meeting (26.02.21) <div>6.1 Intro on Using Teams – Clarke Raymond 15 mins</div> <div>6.2 Te Ao Mārama Presentation – Stephen Porteners 15 mins</div>
7.	Correspondence <div>- Letter from Te Pūkenga dated 21.4.21 – Comfort Re Financial Year Ended 31.12.20</div>

8.	Reports: 8.1 Chair of Board 8.2 Te Tiriti –Mana Ōrite Quarterly Report 8.3 Chief Executive Report 8.4 Academic Committee 8.5 Financials 8.6 Health and Safety & Wellness
9.	Board Work Plan 9.1 International Strategy 9.2 Youth and Community Engagement Strategy 9.3 Māori Success Strategy 9.4 Staff Engagement Survey – Progress Against Priority Actions
10.	General Business

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 – Finance. Audit and Risk
2. Agenda Item 4 –Issues and Advocacy Register
4. Agenda Item 5 – Performance Monitoring
5. Agenda Item 6 – Board Work Plan
6. Agenda Item 7 – Opening New Bank Accounts

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
Member Nelson Hospital Development Governance Group -	Governance of the rebuild of Nelson Hospital (NMDHB appointment)
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 Rangitahi investment company

Ripeka Evans

Interest Declared	Nature of Business
Director, Chair, Northland Polytechnic Limited	Tertiary education Provider
Ripeka Evans, Sole trader Māori Development Specialist	Provides consultancy services to government, private, iwi and Māori organisations mainly but not exclusively in the Māori economic development, health, education, banking/finance and investment, media, human rights sectors.
Ripeka Evans Consultant to Te Papa Atawhai – Department of Conservation, Pharmacy Council of NZ – current contracts	Strategic governance, leadership and policy advice.
Panel Member Te Ao Māori Panel, Reserve Bank of New Zealand	Regulator / central bank
Trustee FW & A Evans Whānau Trust	Whānau Māori/land Shares & Assets
Materoa Dodd (partner), Council Member, Te Whare Wānanga o Awanuiāranga	Tertiary Education Provider (Te Whare Wānanga o Awanuiāranga)
Claimant Wai 2700/Wai 2260, Wai 381	Mana Wāhine Tai Tokerau, Māori Women's Claim's to the Waitangi Tribunal
Director, Deputy Chair Ngāpuhi Investment fund Limited	Acquisition & Investment of Assets for Ngāpuhi /Iwi Treaty Settlement
Trustee Courageous Conversations Aotearoa Foundation	Racial Equity and Social Justice
Consultant Momentum Consulting	Strategic governance, leadership and policy advice

Consultant Provincial Development Unit, Ministry of Business Innovation & Employment	Strategic governance, leadership and policy advice
Specialist Advisor Te Arawhiti, The Office for Māori Crown Relations –	Strategic governance, leadership and policy advice
Consultant Pharmacy Council of NZ	Pharmacist education and regulation/registration

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 26 FEBRUARY 2021 AT THE WINDERMERE CAMPUS, TAURANGA**

PRESENT:

Board of Directors

Cathy Cooney (Chair)

Ripeka Evans (Deputy Chair)

Leith Comer

Tania Hodges (*via zoom*)

Niwa Nuri

Ngaroma Tahana

Board support roles

Anthony Robertson (Company Secretary)

Valda Bryson (Board Secretary)

IN ATTENDANCE:

Executive Team

Dr Leon de W Fourie (Chief Executive)

Clarke Raymond

Huia Haeata

fpBrian Dillon

Jeni Fountain

Kieran Hewitson

A welcome was extended to Huia Haeata, Executive Director, Tiriti Partnerships, attending her first Board meeting.

2. APOLOGIES

All present

3. REGISTER OF INTERESTS/DECLARATION OF CONFLICTS

Amendments to the register:

C Cooney - Remove West Coast DHB Hospital Development Partnership Group

T Hodges – Remove Member of the Independent Whanau Ora Advisory Group

No conflicts of interest were declared.

It was noted that all members of the Board are having problems accessing Teams.

Action 1:

At the commencement of the next meeting a brief intro on using Teams to be provided.

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 – 27 November 2020

Resolution: TOI21/01

RESOLVED that the minutes of Toi Ohomai Institute of Technology Ltd Subsidiary Board meeting held on 27 November 2020 be approved.

C COONEY / N NURI

6. ACTIONS/MATTERS ARISING:

27 November 2020

Action 1: Dr Fourie to provide a report on the SLG meeting outcomes and load into the Board Channel on Teams – The report is available on the Board Teams Channel via link [Te Kahui Mātauranga Practical Projects](#)

7. REPORTS

7.1 Chair of Board

The Chair briefly spoke to the topics covered in her report and disappointment was expressed that the new operating model doesn't go to the Minister for sign off until November 2021 which leaves institutions operating in a vacuum in the meantime. However, the transition pathway does give some idea of what is intended for the year.

In regard to the Group Debt Financing system, it is hoped the documents for this will come through next week and when received two physical Board member signatures will be required. At this time Anthony Robertson will check who is available to do this.

The language of Employer/Industry as Client was raised with Management reporting that for some time now it has been clear that the institution has two clients and are in the process of setting up a business development area focused on industry and iwi. The link between the learner and where they end up in the workforce has previously not been so explicit.

7.1.1 Board and Te Kāhui Mātauranga Strategic Planning Day – 26.03.21

Huia Haeata presented an outline for the preparation for the Board engagement with Te Kāhui Mātauranga on 26 March and advised she was meeting next week with Erena Mikaere (TKM Secretariat), to confirm arrangements.

Ripeka Evans questioned where the conversation about targets sits, what these targets are and expectations we want to encourage and set. Leon Fourie indicated that some work has been done unpacking these to see what is in train and whether there is a link with what TKM want and what Management have in the system and there are some gaps. In the end it comes down to what is the fundamental change we are looking for and how do we get there. The question was also raised as to whether we know the needs of Māori students who are enrolling and what are the completion rates. Management responded that this information is available and would be brought back as part of future engagement with the Board and TKM as well as integrated in the Māori Data Project, which will also provide a breakdown by iwi.

Tania Hodges suggested that it would be helpful to also have some time scheduled at the start of each of the Strategy Planning Days to interact more informally with TKM members.

Resolution: TOI21/02

RESOLVED that the Board and Te Kāhui Mātauranga Strategic Planning Day agenda be received.
N NURI / L COMER

7.1.2 Subsidiary Board Chairs meeting with Te Pūkenga Council – 09.01.21

Received for information

7.1.3 Te Pūkenga Letter of Expectations – 15.05.20

The Te Pūkenga Letter of Expectations 15.05.20 was included in the Board pack to help refocus the Board.

7.1.4 2021 Transition Pathway for Te Pūkenga

Dr Fourie then presented an overview of the 2021 Transition Pathway for Te Pūkenga, providing an updated view of progress and prioritisation against the Letter of Expectations. This included a story of where we are at currently, what Te Pūkenga identifies as the issues for this year and associated risks, together with Te Pūkenga priority expectations and high levels plans for 2021.

Thanks were extended to Leon Fourie and Clarke Raymond for the comprehensive paper, with the Board noting it was good to connect up what Te Pūkenga is wanting from the subsidiaries.

Resolution: TOI21/03

RESOLVED that the Chairs report and associated papers be received.

C COONEY / N NURI

7.2 Chief Executive Report

Dr Fourie elaborated on a number of points in his report including successful settlements with the two Unions for a 2-year term; the request from Te Pūkenga for Anaru Timitimu to work for them part time on customer engagement; Kelly-Anne Panapa (Head of Māori Success) secondment to Te Pūkenga for a year to work on the Ākonga at the Centre workstream and Dr Shane Edwards fixed term appointment to lead the team at Toi Ohomai Institute during this period and finally, Toi Ohomai's continued support of RoVE and Te Pūkenga through continued active involvement in a number of working groups. He advised Te Paetawhiti self-assessment would form part of the discussions for the March Board-TKM Strategy Day.

Leith Comer made note of the Whakatane Mill closure with the loss of 200 jobs and whether Toi Ohomai had been responsive to this news, to which Brian Dillon reported contact had been made with the Mill and a Toi Ohomai staff member was due to visit to discuss ways Toi Ohomai could be part of the support and response system.

Ripeka Evans thanked Dr Fourie for attending the pohiri for Toa Faneva, the new CE for NorthTec and Ripeka was thanked for attending and presenting the handing over of the cheque for \$4,500 to Ōpōtoki's KO Kollektive Trust.

Resolution: TOI21/04

RESOLVED that the Chief Executive's report for February 2021 be received, together with thanks extended for the hard work everyone is doing.

L COMER / N NURI

7.3 Academic Committee

In response to a question in regard to the role of the Board in terms of the Academic Committee, Kieran Hewitson advised that subsidiaries have a mandate from Te Pūkenga Poari Akoranga for delegated authority and is a sub-committee of the Board. Any major areas of concern raised at Academic Committee or changes to statute or policies outside of Statute will come directly to the

Board. At this point in time there is no connection between the Te Pūkenga Poari Akoranga Board and subsidiary Academic Committees.

The Academic Committee report was taken as read.

7.4 Financials

Anthony Robertson presented the financial summary for 2020 as at 31 December 2020 noting that the year started well with strong international enrolments and finished well, due to prudent expenditure, it has just been the period in the middle with COVID impact. He highlighted that some of the key elements for 2020 - strong international numbers and the Government funding guarantee - won't be available to the institution this year (2021). However, he noted that domestic enrolments for 2021 are doing well but strong targets have been set against a \$6.4m deficit which internally needs to be reduced. Plans are in place for a 3% savings across the organisation this year and this will also assist in offsetting the union staff pay increase which was not included in the 2021 budget.

Resolution: TOI21/05

RESOLVED that the Financial report be received.

N NURI / R EVANS

7.4 Health and Safety & Wellness

Of note in the Health and Safety & Wellness safety summary performance for 2020 was no notifiable injuries for the year resulting in 251 working days with zero harm and the response to the WorkSafe actions at the Waipa Saw Mill. Near misses are increasing year-on-year which is a good thing as in the long run this eliminates serious injury.

Ripeka Evans questioned the numbers reported for medically treated injury and non-medically treated injury and what happened in between 2018 and 2019 for such a change in numbers. This was explained as in part being due to the lock down and less people on campus and also towards the end of 2019 the reporting system was digitised making it easier to report incidents. Also, some of the items previously categorised as 'non-medically treated injuries' are now more accurately recorded as a 'near miss'.

Action 2:

Dr Fourie to follow up with the Health and Safety team re the numbers for Medically treated injuries and Non-medically treated injuries between 2018 and 2020 to confirm.

Dr Fourie advised that the regular pre-Board H&S walks would resume for the next Board meeting.

The Health and Safety & Wellness report was received.

8 BOARD OF DIRECTORS - WORK PLAN

8.1 Teaching and Learning Strategy – Te Toi Roa Strategic Plan

The Teaching and Learning Strategy – Te Toi Roa Strategic Plan, was taken as read.

Thanks were extended to the Deans for all the work has gone into this, noting it was good to see the connection with Values and Goal Setting.

Resolution: TOI21/06

RESOLVED that the Teaching and Learning Strategy – Te Toi Roa Strategic Plan, be received.

C COONEY / L COMER

9. GENERAL BUSINESS

There were no items of general business.

RESOLUTION TO EXCLUDE THE PUBLIC AND MOVE INTO THE CONFIDENTIAL AGENDA

Resolution TOI21/07

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 TAHANA

Chairperson:

Date:

ACTIONS– 26 February 2021

Action	Action	Responsibility
1	At the commencement of the next meeting a brief intro on using Teams to be provided.	Clarke Raymond / Anthony Robertson
2	Dr Fourie to follow up with the Health and Safety team re the numbers for Medically treated injuries and Non-medically treated injuries between 2018 and 2020 to confirm	Leon Fourie

Board Meeting –Open

Open Actions

26 February 2021

Number	Actions	Response	Status
Action 1	At the commencement of the next meeting a brief intro on using 'Teams to be provided.	Clarke Raymond will provide Board members with a 15-minute presentation on 'Teams' at the meeting.	Completed
Action 2	Dr Fourie to follow up with the Health and Safety team re the numbers for medically treated injuries and Non-medically treated injuries between 2018 and 2020 to confirm	A year-on-year comparison of all incidents from 2018 to 2020 has been included in the HSW report. The total number of incidents have reduced from 199 in 2018 to 155 in 2020.	Completed



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tepūkenga.ac.nz

21 April 2021

Cathy Cooney
Board Chair
Toi Ohomai Institute of Technology Limited
By email: cathy@kowhaihealthassociates.co.nz

cc Leon Fourie
Chief Executive
Toi Ohomai Institute of Technology Limited
By email: leon.fourie@toiohomai.ac.nz

Tēnā koe Cathy

Letter of Comfort Re Financial Year Ended 31 December 2020

To support the approval of the financial statements for the Financial Year Ended 31 December 2020, Te Pūkenga – New Zealand Institute of Skills and Technology (**Te Pūkenga**) hereby provides this letter of comfort that it will provide financial support to assist its 100% subsidiaries meet their liabilities as and when they fall due, but only to the extent that funding is not otherwise available to meet the same.

Te Pūkenga Council has agreed to a Borrowing Consent of up to \$125 million for the Te Pūkenga Group as offered by the Secretary for Education. The group-wide debt financing arrangements (up to \$125 million) are being finalised with Westpac Bank as part of a central treasury function. All Te Pūkenga subsidiaries have entered into group-wide intra-group loan and cash pooling agreements that will be utilised to ensure funding is provided in the future consistent with Te Pūkenga Operational and Financial Parameters Direction Proforma (**OFP**).

This document is a comfort letter. As such, whilst it is given in good faith, it does not and is not intended to create legally binding obligations beyond those already set out in the OFP. This letter of comfort remains valid for 24 months from the date of this letter.

Nā māua, nā

Murray W. Strong
Chair

Stephen Town
Chief Executive

To	Toi Ohomai Board of Directors	From	Cathy Cooney, Chair
Title	Chair's Report	Date	30 April 2021

PURPOSE

To provide a summary of the Chair's activity during March/April 2021. It has largely involved forward planning and graduation celebrations.

Two Weeks of Celebration – Graduations for 2019 and 2020

The past month has been one of celebration as the 2019 and 2020 graduates crossed the stage to receive their Certificates, Diplomas, Bachelor's Degrees, Post Graduate Diplomas and Master's Degrees. My sincerest thanks and admiration to the Events Management Team on the professional way they led the graduation logistics – it was a mammoth task to hold 12 ceremonies across 6 locations over two weeks and each ceremony was a true celebration of success. Feedback from the graduates, their families and the wider communities in each area was positive of the way the ceremonies were conducted and the celebratory atmosphere. A sincere thanks also to Leon and the ELT members for their presence and support of the ceremonies and the organising team, to Niwa who attended the Whakatane and Taupō ceremonies, and to Tania who attended two of the Rotorua ceremonies and the parade.

28 May Board Strategy Day – Engagement with the Interim Regional Skills Leadership Group

With 20 months to go until December 2022 it is important for us to engage proactively at a governance level with the Bay of Plenty Interim Regional Skills Leadership Group (iRSLG) which is now established. This will be an opportunity to speak to the core drivers of both Toi Ohomai and the iRSLG and for a discussion about how to keep strong forward momentum for our region during the reform implementation. Such conversations are timely to ensure that learners, iwi, industry, and communities flourish in the new unified vocational educational system. Please take note the update provided in the CE Report on the BoP iRSLG activities since its establishment in mid-2020.

Other considerations for our Strategy Day could include an engagement with David Strong who leads out the Reform of Vocational Education (ROVE) programme, progress with the establishment of Workforce Development Councils (WDCs) and/or an opportunity for a deeper dive into Te Pūkenga strategic direction, expectations, and workstreams.

Te Pūkenga meeting of the Subsidiary Board Chairs and CEOs, 14 May 2021.

There is a meeting of the Subsidiary Board Chairs and CEOs scheduled 14 May which is likely to provide an update on progress with the operating model and with the timeline for transition of the ITOs. Recruitment of members to the six Workforce Development Councils is now progressing following the announcement of the recruitment panels and how Subsidiary Boards interface with the WDCs is also likely to be discussed.

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

Agenda Item 8.2

To	Toi Ohomai Board of Directors	From	Huia Haeata Executive Director Tiriti Partnerships
Title	Mana Ōrite Quarterly Report – Q1, 2021	Date	21 April 2021

Purpose

This report provides an update on Mana Ōrite Tiriti Relationship Agreement activities for the period January to March 2021.

Key Points

During this reporting period – January to March 2021, activity has centred on a “review and reset” of the Mana Ōrite Plan, with a focus on confirming the 2021 joint work priorities between Te Kāhui Mātauranga and the Toi Ohomai Board.

Table One provides an overview of progress since the last Mana Ōrite Quarterly Report in August 2020. A priority (and challenge) for Toi Ohomai through to December 2022 will be maintaining positive Tiriti relations with Te Kāhui Mātauranga by delivering on the obligations of the Mana Ōrite Tiriti Relationship Agreement, alongside the “monitor and pivot/respond” function required as the transition work programme driven by Te Pūkenga progresses.

A summary of the strategic challenges and opportunities within the reporting period include:

- Delays in progress were experienced in 2020 due to having to divert resources from internal functions to external activity associated with the transition work programme driven by Te Pūkenga e.g. NZIST leadership and Tiriti o Waitangi Excellence workstream. COVID-19 also saw both parties focus attention (and resourcing) on responding to the needs of their own communities, partners and stakeholders through the pandemic.
- Huia Haeata was appointed Executive Director Tiriti Partnerships in February 2021, following Ana Morrison’s departure in November 2020 to take up a Deputy Chief Executive role at Te Pūkenga. While “business as usual” activity continued during this time, the implementation of Mana Ōrite activities was largely put on hold. A draft workplan for Tiriti Partnerships Directorate is being developed, based on an integrated approach to achieving equitable outcomes for Māori i.e. Mana Ōrite Tiriti Relationship Agreement, NZIST Charter and Letter of Expectations (LoE), Toi Ohomai KPIs.

- The work programme for the transition to Te Pukenga is both complex and significant. As identified in 2020, the transition of Mana Ōrite (1 April 2020 to 31 December 2022 and referred to as Mana Ōrite Transition Project) has three separate workstreams:
 - **1. Maintain:** Ensure the local relationship and undertakings continue to be delivered on and relationship maintained. This includes the pre-ROVE planned workplan to operationalise Mana Ōrite within the organisation's operations, and developing the campus-based hau kainga hapū relationships; and
 - **2. Evolve:** Evolve the present Mana Ōrite framework to ensure longevity of relevance and influence within Te Pukenga both locally and nationally; and
 - **3. Innovate:** Lead the activation of the system-level shifts that the Mana Ōrite framework anticipated (eg. for example, activities from Sir Mason Durie 'Mana Ōrite futures' thought leadership), to influence Te Pukenga and equity for Māori in education more generally.

Each of these workstreams will require different activities and associated projects, some of which have already been developed collaboratively by Toi Ohomai and Te Kāhui Maturanga e.g. 2021 joint work priorities. As noted in Table One, several deliverables are currently sitting 'At Risk' status due primarily to resourcing challenges.

- In March, Te Kāhui Maturanga and Toi Ohomai Board agreed joint work priorities for 2021 including associated timelines. Te Kāhui Maturanga has nominated members to act in an advisory capacity on several projects. This approach will ensure ongoing connectivity of Te Kāhui Maturanga to key outcomes, and extend their reach/influence to management and operational functions, as intended through the Mana Ōrite Framework.
- The most immediate challenge for Toi Ohomai is ensuring sufficient resources are allocated to deliver on the multiple yet connected pieces of work being progressed in 2021 and 2022. While existing resources will play a critical role, we are unlikely to see transformation (and at scale) at a system level or in terms of outcomes unless additional and targeted resource is allocated. Greater resourcing will also address the increased workload associated with responding to Te Pukenga transition monitoring and responsiveness function e.g. Te Pae Tawhiti and LoE requirements.

Background

Signed in 2018, the Mana Ōrite Tiriti Relationship and associated agreement is a cornerstone of the Toi Ohomai strategic approach to meeting the needs of the region and achieving the vision of empowered people and their communities. The approach is the local expression of the Crown/Māori relationship and is how Toi Ohomai approaches the delivery of its Tiriti obligations, as a Crown entity. The key points outlined in the Mana Ōrite Tiriti Relationship Agreement are:

- Te Kāhui Mātauranga will be responsible for guiding the Toi Ohomai Board and Toi Ohomai in relation to ensuring Māori achieve educational success as Māori.
- Decisions made by Toi Ohomai will contribute towards making a sustainably positive difference for, and with Māori.
- Joint decisions made by Te Kāhui Mātauranga and the Toi Ohomai Board contribute to Māori students enjoying and achieving education successes as Māori.
- Te Kāhui Mātauranga will provide input and guidance to help shape the strategic and operational fabric of Toi Ohomai to ensure Toi Ohomai is able to meet the educational aspirations of Māori learners and iwi throughout the region more effectively.

Together, we have committed to progressing the following:

- Education delivery should align directly with the needs, interests and aspiration of iwi collectively and individually
- Strategic engagement of iwi in shaping the strategic, executive and implementation fabric of the sector
- Strategic engagement of iwi in shaping tertiary education provision for Māori
- A mana ōrite partnership approach to tertiary education to optimise the system's effectiveness as it relates to Māori educational outcomes.

In response to the uncertainty of the RoVE changes, in April 2019 we reaffirmed our commitment and agreed the following desired outcomes of living the Mana Ōrite Tiriti relationship:

- Mana Ōrite Tiriti Relationship: He hononga whakapumau (an enduring partnership that is meaningful and grows together)
 - Prosperity through Regional and Community Sustainability: Oranga whānui (holistic prosperity)
 - A Life-course Approach to Learning: Mai te kōpu o te whāea, ki te kōpu o Papatuānuku (from birth to death)
 - Mana of Mātauranga ā Iwi for Educational Success: An iwi led, integrated approach to learner success that has measureable impact.
 - Intergenerational Wellbeing: Mā te mahi ka ora ai ngā uri (wellbeing for all in the region, including industry).
-

Table One: Toi Ohomai Mana Ōrite Framework and Agreement Deliverables

Mana Ōrite Agreement Deliverable	Traffic Light	Commentary	Next Steps
Mechanisms to influence Māori education outcomes		<p>Regulatory Framework and Academic Architecture: Previously <u>At Risk</u></p> <ul style="list-style-type: none"> Sustained and valuable contribution by Executive Dean Academic Excellence and Maori Success to Te Pukenga Delivery and Academic Workstream, specifically through membership on the Academic Board/Poari Ākoranga as well as a 0.2 FTE secondment. The Māori Success Strategy is being refreshed, and includes a more acute focus on reporting Māori/Iwi Learner data, at all levels of the organisation and cognisant of the (draft) Iwi Success Measures. 	<p>Continued focus on ELT/Senior Leadership participation in Te Pukenga Workstreams, including and Partnerships and Equity</p> <p>Implement refreshed Maori Success Strategy and reporting framework.</p>
TKM SLG and Board engagements		<p>Previously <u>On Track</u></p> <p>While the Strategy Workshop planned for March between Te Kāhui Matauranga and Toi Ohomai Board was cancelled, joint work priorities for 2021 were confirmed at an SLG hui held on 19 March and agreed by the full Toi Ohomai Board on 26 March. Key outputs being progressed in Q2 and Q3 include:</p> <ul style="list-style-type: none"> Implementation of 2021 joint work priorities – Iwi Success Measures, Te Ōritetanga Collaboration Project, Iwi/Māori Vocational Education Pathways, Māori Data Project, and Bicultural Competency Framework. Activation of the Mana Ōrite Framework through the Iwi Clusters (albeit delayed) and Hau Kāinga deliverables. 	<p>Monitor and report progress in Q3 Mana Ōrite Report</p>

		<ul style="list-style-type: none"> Engagement schedule for 2021 confirmed – SLG hui dates: 19 March, 2 June and 17 September; Joint Strategy Workshop: 24 September. Possibly hosting of Iwi Forum (national) to discuss and share experience of Mana Ōrite Model (an approach has been made to Te Kāhui Matauranga by Ana Morrison, Deputy Chief Executive Partnerships and Equity) 	
Iwi Clusters		<p>Previously <u>At Risk</u></p> <p>Delayed - this work will proceed in the second half of the year.</p> <p>Instead, Toi Ohomai will leverage off the Māori/Iwi Vocational Education Pathways Project to gather insights into iwi needs and aspirations, as a starting point to strengthen iwi relationships and discuss opportunities for more localised responses e.g. contextualized programme delivery.</p>	<p>Implement the Māori/Iwi Vocational Education Pathways Project</p> <p>Monitor and report progress in Q3 Mana Ōrite Report</p>
Hau Kāinga		<p>Establishment of Five Hau Kāinga Komiti: Previously <u>At Risk</u></p> <p>Required to create momentum for Te Kāhui Matauranga Framework activity as well as meet Charter and LoE requirements. Toi Ohomai focus is to activate the Mana Ōrite Framework at the campus hau kāinga level through projects as catalysts to refine local relevance and application. A number of projects from 2020 will be progressed in the current year:</p> <ul style="list-style-type: none"> Poike Waharoa with Ngāi Te Ahi (<i>Facilities, Tiriti Partnerships with support from Head of Strategic Relationships</i>) Taupō Campus Development with Ngāti Tutemohuta (<i>Facilities, ELT and Tiriti Partnerships- Kaitiaki Māori</i>) Tangatarua Marae Governance with Ngāti Whakaue (<i>Tiriti Partnerships – Kaitiaki Māori</i>) 	<p>Monitor and report progress in Q3 Mana Ōrite Report</p>
Mana Ōrite Plan Project update		<p>Previously <u>At Risk</u></p>	<p>Gain approval for additional resources by May.</p>

		<p>Joint work priorities for 2021 were confirmed at Te Kāhui Matauranga and Toi Ohomai SLG Hui on 19 March, and agreed by the full Toi Ohomai Board on 26 March - Iwi Success Measures, Te Ōritetanga Collaboration Project, Iwi/Māori Vocational Education Pathways, Māori Data Project, and Bicultural Competency Framework.</p> <p>The 2021 work priorities include several projects expected to be delivered in 2019 and 2020. Additional resources are required to ensure Toi Ohomai is able to meet the revised timelines set for 2021.</p>	<p>Monitor and report progress in Q3 Mana Ōrite Report</p>
<p>Investment Plan and SSPs: Joint development of Investment Plans and Māori Success SSPs</p>		<p>Previously <u>At Risk</u></p> <p>As noted previously, TEC and Te Pukenga changed the Investment Plan process so that only Mix of Provision is required of subsidiaries. This indicates that the Investment Plans will not be within the scope of influence and control of this Agreement.</p> <p>Our portfolio of programming, however, does provide an opportunity for Te Kāhui Matauranga and Toi Ohomai to collaborate. In particular, the Māori/Iwi Vocational Education Pathways Project provides an opportunity to explore the potential for developing localised responses e.g. changes to existing programmes and/or new provision.</p> <p>Māori Success SSPs will continue to remain relevant and will be increasingly cognisant/aligned with the Iwi Success Measures, mentioned above.</p>	<p>Implement the Māori/Iwi Vocational Education Pathways Project</p> <p>Integrate and report on the Iwi Success Measures, as part of Toi Ohomai Performance Framework</p> <p>Monitor and report progress in Q3 Mana Ōrite Report</p>
<p>Alignment with Iwi aspirations</p>		<p>Previously <u>Delayed</u></p> <p>As a part of the review/reset of activities, Toi Ohomai will leverage off the Māori/Iwi Vocational Education Pathways Project to gather insights into iwi needs and aspirations, as a starting point to strengthen iwi relationships and discuss opportunities for more localised responses e.g. contextualized</p>	<p>Implement the Māori/Iwi Vocational Education Pathways Project</p> <p>Monitor and report progress in Q3 Mana Ōrite Report</p>

		programme delivery. This piece of work is included in the 'Maintain' workstream of the Mana Ōrite Transition Project.	
Appointment Influence		<p>Previously <u>Delayed</u>.</p> <p>Project to develop Recruitment and Induction procedures (with Te Kāhui Matauranga Secretariat) was put on hold until Te Pukenga HR workstream provides detail on levels of delegation. Executive Director Student and Staff Engagement and Experience is part of Te Pukenga 'People' Working Group.</p> <p>Te Pukenga Director People and Culture has been recruited, this role is responsible for design and deployment of Te Pukenga HR processes and policy. This is a key area of focus for the Mana Ōrite Transition project under the 'Evolve' workstream. Executive Director Tiriti Partnerships will request an update on the ability for a Mana Ōrite approach/influence on Te Pukenga HR processes and policy.</p> <p>Huia Haeata was appointed as Executive Director Tiriti Partnership in March. Te Kāhui Matauranga, as well as a Te Arawa representative, was represented on the recruitment/interview panel.</p>	<p>Contact Te Pukenga Director People & Culture regarding Mana Ōrite approach/influence on the design and deployment of HR processes and policy.</p> <p>Monitor and report progress in Q3 Mana Ōrite Report</p>

Agenda Item 8.3

To	Toi Ohomai Board of Directors	From	Leon de W Fourie Chief Executive
Title	CE Report	Date	30 April 2021

PURPOSE

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

RECOMMENDATION: That the Board receive the Chief Executive report covering the period 01 March – 30 April 2021

1. People

Graduation: Over the past two-weeks we have been celebrating our student success at graduations around the rohe.

Due to COVID-19, the institute was unable to graduate students across the stage in 2020 so over two weeks, six locations and twelve ceremonies we graduated over 1500 students that finished their studies in 2019 and 2020.



Graduation photos can be viewed [here](#).

Orientation events: Orientation events were temporarily put on hold when we went into Level-2 in late February, however it was exciting to be able to run these for our students in early March.

Held at all campuses around the rohe it gave students an opportunity to find out what services are available at Toi Ohomai, meet our staff and find new friends along the way.



2. Stakeholder Engagement and Building Partnerships

Te Pūkenga: We continue to be heavily involved in a range of Te Pūkenga workstreams and projects.

Capital Asset Management: KPMG are facilitating the Capital Asset Management strategy for Te Pūkenga which has included a current state assessment of Te Pūkenga assets across the network. We have recently received a “placemat” analysis of our building stock which has confirmed that our assets are in a relatively good condition. Moreover, it was pleasing to read that there were no high-priority material buildings identified. This information will be used by Te Pūkenga as part of the Capital Asset Management strategy. In addition, Te Pūkenga are finalising a Strategic Asset Management Plan (SAMP) which sets out the links between network level organisational goals and specific asset management objectives and how these will be met to support the delivery of Te Pūkenga educational priorities.

Risk Management: Following data collection and workshops last year whereby PwC carried out extensive work to understand risk maturity across the network. Guided by that work, and the current stage of the transformational work, Te Pūkenga will soon be finalising its Enterprise Risk Management Framework document (Framework Document). Te Pūkenga will then soon be working with our “Risk Champion” (Anthony Robertson) to assist in raising the profile of risk management in each ITP ensuring we are using the same language and have a shared understanding of risk and to implement the Framework Document at Toi Ohomai.

Health, Safety and Wellbeing: A similar approach to risk management is being developed for Health, Safety and Wellbeing. A reporting framework has been adopted and Te Pūkenga will be working with each ITP to support and enhance health, safety and wellbeing across the network. A Te Pūkenga Council Health, Safety and Well-being Committee is being set up with a workplan for 2021 to include setting up a reporting framework and undertake independent assessments. The deliverables within the workplan are intended to ensure the foundations of a health and safety management system is established within Te Pūkenga, thereby enabling the organisation to meet its obligations and commitments, as well as prepare for continual transition and transformation work within the network.

Treasury Management: Te Pūkenga Council has agreed to a Borrowing Consent of up to \$125 million as offered by the Secretary of Education, and that group-wide debt financing arrangements (up to \$125 million) are being finalised with Westpac Bank as part of a central treasury function. All ITPs have entered into group-wide intra-group loan and cash pooling agreements that will be utilised to ensure funding is provided in the future consistent with Te Pūkenga Operational and Financial Parameters Direction Proforma (OFP). To support the current audit processes letters of comfort are being sent to each subsidiary in respect of the provision of financial support to assist subsidiaries meet their liabilities as and when they fall due, but only to the extent that funding is not otherwise available to meet such liabilities. Toi Ohomai is ready to transfer its treasury deposits to Te Pūkenga when they are ready and as they mature.

Toi Ohomai & EIT: The dual role provided by Anthony Robertson to EIT is going well. In addition to providing the required Executive lead and support to their Finance Team, Executive, CEO and Board, Anthony is providing linkage between the organisations facilitating meetings for our Executive Deans, HR and Finance. I am also pleased to report that Toi Ohomai and EIT were the first two Annual Reports to be received by Te Pūkenga – further enhancing our reputation.

Rotorua Lakes Council provides additional support for the completion of iSite commercial café: Industry feedback has indicated that graduates need to be more ‘employment ready’ to be able to walk into the fast-paced world of commercial hospitality. Taking this feedback onboard, Toi Ohomai has decided to give students the most realistic learning experience possible by establishing and operating a commercial café in the heart of the CBD. Students will learn to provide excellent service while coping with real deadlines and real customers.

In partnership with Rotorua Lakes Council (RLC), Toi Ohomai is to open a top-end commercial café in the Rotorua iSite building. It will be managed and operated by a highly trained and experienced team, providing top quality service at what will be a destination café space for tourists and the local community. 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 project has experienced significant delays due to structural issues identified to the building during the construction phase. COVID added additional complexity to the original 2020 November deadline. A recent meeting with RLC has confirmed that all structural issues will be addressed and funded by RLC. A further meeting was held to discuss the viability of this project in the current economic environment and as a result RLC have committed an additional \$180,000 from the economic recovery fund to design and build an extensive covered outdoor dining area to strengthen the profile of this initiative.

Newly established group of Rotorua Business Leaders: Geoff Rice, Owner of Gold Coast Investment Limited, Waikanae Finance and CPM Kiwi, pulled together 10 business leaders (7 Maori leaders), including Leon, into a new forum to significantly push the business development agenda for Rotorua and more specifically for Maori. The group intends to appoint a key business leader to drive targeted infrastructure and development initiatives on behalf of Rotorua on the political, investment, community, financial and project delivery fronts. A next meeting of the group will be held at Toi Ohomai to further scope out its Terms of Reference, membership and the business leader appointment.

Cert4Rugby launched: Delivery of the two level 4 qualifications branded as ‘Cert4Rugby’ started the beginning of March in Tauranga. Our initial cohort has ten students, and we employed a staff member at 0.6 from the Bay of Plenty Rugby Union to teach on the programme (alongside current Sport staff). Whilst the intention was to deliver across three campuses; Tauranga, Rotorua and Whakatane; recruitment numbers were low, and the approach to recruitment is being re-evaluated for 2022. Jeni Fountain continues to work directly with the BOPRU through Ati Aaifou-Olive (Pathways and General Manager) and

Rodney Gibbs (Director of Women's Rugby/Volcanix Head Coach) regarding programme delivery and recruitment; whilst a wider group including Strategic Partnerships, and marketing work collectively with additional BOPRU members on the 'total' partnership package; including sponsorship alignment.

Charity House: Since its inception in 2013, the Charity House Project – in conjunction with Sunrise Rotary – has raised over \$200,000 for Rotorua locals. This year six recipients received funds to continue providing vital work in the community.



View the story [here](#).

Toi Ohomai sponsors the Holi Festival in Rotorua: A firm favourite on the calendar for Rotorua international residents is Holi. Supported by Rotorua Lakes Council (Mayor Steve Chadwick) and sponsored by Toi Ohomai and the Multi-Cultural Council the day was a huge success.



Toi Ohomai in the news: We continue to receive positive media exposure both locally and nationally.

[High demand for practioners with a Level 6 massage qualification has resulted in a collboration between Wintec and Toi Ohomai.](#)

[New Executive Director appointed at Toi Ohomai, with a focus on strengthening iwi relationships and cultural integrity.](#)

3. Innovation and Supporting Innovation

HoloLens Augmented Reality: Toi Ohomai nursing students will have a new way of learning thanks to augmented reality technology.

Nursing students at the Institute are now able to examine different parts of the body and see how they interact with each other thanks to HoloLens mixed reality smart glasses. The HoloLens glasses allow the user to study a virtual human body in 3D. Tutors can create modules for students, which provides them with an opportunity to look at and dissect a particular system and highlight different organs.

The students can then control the body and organs, making them tilt, rotate or enlarge. HoloLens 2 has been available in New Zealand for the past two years, and this year's intake of nursing students will be the first at Toi Ohomai to utilise the technology.

Find out more, and watch our tutors in action on You Tube [here](#).

Taonga for Ngāti Pikiao whānau: A book focused on intergenerational positive ageing is set to become a taonga for Ngāti Pikiao whānau for generations to come. Kōeke – Ā kō ake nei was launched by Ngāti Pikiao Iwi Trust recently at Te Tākinga, Hohowai marae in Mourea, by the shores of Lake Rotoiti.

The book is the culmination of a multi-year research project, led by Ngāti Pikiao and funded by the Health Research Council, that focused on intergenerational positive ageing for Ngāti Pikiao elders. Toi Ohomai was proud to be a research partner of the project.

The book contains stories of nineteen Ngāti Pikiao elders who spoke with researchers about their lives, and in particular what had contributed positively to their ageing, drawing on their lived experience and deep knowing.



4. Sustainability

Bay of Plenty Interim Regional Skills Leadership Group (iRSLG) - Progress Update: The iRSLG will (alongside the Workforce Development Councils) play a significant role going forward in ensuring the sustainability/viability of education and training across our region. The BoP iRSLG is set up to better meet the differing skills and workforce needs across our region. Our labour markets will be better coordinated with more aligned decision-making by employers, workers, educators, schools and agencies. Ultimately the iRSLG will identify workforce and skills needs for the Bay of Plenty, both now and in the future, and advise on actions to cultivate these. Below is an update on the BoP iRSLG progress since establishment in mid-2020, with some analysis in relation to what it all means for Toi Ohomai.



Bay of Plenty Overview – March 2021

1. Primary Industries in the region have been impacted much less by COVID-19 than what was forecast but some Primary Industries are struggling with on-going labour shortages as is the Horticulture sector
2. Job losses are predominantly in tourism, retail, hospitality and construction sectors
3. Employers are shifting to an increased use of casual and fixed-term workers
4. The most affected demographics are Māori, youth and women
5. A new cohort of affected workers are sole traders or small business owners aged 40 years and over
6. Transition from Interim to Full RSLG takes place June 2021
7. Four initial areas identified to map skill pipeline:
 - Horticulture
 - Health
 - Wood Manufacturing
 - Technology

Opportunities

1. The Health and Wellbeing sector has the potential to create sustained employment opportunities.
2. Labour shortages in the Primary Industries represent a clear opportunity for employment
3. The high number of 'shovel ready' construction projects, Department of Conservation initiatives and other Provincial Growth Fund projects represent excellent opportunities to redeploy sections of the local workforce impacted by COVID-19

Challenges

1. Social equity and deprivation challenges faced by significant sections of the displaced workforce
2. The rurality/isolation of the potential workforce combined with the lack of public transport networks across the region and those without drivers licenses and/or cars

3. The seasonality of available work restricts people's opportunity to shift to full-time, permanent positions
4. The work readiness of the potential workforce and the need to provide ongoing pastoral support to retain talent and grow it.

Key outputs for iRSLG

Now - Local Insights Reports

- Monthly reports
- Regional intelligence on the immediate and medium-term impacts of COVID-19 and the challenges and opportunities

From June 2021 - Regional Workforce Plans

- Long term focus, updated annually
- Project labour supply needs
- Ensure regions have the right skills and workforce planning
- Include supply and demand viewpoints
- Will work alongside sector requirements for the region

What does this mean for Toi Ohomai?

- Well positioned to promote its mana ōrite co-governance and co-leadership model to iRSLG
- Opportunity to potentially lobby for the integration of iRSLG and Te Pūkenga into one model
- Toi Ohomai has great brand recognition and is perceived as the preferred vocational provider in the region
- Te Pae Tawhiti **Goal 1 Provision and Goal 2 Equitable Access** alignment provides an opportunity for Toi Ohomai to present a blueprint for training and skills development to underserved communities – aligned to iwi aspirations and industry need. We have some strong examples of this, particularly in Trades Academy.
- RSLG data analytics and recommendations to TEC on labour (and skills) requirements for the BoP will inform TEC funding, that decision will be critical to how well Te Pūkenga can deliver on Goal 1 & 2 of Te Pae Tawhiti
- Need more information and insights into the role of Māori economy and Iwi enterprise
- Stronger rangatahi voice is required

GOAL 1: Greater Relevance of Provision	<ul style="list-style-type: none"> • Are Te Pūkenga services well matched to the needs of its Māori communities, how is that known? • What are the views of Māori communities about Te Pūkenga services and subsidiaries? Is there evidence of strong Tiriti-based partnerships? 	<ul style="list-style-type: none"> • Programmes of study/learning an offer that are desired by Māori learners and inspired by iwi and Māori communities (including Māori business and industry needs) • Mātauranga Māori is appropriately embedded in programmes of study and prioritised as a learning area available through Te Pūkenga.
GOAL 2: Better Equitable Access	<ul style="list-style-type: none"> • Do Māori have good access to Te Pūkenga services in all communities? • Are Māori learners accessing optimal provision for their learning needs through Te Pūkenga? 	<ul style="list-style-type: none"> • Te Pūkenga network spread and community coverage. • Te Pūkenga service uptake levels from key Māori population cohorts (e.g. under 25yrs). • Te Pūkenga programme selection and guidance to Māori learners. (Ensuring Māori learners are in 'the right' courses.)

EXTERNAL STAKEHOLDER AND INTERNAL STAFF ENGAGEMENTS

(A summary of CE's key engagements during March/April 2021)

March		
01	Te Pūkenga Subsidiaries - Operating Model	Te Pūkenga Subsidiary CEs
02	TEC	Esther Calley, Investment Manager
02	Enterprise Great Lakes Taupo	Kylie Hawker Greene , General Manager
03	Contact Energy	Mike Fuge, Chief Executive
03	University of Waikato	Alister Jones, Senior Deputy Vice Chancellor
03	Tauranga Business After 5	Various Business and Community Leaders
04	Unitec Institute of Technology	David Glover, Executive Director: Partnerships & Student Recruitment
04	Datacom	Roland Daymond, General Manager
04	Ernest and Young - Operating Model	Merran Davis, Te Pūkenga DCE – Transformation and Transition
05	Project, Performance and Change Consulting	William Seymour, Director
05	Futureproof Concepts	Miriam Hewson, Director
05	Research launch: Intergenerational positive ageing for Ngati Pikiao Peoples	Tepora Emery, Kaupapa Maori Research Leader
08	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair
08	Rotorua Chamber of Commerce	Board Members
09	Te Pūkenga Subsidiaries	Stephen Town, Chief Executive, and Subsidiary CEs
09	Rotorua Business After 5	Various Business and Community Leaders
10	Te Pūkenga - NZIST	Stephen Town, Chief Executive
11	Rotorua Chamber of Commerce	Geoff Rice, Board Member
11	Wintec	Dave Christiansen, Chief Executive
11	Te Pūkenga Subsidiaries – Operating Model	Te Pūkenga Subsidiary CEs
12	Rotorua Chamber of Commerce - Annual Golf Day	Various Stakeholders and Partners
15	Bay of Plenty Rugby	Mike Rodgers, Chief Executive
15	Rotorua Chamber of Commerce	Board Members
15	Labour Party	Tamati Coffey, MP
15	Tauranga Chamber of Commerce	Board members
16	KPMG	Andrew Tubb, Partner – Management Consulting
17	Te Whare Wananga o Awanuiarangi	Wiremu Doherty, Chief Executive
17	University of Waikato	Alister Jones, Senior Deputy Vice Chancellor
18	Te Wananga Aotearoa	Shireen Maged, Tumuakoranga Iain Brown, Lead Strategic Analyst, Akoranga Janet Calder, Strategic Analyst, Akoranga Lindsay Baxter, Tumutaumatua Hone Paul, Tumukahutapua Jade Edwards- Aukaha Ako Kahutapua
19	Education Futures Webinar - Keynote Presentation	Webinar Conference Attendees across the globe
22	Smart Technology Futures and Skills	John Clements, Director
22-25	Staff Meetings - Across All Campuses	ELT and Staff
23	BOP Connect	Board members
23	Rotorua Business After 5	Various Business and Community Leaders
24	Cooneys Lees Morgan	Campbell Izzard, Partner
25	Datacom	Royland Daymond, General Manager
26	Toi Ohomai Special Board Meeting	Board members
29	Bay of Plenty Rugby	Rodney Gibbs, Director of Women's Rugby Ati Aaifou-Olive, GM Pathways and Experiences Neil Alton, Community Engagements and Relationships Manager
30	Tauranga City Council Commissioners	Anne Tolley, Commission Chair

		Bill Wasley, Commissioner Stephen Selwood, Commissioner Shadrach Rolleston, Commissioner
30	Labour Party	Angie Warren-Clarke, MP
30	Special Finance Audit & Risk Meeting	FARC Members
31	Te Pūkenga Subsidiaries	Stephen Town, Chief Executive, and Subsidiary CEs
April		
01	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair
01	Rotorua Chamber of Commerce	Bryce Heard, Chief Executive
01	Te Pūkenga Subsidiaries – Planning Session	Te Pūkenga Subsidiary CEs
02	National Party	Simon Bridges, MP
02-06	Easter	-
07-16	Graduation Ceremonies - 12 sessions	Whakatane, Taupo, Tokoroa, Rotorua and Tauranga
07	Tauranga Business After 5	Various Business and Community Leaders
08	Te Arawa Rotorua Inc - Datacom	Te Taru White, Chairman of Te Tatau o Te Arawa Arapeta Tahana, Te Ahurei - Rotorua Lakes Council Geoff Rice, Te Arawa Trust Board and Owner Gold Coast Investments Geoff Rolleston, Deputy Chair Te Arawa Lakes Trust Malcolm Short, Chairman Pukeroa Oruawhata Trust Neville King, CE Rotoma No.1 Rawiri Waru, GM Te Arawa Communications Roku Mihinui, CE Te Arawa Lakes Trust Mana Newton, CE Tauhara North No.2 Andrew Wilson, CE Rotorua Economic Development
09	Priority One	Nigel Tutt, Chief Executive
12	Rotorua Chamber of Commerce	Board Members
13	Rotorua Business After 5	Various Business and Community Leaders
14	Te Pūkenga Subsidiaries	Various CE catch-ups
14	Smart Technology Futures and Skills	John Clements, Director
15	Tauranga Chamber of Commerce	Matt Cowley, Chief Executive
16	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair
19	Tauranga Chamber of Commerce Board	Board Members
20	Te Pūkenga Subsidiaries	Te Pūkenga Subsidiary CEs
21	BOP Rugby	Mike Rodgers, Leon Fourie
22	Te Pūkenga Subsidiaries - Operating Model	Te Pūkenga Subsidiary CEs
23	Personnel Resources	Angelique Scott, Manager
26	ANZAC Day	-
27	Connect BOP	Board members
28	Finance Audit & Risk Committee	FARC Members
29	Capable NZ	Phil Ker, Consultant
29	Creative BOP – Governance Establishment	Business & Community Leaders (incl. Cathy Cooney, Board Chair)
30	Toi Ohomai Institute of Technology Board	Board members

To	Toi Ohomai Board of Directors	From	Kieran Hewitson - Executive Dean, Academic Development Innovation & Research
Title	Academic Committee Report	Date	April 2021

During this reporting period Academic Committee met on 25th March 2021. A brief overview of discussion from these meetings:

25th March 2021

- Correspondence In: NZQA letter confirming Toi Ohomai Institute of Technology Limited is a subsidiary to Te Pukenga. This confirmation was required by the Northern China Institute of Science and Technology (NCIST) for a recent MoU. NZQA also confirmed the EER rating of Category 2.
- Endorsement of Certificate of Proficiencies for students enrolling in to OTHH5022 Human Anatomy and Physiology (L5) that sits in NZ3627 NZ Diploma in Sport, Recreation and Exercise (L5). University of Waikato students (sport science major) needing this course in the first year of Bachelor of Health, Sport and Human Performance and it not being available through UoW in Tauranga.
- Process and template approved for staff to complete when seeking AC approval for a student enrolling into a course for the third time. Regulations state 3.4.4.4 (f) *"A student who enrolled in the same course on two occasions and has not passed, will not be enrolled again in that course except with the permission of the academic committee responsible for managing student matters"*.
- Approval of two 100% Credit Recognition requests for students regarding to graduate with NZ2604 NZ Diploma in Software Development (Level 6).
- Research Output Report received and discussed. Research outputs in 2020 were only 50% of 2019 outputs. Similarly, the number of research active staff dropped in 2020, which meant that the Research Productivity Traffic Light report showed fewer "green-lit" programmes in 2020 than in the previous year. In addition, external research income dropped in 2020. Fewer staff research applications were approved during 2020. Action from this report was for discussion between Research and Teaching & Learning to look at staff being allocated time to complete research. An institutional action is required to look at 2022 work loading with a plan needed going forward.
- Approval of Graduands 17 March 2021.
- Review of Academic Programme Management Committee Minutes dated 5th March 2021.
- Approval for a student to enroll a third time into course BULD6030 Specialist Trade Measurement.
- Approval of new scholarship. Te Uru Rākau Workforce Skills- Forestry have identified that both Maori and Females are under-represented in higher-level forestry study and in higher-level roles in the sector. To improve the representation in these areas they have, for the last three years, offered scholarships to students at University of Canterbury and now wish to extend that offering to students enrolling in the NZ Diploma in Forest Management (Level 6) at Toi Ohomai Institute of Technology. There will be three (3) scholarships offered. Recipient would receive \$6500 towards fees. Agreed panel is to include a Toi Ohomai representative.
- Electronic meeting request for approval - Student request to enroll for a third time on BULD6028 Building Methodology - Semester 1 of 2021 and BULD6030 Specialist Trade Measurement - Semester 2 of 2021. Note that BULD6028 is only offered in Sem1 2021, and that BULD6030 is only offered in Sem2 2021. Supporting documentation was sent out electronically to members and approved.

To	Toi Ohomai Board of Directors	From	Anthony Robertson ED: Corporate Services
Title	Financials	Date	15 April 2021

Purpose

The purpose of this paper is to provide a key indicator summary of the actual financials for 2021 as at 31/3/21. Detailed management accounts can be found by following this link - [Management Accounts](#)

Key Points

Key Performance Indicators	Year to Date				Full Year		
	Actual	Budget	Prior Year		Budget	Forecast	Prior Year
Income (\$m)	\$ 16.7	\$ 18.1	\$ 21.1		\$ 86.0	\$ 86.4	\$ 91.1
Expenditure (\$m)	\$ (20.4)	\$ (22.5)	\$ (23.9)		\$ (92.3)	\$ (92.4)	\$ (91.8)
Operating Surplus (Deficit) before exceptionals (\$m)	\$ (3.7)	\$ (4.4)	\$ (2.7)		\$ (6.4)	\$ (6.0)	\$ (0.7)
Operating Surplus (Deficit) before exceptionals (%)					-7.4%	-6.9%	-0.8%
Staff Costs : Income					66.1%	66.9%	62.9%
Cash and Bank Balances at Year End					\$ 18.0	\$ 16.9	\$ 27.5
Net Current Assets (working capital)					\$ 4.0	\$ 8.7	\$ 15.6

Year-to-date Performance

- Operating deficit is slightly better than budget – both income & costs are lower due to international activity
- 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 forecasting a slightly better (lower) operating deficit than budget by the year-end because of:-
 - higher domestic EFTS
 - higher staffing costs (to deliver higher domestic EFTS) and
 - lower international EFTS (because not expecting borders to be open by year-end)
 - lower non-pay costs because of lower international activity
- Cash balances are forecast to be slightly lower than budget because of 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

Note – the forecast 2021 year-end cash position (\$16.9m) is reliant on income in advance at year-end of \$18.6m – predominately international student fees. If there is no indication of borders being open for 2022 and we do not receive these 2022 fees at end of 2021, then this will significantly impact our cash balances.

Agenda Item 8.6

To	Toi Ohomai Board of Directors	From	Patrick Brus Executive Director Staff & Student Engagement & Experience
Title	Health, Safety and Wellness Report	Date	30 April 2021

Purpose

To provide an update to the Board of Directors on matters relating to Health, Safety and Wellness for the month of March 2021 together with a summary of our Safety performance in 2021.

Executive Summary

The HSW report for the month of March presents:

- Overall Incident trends 2018 - 2020
- A summary of H&S incidents for the past month.
- Update on Machinery Safety Audit and WorkSafe notices issued.
- Key risk areas as identified in the PWC 2019 Audit and H&S Workshop

Overall Incident trends 2018 - 2020

As requested by the Board I have included a year-on-year comparison of incidents from 2018 to 2020, see Appendix 1. The total number of incidents have reduced from 199 in 2018 to 155 in 2020. Notifiable incidents follow a similar trend from 3 in 2018 to 0 in 2020.

March 2021 H&S Incidents

Incident reported has increase as expected with students settled into learning for the new year. Total incidents are up compared to YTD for 2020.

A total of 45 incidents were reported for the month of March with only 30 (67%) of incidents reported within 24 hours. The worst instance was a lapse of 21 days for reporting. These consisted of 14 near misses, 22 non-medically treated injuries and nine medically treated injuries. The majority of incidents occurred in the Primary Industries Faculty. See Appendix 1. Our LTI (Lost Time Injury) Frequency Rate is 5.0.

Update on Machinery Safety Audit and WorkSafe Notices

As reported previously a Worksafe visit to the Waipa mill on 28th October resulted in the issue of four prohibition notices around the safe use of machinery, specifically guarding and an independent audit of guarding across the site was completed by HazTrack. The prohibition notices were lifted in October and replaced with one Improvement notice issued in January which covers all aspects of the HazTrack Audit and also requires evidence of a system to be implemented for regular review of machinery safety risks which will function through any people change.

Progress to address the identified hazards from the HazTrack audit has been excellent and the team are confident they have addressed and completed 97% of the audit requirements and will be able to meet with Worksafe prior to the expiration of the Improvement Notice (20th April 2021) with a view to lifting the Notice. See appendix 2 for detailed progress update.

Health, Safety and Wellness Team changes

A new position for an Occupational Health Nurse has been filled this month with the successful candidate Deidre Monga started early April. Deidre will be responsible for reinstating the organisations staff health monitoring which will be based on risk exposure e.g. noise, dust, manual handling etc. It is expected that monitoring will start with those areas of highest risk and exposure.

The Health, Safety and Wellness Manager Marie Dennis has resigned and left her role on 15th April. We have secured a short-term contractor replacement with the view toward completing a gap analysis of the requirements for resourcing for the Health and Safety team.

For Discussion

Key risk areas and Risk Matrix

The key risk identified for 2021 are listed below expected actions and timelines.

Critical Risk	Description	Initial Risk score	Controls	Residual risk	Due Date	Progress
Biological or viral illness	Epidemic Pandemic Illness	6	<ul style="list-style-type: none"> - Strict adherence to MOH guidelines - Provision to WFH if unwell - PRT availability - Biological diseases covered 	5	2021 Nov	Organisational response to Border opening with Australia
Vehicles and driving	Vehicle accidents Insurance claims	8	<ul style="list-style-type: none"> - 100% vehicles serviced on time - Reduced speeding incidents and insurance claims - Purchase high safety rated vehicles - Staff induction for approved drivers - Regular communication to promote awareness - Safe driving training for van drivers 	5	2021 Jul	Policy and procedures in place for all vehicles.
Machinery	Entanglement, crushing, cuts, hearing loss, vision, lung function	7	<ul style="list-style-type: none"> - Machinery audit - SOP's written, implemented and reviewed - Training records implemented and updated - Environmental monitoring completed 	4	2021 Oct	Full campus audit in planning stage Environmental monitoring in planning
Human Behaviour	Harassment, violence	6	<ul style="list-style-type: none"> - Staff training to support early intervention and de-escalation methods - Lockdown procedure finalized 	3	2021 Aug	Staff training late 2020 completed. Further training planned. Review of emergency management and panic button functionality completed
Health and Wellbeing	Hearing loss, lung function, health	6	<ul style="list-style-type: none"> - Risk based Health monitoring of all exposed staff completed - Staff education 	3	2021 Dec	OHS Nurse recruited and commenced

Health and Safety Management System	Incident Reporting, hazard reporting and reviewing, Hazardous Substance tracking	6	<ul style="list-style-type: none"> - Line managers and H&S Reps notified of all incidents in their area and investigate - Hazard Register is visible and available - Hazardous Substances Register is visible, available and live 	3	2021 May	In place but review required
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Risk Matrix

			Consequences				
			0- Insignificant	1- Minor	2- Moderate	3- Major	4- Catastrophic
			Incident managed entirely internal with basic first aid only and minimal cost. No external engagement	External medical assistance, medical professional/hospital as an outpatient.	Significant non-permanent injury. Overnight hospitalisation (inpatient)	Extensive permanent injury (eg loss of finger/s) Extended hospitalisation	Death Permanent disabling injury (eg blindness, loss of hand/s, quadriplegia)
Likelihood	5	Occurrence is almost certain to occur in most circumstances					
	4	Likely to occur frequently					
	3	Possible and likely to occur at some time					
	2	Unlikely to occur but could happen					
	1	May occur but only exceptional circumstances					
			Low	Medium	High	Extreme	

Commentary on Risk areas

Vehicle Accidents and Insurance claims

With a vehicle fleet of 130 vehicles and covering a large region with 5 main delivery sites, we have rated the Likelihood of accidents as “almost certain” (rating 5) and the consequences “major” (rating 3) so a total risk rating of 8.

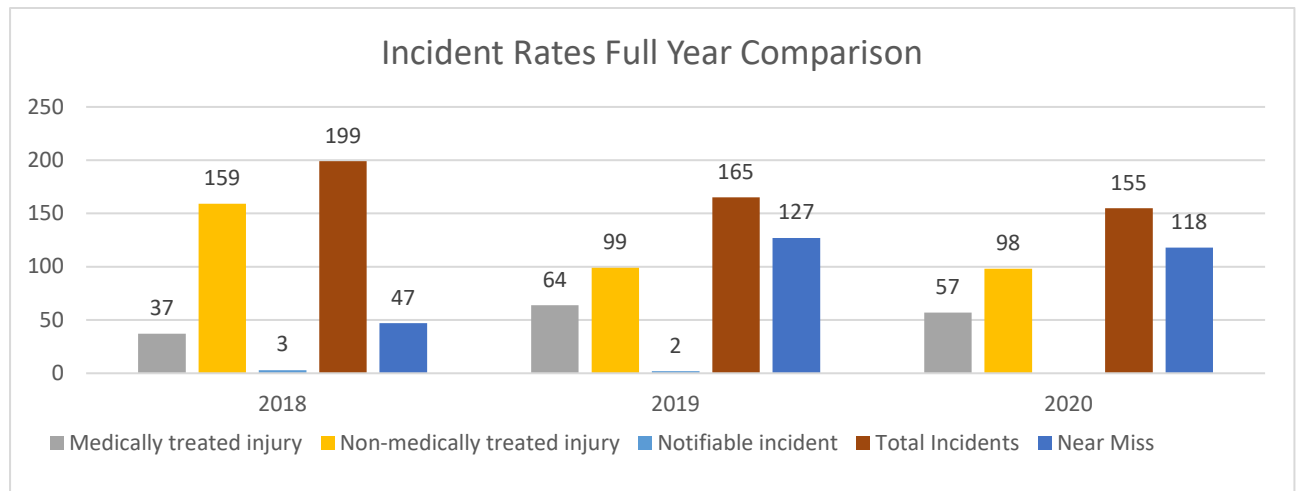
Harassment and Violence

In 2020 we saw an increase in Harassment and Violence on Campus. In 2020, there were 3 incidents involving ‘bullying and harassment’ and 20 involving ‘violence’ compared to 6 incidents in 2019. Due to this sharp increase of incidents it was included in the top risks. To give examples, in 2020 we had on 2 occasions where firearms were involved, 2 other occasions where holiday park staff were assaulted, one incident where a staff member was traumatised by violent abusive voice mails, 3 incidents where Student assaulting other Student where staff had to get involved. So far in 2021, there have been no incidents involving ‘bullying and harassment’ and 3 involving ‘violence’. The way we collect the data does not enable us to analyze trends such as ethnicity.

Appendix 1

Overall Incident trends

As requested by the Board we have included a year on year comparison of incidents from 2018 to 2020. As you can see the total number of incidents have reduced from 199 in 2018 to 155 in 2020. Notifiable incidents follow a similar trend from 3 in 2018 to 0 in 2020.

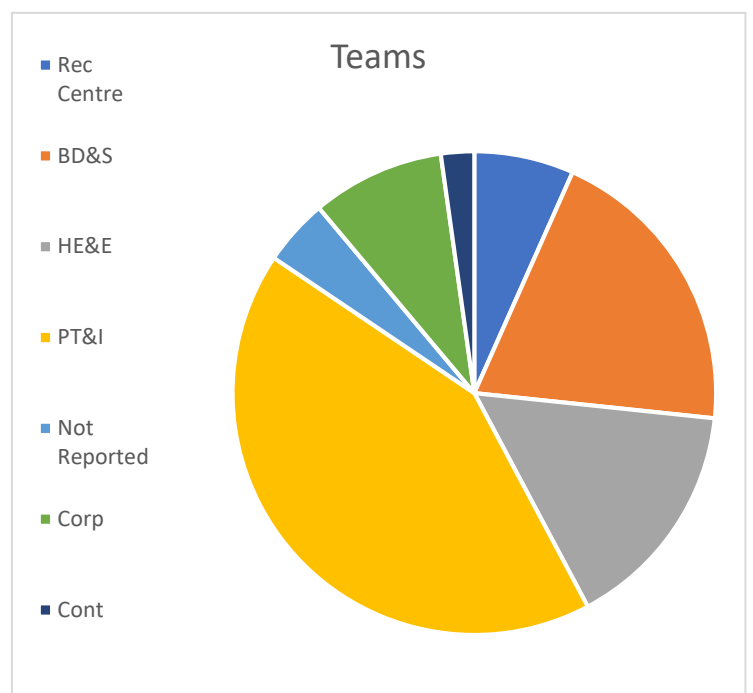
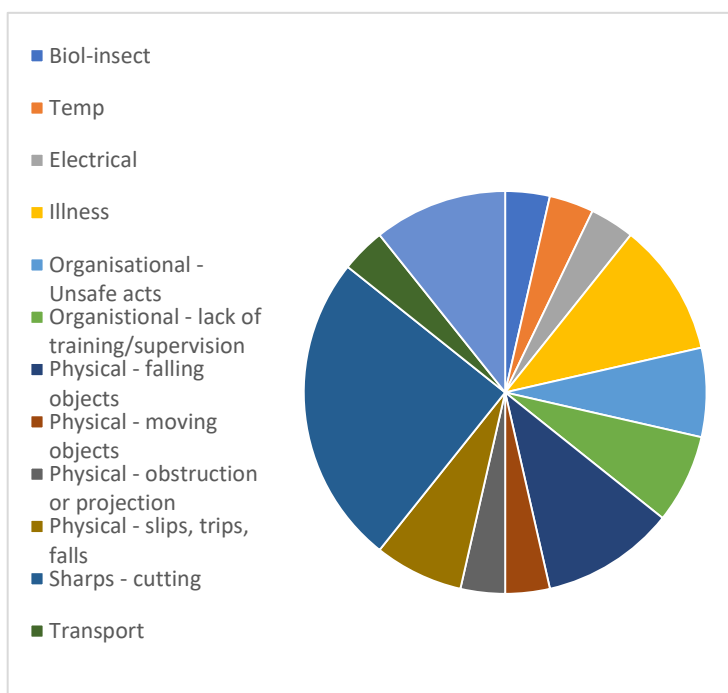
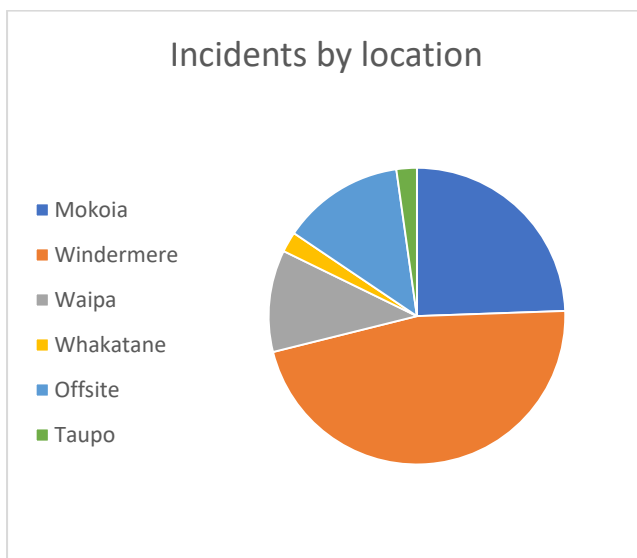
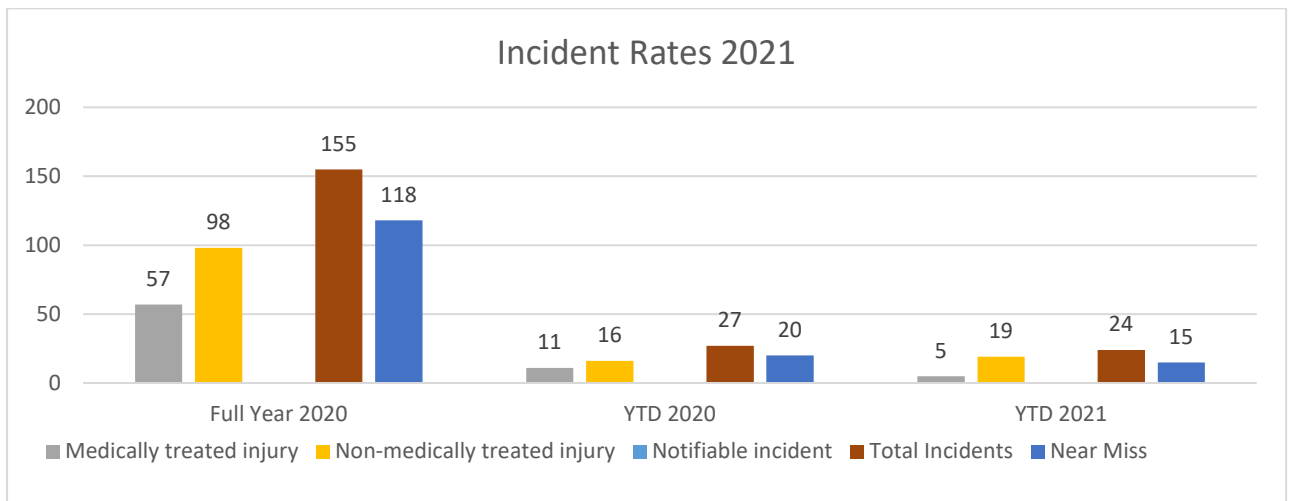


Medically treated injury definition (MTI)

“A work-related illness or injury resulting in the medical practitioner administering special expertise in the management or care of a patient to combat disease or disorder, including any loss of consciousness, and includes prescribing of any medication that cannot be purchased over the counter without doctors’ prescription”. Where there is no 'treatment' it is considered to be a Non-medically treated injury.

Monthly Incident Report January

A total of 45 incidents were reported for the month of March an increase on the previous month. These consisted of 14 near misses, 22 non-medically treated injuries and nine medically treated injuries. There were a number of incidents relating to students learning correct techniques for equipment and tasks in their areas. There were two incidents which were supported by the student disciplinary process. One involved suspected drug use and the other the unauthorized use of a forestry excavator by a student. In both instances the H&S investigation was run concurrently with the student discipline process providing allowing for root cause analysis of both incidents which highlighted some organizational improvements to be implemented to support tutors. The majority of incidents occurred in the Primary Industry and Trades area again this month. Some deeper analysis of data may provide further clarity on this trend.



For Discussion

Appendix 2

Progress on HazTrack Audit – Waipa

Area	Progress	Comments
Logyard entrance to Head Rig	100%	Slip hazard removed; gates locked and repaired; conveyor ends repaired and guarded. Interlock waiting on componentry.
Headrig main access	100%	Fully guarded; isolation system in place; interlock in place; lockout policy, procedure and training implemented and completed.
Edger	100%	Guards and locks in place; isolation procedure and training in place; SOP's for tasks completed; power supply to lasers upgraded and reviewed.
Transfer Deck	100%	Isolation procedure and training in place; egress upgraded; guarding in place.
Timber Outfeed conveyor	100%	Isolation procedure and training in place; guarding in place.
Resaw	100%	Guarding in place; trip hazards removed; operators position improved; guarding in place; isolation and lockout procedure and training in place.
Belt conveyors	100%	Walkway safety reviewed and adequate pedestrian safety assessed
Receiving table	100%	Clear walking for pedestrian access complete Guards in place and functional
End Saw	100%	Radial arm saw decommissioned; Sprocket covers required Guards to be in place and functional.
Chip plant	100%	Chipper shed isolated out when plant is running; guarding in place, infeed and shaker area guarded.
Bulk material belt conveyor	100%	Fencing and guarding in place.
Chipper room	100%	Chipper house isolated when plant is running.
Sawmill Workshop	97%	Test and tag complete; hot wall for fire protection installed. Smelting process eliminated Leaking rusting fire sprinkler cupboard. Fire systems staff have inspected
Boiler kiln area	100%	Guarding in place; gates locked to limit access.
Boiler chemical dosing area	100%	Area secured; chemicals stored correctly;

Kiln boiler chip feed bin	100%	Warning signage in place; auger bolted shut.
Windsor Kiln	100%	Warning signage in place; shut off system in place.
Saw Dr Workshop	85%	E-stops repaired; machinery decommissioned; tag & test completed Stretch Rollers not guarded, no coupling cover, unable to guard and operate, industry the same Vollmer Werk Cana-E – unguarded drive Finimat – unguarded drive Armstrong Bench Grinders (4) – unguarded access to nip points including chain drive in one Unable to guard and be functional, all industry the same We have installed safety gates to workshop entrance, no access to unauthorized people
Engineered Wood products	100%	
Portable saw mill and storage workshop	95%	Small Guard required over primary drive on portable mill. Portable mill Still on location at Farm.
Timber Machining workshop	95%	Makita drop saw no dust extraction. This is the same as a builders drop saw, seldom used, dust extraction unnecessary Ultrasonic bath – SDS expired in 2000 MVM Carpi Wetbed grinder – worn rubber bellows, no expiry date on SDS
Sawmill Interlock system		Waiting on componentry delays., Late 2021

Appendix 3

Health, Safety and Wellness Plan

The HSW Plan 2021 is a combination of actions that were incomplete at the end of 2020 and actions which have been identified from the H&S Representative workshop held in February. As with last year the actions make up two tables of the incomplete 2020 actions and the actions identified from the Rep workshop.

Focus Area (PwC Audit)	Key Initiative	Progress			Due
		RAG	Indicator	Commentary	
H&S Reporting	Increase awareness of HS reporting/ dashboard		Management access to HS dashboard established Quarterly staff communications on HSW reporting implemented	Dashboard system to be implemented	2021 August
H&S Procedures	Consistent H&S practice and application		100% completion of all area inspections for all campuses 100% standardization of SOPs Lockdown process implemented	H&S Reps to coordinate area inspections SOP's to be identified and updated E-txt system identified, staff and student alert system identified	2021 November
Waipa Mill Campus	Address public access Full Risk Assessment completed		Public access-ways fully fenced and all signage displayed Full Risk Assessment completed by an independent assessor All actions from Risk Assessment completed	All signage installed but fencing options need review Assessment completed and in progress In progress	2021 September
H&S Structure	Improve engagement with H&S Improve manager engagement with staff & H&S		80% attendance at H&S Representative meetings H&S in all meetings Manager engagement/training		2021 December
H&S System	Establish access to reporting Establish ownership of reporting		Refer H&S Reporting All incident outcomes reported to author	Review of H&S system underway Incident management needs emphasis	2021 May

	Establish system actions		Notification to line manager, reps and H&S	<ul style="list-style-type: none"> - Line managers and H&S Reps aware of incidents and investigate Hazard Register visible Hazardous Substances register	
Contractor Management	Implement improved sign-in for Contractors Conduct regular contractor audits		100% Contractor inductions completed before commencement Managed contractor sign in and alert for lapsed induction. Establish annual audit schedule of all Category A contractors. Complete 6 spot audits for all other contractors.	Induction process established. Automated contractor sign in linked to induction status Identification of Contractor Category All engaged Contractors to be pre-qualified	2021 June
Training	Implement H&S industry training for academic staff		100% staff completion of H&S training Specialist industry training completed for academic staff as relevant 100% academic staff completion of First Aid training/ certificate	All staff to completed new starter online H&S induction SiteSafe Supervisor Working at Heights Chemical Handling Manual Handling Workplace H&S Level 4	2021 November

Focus Area (other)	Key Initiative	Progress			Due
		RAG	Indicator	Commentary	
Safe Driving	Support staff with safer driving practice to and from work locations. Implement safe driving programme for all regular van drivers		100% vehicles serviced on time Review of Poolcar data for trends Reduced speeding incidents Reduced insurance incident claims for vehicles 100% attendance of registered van drivers on safe driving programme		2021 July
Well-being	Deliver Well-being Plan		Reduced EAP visits for unsafe behaviour at work Increased flu vaccinations 100% completion of health monitoring assessments for 2020 Increase engagement score of Safety question in engagement survey Review of Wellness Committee and fit with HSW Environmental monitoring.		2021 December
Remote work	Policies and Procedures Support		Audit of all documents Worksite and work practice audits Review of resources		2021 July
Guarding	Full guarding review		Audit report		2021 September

2021 Board Work Plan

	Feb 26 th	Mar 26 th	Apr 30th	May 28th	June 25th	July 30th	Aug 27th	Sept 24th	Oct 29th	Nov 26th	Dec
	Board	Strategy (TKM)	Board	Strategy	Board	Strategy	Board	Strategy (TKM)	Board	Board	
	Aug 03 - Te Pūkenga Board – IO87 Mokoia										
Annual Report and Accounts											
Approval Annual Report and Accounts		•	•								
Strategy and Framework Updates											
Teaching & Learning Strategy (Extend)	•								•		
Strategic Framework (including annual KPIs)	•										
International Strategy (Review)			•								
Youth and Community Engagement Strategy (Refresh)			•								
Maori Success Strategy (Refresh)			•							•	
Strategic Partnership Strategy (Refresh)					•						
People Engagement and Capability Strategy (Extend)					•						
Campus Development Strategy (Extend)					•						
Marketing & Communications Strategy (Extend)					•						
Research Strategy (Refresh)							•				
Student Experience Framework (Refresh)							•				
IT Strategy (Extend)							•				
Sustainability Framework (Extend)									•		
Monitoring and Educational Performance											
Q1 Performance Report - 2020 results and progress against EPIs			•								
Q2 Performance Report - First Impressions Survey					•						
Q3 Performance Report – Semester 1 educational performance report and student surveys							•				
Q4 Performance Report - Stakeholder and Teaching and Programme Surveys										•	
People and Safety											
Annual Health and Safety Workshop										•	
Staff Engagement Survey – Progress against Priority Actions			•							•	
Governance											
Annual Board Self Evaluation										•	
Annual Risk Register Assessment – (from Finance Audit & Risk Committee)							•				
Chief Executive Report, including Te Pūkenga and RoVE Reporting	•	•	•	•	•	•	•	•	•	•	
Investment Plan / Mix of Provision (2022) - to be determined								•			
Finance, Audit and Risk Committee (30 April, 25 June, 27 August 26 November)			•		•		•			•	
Remuneration and Appointment Committee (Feb, Nov) – (R Evans, N Tahana, C Cooney & T Hodges ex officio)											
Board & Te Kāhui Mātauranga Biannual Planning Workshop		•						•			
Te Kāhui Mātauranga SLG meetings (19 th March, 2 nd June, 17 September)		•			•			•		•	
Te Tiriti –Mana Ōrite Quarterly Report			•				•				
Finance											
Approve 2022 Budget								•			
Approve Delegations Manual										•	
Approve Tuition Fee Increase					•						
Academic											
Academic Committee Reporting		•	•		•		•		•	•	
Academic Quality & Assurance Report					•					•	

Agenda Item 9.1

To	Toi Ohomai Board of Directors	From	Patrick Brus Executive Director Student and Staff Engagement & Experience
Title	International Strategy Update	Date	30 April 2021

Purpose

The purpose of this paper is to inform the Toi Ohomai Board of the actions taken and progress made on the International Strategy 2018 – 2020 and additionally update the Board on changes in direction for Toi Ohomai international influenced by the COVID-19 pandemic and Te Pūkenga.

Background - International Strategy Overview 2018-2020

The Toi Ohomai International Strategy was developed at the beginning of 2018 with four key objectives. Overall, the aim of the strategy was to re-build a solid foundation and to grow the New Zealand international student numbers from 16% of the total student roll to 20%. The strategy focused efforts primarily on a limited amount of markets being India, China and the Philippines where Toi Ohomai already had strong relationships established through the Education Agent network.

Some of the other key focusses of the strategy had also been to increase the proportion of international students outside of the Mokoia campus, develop high quality programmes that meet international market needs, expand offshore partnership opportunities that are mutually beneficial and develop best practice processes and capability.

Strategy 2018-2020 Objectives and Outcomes

Objective	Actions	KPI outcome
Develop a high level of organisational capability & leadership	System improvements. Strengthen team culture and capability.	Salesforce CRM agent management live. Strong team culture, staff engagement in 2020 reached 74%.
Develop a focussed, high quality, programme portfolio	Aligning the programme portfolio to clearly identified market needs.	New programmes that meet market needs including Masters Teaching ECE, Online Offshore NZCEL as well as structured delivery to maximise Post-Study work rights.
Grow our share of the international education market within NZ	Clear market development plans for active markets. Increase delivery outside of Rotorua Market diversity.	2020 International revenue increase to above 20%v of total, with 1420 EFTS, largest Te Pūkenga subsidiary. Delivery outside Rotorua >35%.
Expand strategic partnerships and business opportunities offshore	Strengthen and develop new China and other partnerships that increase offshore revenue opportunities.	Various new partnership agreements with a focus on scale and return on investment, for example, Chengdu University Aged Healthcare programmes.

Summary of Outcomes of the 2018-2020 Strategy

The outcomes of the 2018 to 2020 Toi Ohomai international strategy were very successful and included: an increase in gross revenue from \$15 - \$24.3 million; EFTS increased from 935 to 1420 (+52%); improvement in team staff engagement from 34% to 74%; Salesforce CRM agent management efficiencies; strengthened and new offshore partnerships; increased proportion of international students based outside of Rotorua; and programme development focused on market needs.

International Strategy Influences and Change 2021-2022

Early 2020 saw major changes that have substantially influenced Toi Ohomai international strategies moving into 2021 and 2022. The Pandemic outbreak led to NZ border closures to international students in February and March 2021. The majority of students were able to enter the country to start or continue their studies with Toi Ohomai despite the Pandemic and EFTS reached record high numbers.

Borders remain closed in 2021 with the Pandemic continuing world-wide, seriously affecting inbound international student numbers and revenue opportunities. Early indications and discussions from Te Pūkenga at National forum and other events including the International Working Group is that the direction of international student recruitment will move towards a 'value' not volume strategy with more of a focus on meeting stakeholder needs such as regional skill shortages, industry demand and a collaborative Te Pūkenga subsidiary environment. Te Pūkenga is yet to develop a clear strategy for international education.

The above changes have consequences and opportunities and subsequently a strategic shift has taken place for Toi Ohomai International for 2021 and 2022. Below is a summary of 2021 focus for the International department.

International Focus 2021

Strategic Goal	Actions to 30 June 2021	Actions to 31 Dec 2021	KPI
Quality, Capability and Leadership	<ul style="list-style-type: none">Develop and review international team structure to meet institutional needs in the current border closure environment.	<ul style="list-style-type: none">Reflect on 2022 international staffing and support needs based on border options with focus on stakeholder, student recruitment and offshore delivery.	New international team structure in place to meet future strategic needs both 2021 and moving into 2022.
Focussed and high-quality Programme portfolio	<ul style="list-style-type: none">Collaborate with Toi Ohomai Faculty, ITP subsidiaries and other stakeholders to ensure programme development and delivery meets international market, industry and student needs.	<ul style="list-style-type: none">Work with Te Pūkenga subsidiaries, ENZ and education consultants to coordinate a national programme portfolio that meets international recruitment and offshore delivery objectives.	Online offshore approval for high demand programmes for example NZCEL, Logistics .etc.
Grow our market share	<ul style="list-style-type: none">Actively promote onshore international student options through agents, graduates and other advertising media.Promote and deliver online offshore programme options	<ul style="list-style-type: none">Collaborate with education consultants and institutional partners to support 2022 recruitment campaigns.	Maximise onshore recruitment opportunities reach budgeted EFTS levels for 2021.

Changes to the international recruitment environment due to COVID-19 will mean EFTS for 2021 and 2022 will not reach the previous years' high levels and consequently substantial changes to staffing structure, recruitment directions and models of delivery are required.

International Team changes

A new reduced FTE international team structure is proposed and currently under consultation with outcomes of the review due to be finalised in May 2021. The proposal would reduce FTE by 5.5 (from 14.5 to 9 FTE) and takes into account some key factors: EFTS will reduce to around 650 for 2021 with 2022 not expected to be higher given border closures; a shift towards a more partnership-based pathway strategy from a reliance on agent student recruitment; a contracted-out recruitment model that is revenue based; and the increase in proportion of international students located at the Windermere campus in 2021 (60% up from 35%).

2021 Initiatives

As a response to changes in the international focus a number of new initiatives are in progress or started.

- New institutional partnerships that require online offshore delivery of programmes (for example NZCEL, Logistics, Supply Chain Management, Aged Healthcare and IT) leading to NZ based pathways and are offshore Government approved. For example, Guangdong Polytechnic of Industry and Commerce, Chengdu Textile College, Sichuan Health & Rehabilitation College and Chengdu University. Offshore delivery of part of a programme such as Masters of Management the students come to Toi Ohomai in 2022 and 2023, for example, St. Petersburg Polytechnic University and National University of Science & Technology Moscow.
- Online offshore Train the Teacher project into China with the Sichuan Ministry of Education.
- Onshore international student marketing focus with a returning student or graduate drive, in particular that lead to quality employment outcomes such Forestry, Logistics, Road Transport, Agriculture and Health programmes.
- Offshore delivery of programmes with India-based partners such as Chandigarh University and Chandigarh Group of Colleges as well as agent facilities supporting online delivery into Amritsar (Kiwi Studies).
- Sino-NZ Aged Healthcare research projects with Chengdu University and Sichuan Health & Rehabilitation College.

Te Pūkenga/ENZ research initiatives

Head of International in collaboration with ENZ and the ITPI reference group is leading the research projects that have come out of the Mobilizing the New World initiatives. Three projects are: Best practice delivery models offshore China case study which has started employing an outside contractor to complete the research by May 2021; International student recruitment based on stakeholder needs such as regional skill requirements, industry, government and Te Pūkenga strategy and the student journey; and best practice online offshore delivery in a digital world. These projects are funded by ENZ (\$200K) and are expected to be finished by December 2021 to support future Te Pūkenga international strategies.

Outlook 2021 and 2022

Change to a more value-based recruitment philosophy is the key message moving into 2022. We are not expected to move back to a volume-based model of recruitment and this is going to mean international EFTS will be a smaller share of revenue across the sector. Collaboration with other Te Pūkenga subsidiaries to maximize opportunities that meet stakeholder needs such as regional, industry, Governments, the student, Iwi and communities will require a holistic approach to recruitment and international revenue.

Budgeted international EFTS for 2021 were set at 810 (Revenue \$13 million) which had been based on a mid-year 2021 NZ border open. This was the expected picture in the middle of 2020, however with borders certain not to open until 2022 the revised forecast for international is 650 EFTS (\$10.4 million). International EFTS are currently at 514 with onshore mid-year and later intakes still to come, online offshore delivery started and increasing as well as some offshore students coming into the country such as Nursing CAP.

With the NZ Government indications to limit 2022 inbound student numbers we will likely continue to recruit online offshore and onshore students to maximize revenue with Toi Ohomai EFTS expected to remain flat or slightly reduce.

Summary of 2021-2022 Strategy and approach

COVID-19 and border closures have accelerated changes to the NZ international student recruitment environment. Across Te Pūkenga subsidiaries 2021 international EFTS are substantially lower than 2020 which is to be expected with recruitment and revenue reliant on onshore international students as well as online offshore revenue initiatives.

Current international EFTS are at 514 and expected to increase to 650+ for the remainder of 2021 compared to a budget of 810 EFTS with borders remaining closed and being limited to recruiting onshore internationals and online offshore until 2022.

A proposal to review the Toi Ohomai international team is underway with FTE proposed to reduce from 14.5 to 9 FTE. This is a result of reduced EFTS and the border closures which is expected to continue into 2022.

Pathway partnerships, particularly in China, and offshore revenue opportunities have continued to become a priority supported by online offshore delivery and then inbound students when able. The number and proportion of international students studying outside of the Mokoia campus has increased substantially in-line with our strategy, in 2021 approximately 60% are now studying at Windermere.

New programme developments are proceeding in particular aligned with the regional skill gap requirements and the demand from onshore students is strong in the vocational employment space where employment outcomes are positive. Collaboration across the sector is improving and expected to ramp-up as the Te Pūkenga international strategy is developed.

Contributor to document

Peter Richardson – Head of International

Agenda Item 9.2

To	Toi Ohomai Board of Directors	m	Kieran Hewitson ED Academic Excellence & Māori Success
Title	Youth and Community Engagement Strategy Progress Report	Date	April 2021

Purpose

This report informs and updates the Toi Ohomai Board of Directors on the actions of the Youth and Community Engagement (YCE) Strategy during the period April 2020 – April 2021.

Summary Report Contents

The main contents for this board strategy update are:

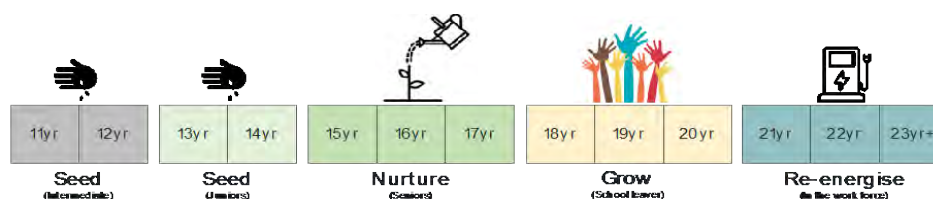
- Close out and impact of Phase One (Establish) 2018-2020
- Phase Two (Engage) 2021 - 2023
- Revised focus of YCE workstreams for 2021
- Anticipated challenges for 2021+

Background

The Youth and Community Engagement (YCE) division was established as a new support division and formed a key cornerstone of the Directorate of Strategic Partnerships and Māori Success (SPMS). In September 2020 the SPMS Directorate was dis-established and the YCE division transitioned to the new Directorate of Academic Excellence and Māori Success. The intent of the YCE Strategy remains the same:

1. **Activate** and connect the educational aspirations of rangatahi/youth with the needs of our region through learning opportunities at Toi Ohomai
2. **Amplify** Toi Ohomai's contribution to the social and economic development of the region, through highly competent work-ready graduates;
3. **Co-design** collaborative rangatahi/youth-centric partnerships with communities, industry and iwi.

The Seed-Nuture-Grow-Reenergise Framework provides the blueprint for our focus and impact as it relates to our engagement and transition lifecycle of rangatahi/youth across the region.



Phased approach to YCE strategic intent

The YCE strategy proposed a two phased approach to strategy implementation:

Phase One (Establish) 2018-2020 focus was establishing the YCE work programmes and stabilizing the short-term operational requirements needed to build the transformation pieces for Toi Ohomai. Highlights and impact from Phase One (Establish) include:

- Redevelopment and growth of the Trades Academy-Secondary Tertiary model
- Redevelopment and growth of Youth Guarantee (YG) platform, including the successful completion of the Youth Guarantee TEC audit
- Regional Partner for the Young Enterprise Scheme
- 30% increase in Trades Academy participation, including a 60% increase in participation from Māori Medium kura
- Development and establishment of data driven platforms for Trades Academy and YG

Phase Two

Establish Impact	Phase	Establish Phase Activity	2018 - 2020 Outcomes	Commentary
Maintaining existing, prescribed conditions attached to STP and Youth Guarantee provision across the region		Review and Redesign of the Trades Academy model, including development of systems and processes and a continuous quality improvement cycle.	29% uplift of Trades Academy enrolments Increase of Trades Academy revenue to \$1.5 million	30% increase in TA revenue (\$1.2m in 2018)
			Improved STP learner transition into L3 and Apprenticeship programmes Growth of 197 domestic EFTS (secondary school as last education) between 2017- 2020) Increase from 2 Kura Kaupapa / Wharekura participating in a STP pathway in 2017 to 10 in 2020. Membership on the Rotorua Central and the Taupo Kāhui Ako/Community of Learning	Increase of 38 learners in STP L2 transitioned into STP L3. Additional STP L3 provision in 2019 regional campus, and additional intake scheduled (Term 4) in 2020 36 akonga Māori participating in a STP pathway (12 in 2018)
Developing and maintaining communication and visibility platforms that enable more Māori transitioning into Toi Ohomai, particularly those in mainstream education, Kura Kaupapa, Wharekura, Kura a Iwi and NEETS.		Establishment of the Youth Navigator model.	Established 2018. Continuous quality improvement review and enhancements made in late 2019 for implementation in 2020.	FTE changes in place for integration into MarComms division to enhance secondary school focus to support of Domestic EFTS
		Embedding of the new Youth and Community Engagement Co-ordinator model, including development of integrated compliance accountability reporting systems and processes	Established 2018. Continuous quality improvement review in early 2019 and changes applied in 2019-2020.	Deliberate focus on improving transition rates of NEETS into L2 and L3 YG programmes
		Establishment of the Young Enterprise Scheme to develop entrepreneurship ability with rangatahi	Established in 2019. Steady increases from 45 participants in 2019 to 95 participants in 2020	Expected 10% lift in YES enrolments for 2021
Maintaining and refining internal processes to ensure programmes are reflective of our region, including demographic and outreach		Review and redesign Youth Guarantee model	New Youth Guarantee 'Preventing NEETS' (youth not in employment, education or training) prevention model achieved 80% course success for Māori learners.	A strategic shift in the approach to NEETS from deficit model to strengths-based model.
		Continuous quality improvement framework established for YCE Strategy	Processes developed 2018 and established 2019, implemented in 2020. Significant improvement in stakeholder feedback (Teaching and Learning Faculties, Trades Academy Consortia, secondary-tertiary advisory groups)	TA Consortia relationships secure Establishment of STP Continuity Group

(Engage) 2021-2023 focus is on activation, growth and transformation particularly for areas that we anticipate will have relevant strategic importance for Toi Ohomai. During this Phase we expect to see a significant shift in the engagement continuum as detailed below:



Next Steps

Re-Focused YCE Area

A repurposed YCE structure has been designed to align with the strategic intent of Toi Ohomai and the educational and economic priorities for the wider Bay of Plenty region. The updated structure has seen workstreams dedicated to “seamlessly” transition more rangatahi/young people into vocational education and

into sustainable employment pathways. YCE will have leadership and accountability for key priority areas for Toi Ohomai including:

- Secondary Tertiary Partnerships (incl. Trades Academy)
- Te Ara Poutama-Māori and Pasifika Trades Training
- Youth Guarantee
- Young Enterprise Scheme

YCE will continue to:

- Connect with youth focussed organisations, communities, hapu, iwi, businesses and industry to ensure seamless access to tertiary and vocational education
- Develop and promote key initiatives and projects for youth transition
- Continue to measure impact for NEETS, Māori and Pasifika participation and achievement, and employment outcomes

Engage Phase Impact	Engage Phase Activity	2021 - 2023 Outcomes
Partnering with key industries to maximise the participation of rangatahi in high value jobs <i>Strategic Whenu: Partnerships</i>	Optimising employment brokerage and apprenticeship arrangements between Toi Ohomai and relevant industries	Improved Māori and Pasifika Trade Training and STP learner participation and transition into L3 & L4 and Apprenticeship programmes A demonstrated increase in the transition of rangatahi and rangatahi Māori moving from Level 1-4 programmes into higher levels of study (847 students studying between Levels 1-4 in 2017 to 1200 students in 2021).
Co-design of new, fit for purpose training programmes with partners that are driven by the community across the region. Fit for purpose programme portfolio <i>Strategic Whenu: Decolonising Practice</i>	Utilise existing partnerships through Kāhui Ako and WBOP SECTER Advisory Group	A demonstrated increase in the transition rates of rangatahi, particularly rangatahi Māori, into Toi Ohomai from 1250 EFTS in 2017 to 1750 EFTS in 2021 Co-design of curriculum that aligns with to a L3 Vocational Entrance Award – including Entrepreneurship, STEM subjects
An embedded kaupapa Māori approach to increase Māori participation, retention and success <i>Strategic Whenu: Māori Flourishing</i>	Utilise Toi Ohomai business partnership approach and existing advisory groups (STP, MPTT, YG)	A demonstrated increase in the participation, retention and success of rangatahi Māori (as per YCE-Māori Success strategy measures)

Challenges for 2021

- **COVID impact and economic recovery**
 - Partnering with relevant organizations to determine labour market opportunities that maximise the potential of rangatahi, including encouraging participation in high value jobs (engineering, forestry, horticulture, allied health, environmental and marine related fields)
 - Ensuring the needs of Māori learners are met
- **National Education Learning Priorities and TES focus**
 - The Youth Employability Action Plan and the Regional Skills Leadership Group focus requires a strong connection between the future of work and the work/learn environment. This also dovetails and aligns with RSLG priorities (employment focus and early access to work experience and high quality VE).

- NCEA Change Package will be fully implemented from Year 11 in 2023 and is an opportunity to co-design graduate outcomes with schools and industry. This collaborative approach will be an important step in ensuring life-long learning and that vocational education opportunities are provided at the right place, at the right time in the right way.
 - Redesign of a relevant portfolio that aligns with the L3 Vocational Entrance Award (2021) (partnership between the Toi Ohomai STP Continuity Group and local schools), ensuring evidenced based, good practice is determined in STP teaching, learning and assessment.
- **2021 and beyond**
 - Access and inclusivity will be pivotal in our ability to provide opportunities for participation and transformation of diverse learners and underrepresented groups across the region, including growth opportunities for Toi Ohomai to lead and encourage entrepreneurship, Women in Trades, applied STEM, and the curriculum alignment for Māori medium kura.
 - In addition to technical skills, rangatahi/youth will also require complex problem solving, critical thinking and creativity skills to further enhance their potential. YCE will actively support links between industry and rangatahi/youth to enhance their future potential.
 - The NZIST Letter of Expectation and Charter requires Toi Ohomai to be responsive to those who are under-served. Toi Ohomai has an obligation to work toward equity for our students Access to high quality tertiary education in an inclusive environment

Contributors

Olivia Dhanjee

Agenda Item 9.3

To	Toi Ohomai Board of Directors	From	Kieran Hewitson ED Academic Excellence & Māori Success
Title	Māori Success Strategy - Update	Date	April 2021

Purpose

The purpose of this paper is to provide and update on the progress of the Māori Success Strategy.

Executive Summary

The establishment phase of the Māori Success Strategy (MSS) was completed in 2020 which had been focused on working across Toi Ohomai with faculty and support areas with setting the expectations and baseline measures. Since the establishment of the MSS a number of things have changed including the establishment of Te Pukenga and the introduction of the Te Paetawhiti framework along with a number of workstreams.

The strategy has 40 outcome statement and associated activity, whilst many of the outcomes are still relevant some are no longer relevant, and some sit better in the Te Pukenga workstreams. The ability to develop and then implement activities prior to the disestablishment of Toi Ohomai may be challenging and therefore a mid review of strategy is underway.

Review

The outcomes of the Māori Success Strategy are currently being reviewed to ensure relevancy and alignment with the Te Pukenga directions. The strategy tenets are still very relevant and are what we are striving to achieve, it is just the outcomes that are being reviewed.

The first cut of the changes have been undertaken and further work with each of the Faculties and support areas will be undertaken over May to confirm the actions. In the mean time other work as outlined in the strategy is continuing such as:

1. The development of the Cultural Consciousness (working title) framework
2. Engagement of Māori students in activities of influence
3. Development of robust learning analytics that improve relevance, timing and effectiveness of targeted interventions

The two big projects this year are development of the Cultural Consciousness framework which is being led by PEC and supported by the Māori Success team, and the Māori data and improvement project. The intent is that these will work hand in hand to improve our responsiveness to Māori Success.

Next Steps

The next phase of the strategy is to review its goals to ensure they align to Te Pae Tawhiti- Tiriti Excellence Framework as well as prioritise the outcomes we are seeking to align with in relation to the expectations of Te Kahui Matauranga.

Agree with the Faculties and support areas their focus and priorities and the monitoring and reporting framework that will capture the actions and outcomes.

Agenda Item 9.4

To	Toi Ohomai Board of Directors	From	Patrick Brus ED: Staff and Student Engagement & Experience
Title	2020 Staff Engagement Survey – Progress Update	Date	30 April 2021

Purpose

To report to the Board on progress against 2020 Staff Engagement Survey which includes our focus areas and workplans for 2021.

Background

At Toi Ohomai we have recognised that in support of our cultural and performance advancement, the engagement levels of our staff are indicative of our progress. Since 2017, we have completed an annual Staff Engagement Survey to enable us to monitor this progress and identify the key focus areas in support of our improvement opportunities.

In summary:

Survey	Completion Rate	Staff Engagement	Net Promoter Score
2017	60%	44%	-
2018	88%	50.5% (up 6.5% points)	26
2019	89%	57% (plus 6.6% points)	37 (plus 11)
2020	84%	72% (up 14.6% points)	59 (plus 22)

2020 Engagement Survey Results

2020 was certainly a challenging year for everyone but our staff have lifted and remained committed in their delivery. Our 2020 Engagement Survey reflects an excellent increase in engagement levels, from 57% in 2019 to 72% last year.

Key Improvement Themes

Staff engagement in 2020 has improved significantly from the previous year – however, we remain committed to continuous improvement.

The key improvement themes that emerged from the survey were:

- Staff want senior leaders to be more visible and accessible to them.
- Our Toi Ohomai values are inspiring and motivating, but just not always consistently displayed across the organisation.
- Communication has improved significantly, but there are still gaps due to either some managers not passing information up or down, or some staff not being responsible for keeping their own selves informed.
- Staff are very motivated and devoted to their work, but finding the Work-Life balance difficult.

- Staff are still not clear on how we incorporate the feedback from this survey into our workplans for the next year. At the organisation level – as well as at a team level.
- Overall, staff are keen to engage with our journey to be an exemplar bi-cultural organisation. They want more initiatives throughout the organisation and professional development that helps them understand and progress this further.

2021 Improvement Plan

A full presentation of the results was shared with the Leaders of the organisation and together we developed an overarching organisational plan which was incorporated into our 2021 KPIs. Each Leader also developed an improvement plan for their team together with their staff.

In previous years the engagement survey results have been presented to staff, team plans made followed up with a review at the end of the year (followed by the subsequent survey).

For 2021 and beyond, the goal is to embed the areas of strategic focus in such a way that staff can see tangible change and action from the findings and to ensure the themes identified are acted upon. A change communication plan has been developed to ensure engagement improvements are top of mind for all staff.

Overview of progress to date:

Action	By When	Status
Presentation to Leaders and their Teams	Dec 2020	Completed
Team workshops and action plans	Feb 2021	Completed
Incorporate Themes in KPI development	Feb 2021	Completed
Review PPD process and include key development areas	Mar 2021	Completed
Organisation KPIs and Survey actions presented at Staff meetings	Mar 2021	Completed
Staff Survey communication plan developed – includes Leadership visibility, Values campaign, quarterly staff updates, etc	Apr 2021	Completed
Implementation of communications plan	Apr 2021	Ongoing
Bi-Cultural competency framework and Training	Aug 2021	Scoping
Flexible working practices	Aug 2021	Scoping
Staff Induction and refresh	Sep 2021	Scoping

In terms of setting a 2021 KPI re staff engagement commitments the Board agreed to the following at their 26th of February 2021 meeting:

Focus Area	KPI	Target	Lead Indicators	Priority work
Staff Engagement & Wellbeing	Staff engagement score (%)	At least 72%	<ul style="list-style-type: none"> • Zero notifiable H&S incidents 	<ul style="list-style-type: none"> • Bicultural competency framework
	Score from survey question: <i>I feel supported in developing (or demonstrating) my capability with Māori</i>	Improve from 57%	<ul style="list-style-type: none"> • Attendance/uptake of staff communications • Nominations for values awards 	<ul style="list-style-type: none"> • Communications plan for survey outcomes • Flexi work project • Business process improvement project

	<i>language and cultural knowledge/proficiency</i>		<ul style="list-style-type: none"> • Progress of Bicultural Competency Framework 	<ul style="list-style-type: none"> • Performance planning & development framework
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