

**Toi Ohomai Institute of Technology
Limited**

**OPEN MEETING OF THE BOARD OF
DIRECTORS**

Date: 30 October 2020

Time: 9.30am - 10.30pm

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

HEALTH AND SAFETY WALK

8.45am – 9.15am

**Visit to the Mokoia Charity House Construction site
(meet in the Board Room IO87 - 8.30am)**

OPEN AGENDA

9.30am – 10.30am

Item	Subject
1.	Karakia
2.	Welcome/Apologies
3.	Register of Interest / Declaration of Conflicts
4.	Confirmation of the Agenda and call for minor items not on the Agenda
5.	Minutes from the previous Toi Ohomai Institute of Technology Ltd Subsidiary Board Meeting – 28 August 2020 (Open Section of meeting)

6	Actions / Matters Arising from the previous meeting (28 August)
7.	Correspondence 7.1 Notice of Ngāti Pūkenga Deed of Settlement: Request for engagement with Post-Settlement Governance Entity
8.	Reports: 8.1 Chair of Council 8.1.1 Board and TKM Joint Planning Workshop Outcomes and Actions (25 September 2020) 8.2 Chief Executive Report 8.3 Academic Committee 8.4 Financials 8.5 Health and Safety & Wellness
9.	Board Work Plan 9.1 Maori Success Strategy 9.2 Sustainability Framework
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 - Correspondence
2. Agenda Item 4 – Finance, Audit & Risk – Key themes and/or decisions from the last meeting.
3. Agenda Item 5 – Issues and Advocacy Registers
4. Agenda Item 6 – Performance Monitoring

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
Kowhai Health Associates Limited – Director / Shareholder	Health, Disability and Community Sector Consultancy
Bruce Porteous (Brother) Immigration Placement Services Limited (Philippines)- Managing Director	Authorised agent for the placement of international students at Toi Ohomai
Health Workforce NZ and Careerforce (Health & Disability Sector ITO) – Independent Facilitator	For the development of the Kaiāwhina Workforce Action Plan (unregulated health & Disability sector workforce)
Healthy Families Rotorua – Co-Chair	Governance of a community activation approach to support healthy communities. Partnering with Te Arawa Whānau Ora.
InterRAI NZ – Governance Board – Independent Chair	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
West Coast DHB Hospital Development Partnership Group – Member	Governance of the rebuild of Greymouth Hospital (Ministerial appointment)
Nelson Hospital Development Governance Group - Member	Governance of the rebuild of Nelson Hospital (NMDHB appointment)
Health Practitioners Disciplinary Tribunal – panel member	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
Te Mana o Ngati Rangitihi Trust – Chairman	Te Arawa iwi organization
Rotorua Golf Club – Chairman	Organisation that leases part of the Arikikapakapa Thermal Reserve

Nga Pumanawa e Waru Education Trust – Chairman	A Rotorua education provider
Veteran’s Advisory Board – Chairman	Provide advice to Minister of Defence on support to verterans
Rotorua Economic Recovery Task Force	Initiatives to build on Rotorua’s strengths and provide economic recovery following COVID-19
CNI Iwi Holdings Limited – Director/Shareholder	An iwi owned forestry company
ADC Forest Limited – Director/Shareholder	A private forestry investment company
Tukia Group Limited - Shareholder	Tukia A Ngati Rangitihī 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 providers mainly but not exclusively in the economic development, health, media, finance, human rights sectors
Ripeka Evans, Consultant to Te Papa Atawhai – Department of Conservation, Ministry of Housing & Urban Development, Pharmacy Council of NZ – current contracts	Public policy, Strategic advice,
Te Ao Māori Panel Member, Reserve Bank of New Zealand	NZ central bank
FW & A Evans Whānau trust, Trustee	Whānau trust ancestral whenua Māori shares
Materoa Dodd (partner), Council Member, Te Whare Wānanga o Awanuiāranga	Tertiary Education Provider
Claimant, Wai 2260, Wai 381	Claimant to Waitangi Tribunal for Mana Wāhine Tai Tokerau, Mana Wāhine – Māori Women’s Claim
Establishment Advisory Board Ngapuhi Sovereign Fund – Member	Crown Company Advisory Board
Courageous Conversations Aotearoa Foundation – Trustee	Anti-Racism Aotearoa, Global Foundation

Tania Hodges

Interest Declared	Nature of Business
Digital Indigenous com Ltd – Managing Director and Shareholder	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
Waikato Institute of Technology Ltd Director – effective 1 April 2020	Subsidiary of NZIST
Member of the Independent Whanau Ora Advisory Group (Ministerial Appointment)	Advisor to the Minister of Whanau Ora
Whanau.com Trust – Trustee	Family Trust
Waikato Tainui Koiora Strategy Panel – Independent Member	A working group for Waikato Tainui operations focusing on the wellbeing of whanau.

Niwa Ranji Nuri

Interest Declared	Nature of Business
Te Kopu NZ Limited (Chair)	Private Consulting Business
Hemi James Robb Whanau Trust (Chair)	Family Trust holding ancestral Maori land shares.
Taranaki Tona Nuri Whanau Trust (Chair)	Family Trust holding ancestral Maori land shares.
Hariata Robb – Kawha Whanau Trust (Chair)	Family Trust holding ancestral Maori land shares.
Tuhomo Trust (Accountant)	National Maori registration service
Te Arawa Lakes Trust (Trustee)	Te Arawa Lakes historical claims settlement
Lotteries Oranga Marae Committee (Committee Member)	Lotteries grants for Marae development
Tu Tonu Limited (Director)	Physiotherapy rehabilitation centre
Grandparents Raising Grandchildren Trust (Trustee)	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

Waikato Institute of Technology Ltd (Director/Chair)	Tertiary Education provider
DNA 3 Limited – Director and Shareholder	A business strategy consultancy company
Tu Tonu Kai Limited - Director	A café located in Hamilton

Ngaroma Tahana

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

**OPEN MINUTES OF A MEETING OF THE BOARD OF DIRECTORS
HELD ON FRIDAY 28 AUGUST 2020 AT THE WINDERMERE CAMPUS, TAURANGA**

PRESENT:

Board of Directors

Cathy Cooney (Chair)

Ripeka Evans (Deputy Chair)

Leith Comer

Tania Hodges

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)

Brian Dillon

Patrick Brus

Keri-Anne Tane

Bart Vosse

Ana Morrison

Clarke Raymond

Jeni Fountain

Kieran Hewitson

The Chair opened the meeting with thanks extended to Bart Vosse and Keri-Anne Tane, together with their Teams, for the H&S walk to the culinary area in H Block this morning prior to the Finance, Audit & Risk Committee meeting.

On behalf of the Board the Chair also conveyed congratulations to Ana Morrison on her appointment to the NZIST Executive team as DCE, Partnerships and Equity, noting how proud everyone is of her, and thanking her for everything she has done for Toi Ohomai.

A safe landing was also wished to Dr Fourie for his upcoming skydive 'Drop Your Boss', raising funds for charity.

2. APOLOGIES

All present

3. REGISTER OF INTERESTS/DECLARATION OF CONFLICTS

An update to the Register of Interests was noted at the earlier Finance, Audit & Risk Committee and will be updated on the Board Register accordingly.

The three Chairs of NZIST Subsidiaries (Cathy Cooney, Niwa Nuri and Ripeka Evans) registered a potential conflict in regard to the Ōritetanga Learner Success Framework project.

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 – 26 June 2020

Resolution: TOI20/25

RESOLVED that the minutes of Toi Ohomai Institute of Technology Ltd Subsidiary Board meeting held on 26 June 2020 be approved.

C COONEY / L COMER

6. ACTIONS/MATTERS ARISING:

26 June 2020

Action 1: Niwa Nuri requested a formal letter be sent to the Marketing and Comms team on behalf of the Board to congratulate them on the excellent news of winning a Silver Award at the Annual PRINZ Awards – Letter sent to Trilby Bagshaw, Jess Barnett, Jenna Wade-Leonard and Clarissa Van Emmenes as per attachment Item 7.1. - Completed.

7. CORRESPONDENCE

7.1 Letter to PRINZ Recipients - 01.07.20

The correspondence was received.

8. REPORTS

8.1 Chair of Council

The Chair presented her report providing a summary of activities during July and August, including the NZIST Council and Subsidiary Chairs meeting in Wellington on 29 July on meeting in Wellington; achieving improved equity outcomes; and dates for the 2021 Toi Ohomai graduation ceremonies. She also extended thanks to Patrick Brus, Management, and the Pandemic Response Team for their rapid response to the recent COVID situation in Tokoroa.

Notes were also received from the meeting with Chairs of NZIST Council, drawing attention to the note on page 1 that this is a once-in-a-generation opportunity to re-imagine vocational learning and is a good reminder of what we are all aiming to achieve.

8.1.1 Mana Ōrite Quarterly Report

An update on Mana Ōrite Tiriti Relationship Agreement activities during the period 1 April to 30 June 2020 was received. This covered Māori-Crown relations at Toi Ohomai and the Mana Ōrite report for the second quarter.

Ana Morrison was thanked for an excellent report. Brief discussion took place on remaining conscious of who is at the centre of why we are doing this and the need to keep asking where is the learner centric perspective.

8.1.2 Board Strategy Day Outcomes and Actions

Summary notes, together with an action summary from the Board Strategy Day held in Tauranga on 31 July 2020 was received.

Ripeka Evans questioned the third bullet point under Key Themes and what it might look like in terms of investment. Ana Morrison advised this is a hapū project which is still being developed with Awanuiārangi taking the lead and Toi Ohomai collaborating.

The relationship with the University of Waikato (TEP) was also raised by Tania Hodges and the need to think through issues for Toi Ohomai as part of the NZIST network. Agreed further discussion on this should take place at the October Board meeting.

Action 1:

Broader discussion on the Bay of Plenty Tertiary Education Partnership to take place at the October meeting of the Board.

The request to TEC for funding in relation to equity has not yet been sent, but should be ready to send to the Board prior to sending on to TEC by the end of September, or mid-October latest. Tania Hodges suggested this happen sooner rather than later.

8.2 NZIST Road Show – 25 September 2020 - Toi Ohomai / TKM Strategy Day

Input was sought from the Board of Directors on the proposed agenda for the TKM/Toi Ohomai Biannual Joint Planning Workshop on 25 September 2020, scheduled to be held at Tangatarua Marae in Rotorua. This meeting coincides with the attendance of Stephen Town and Murray Strong at Toi Ohomai as part of their NZIST Road Show.

Tania Hodges advised that Murray Strong and Stephen Town would undoubtedly appreciate an opportunity to speak at the meeting and Dr Fourie will run the agenda for the day past Stephen, suggesting the 9-10 o'clock session be used to maximise their attendance.

Resolution: TOI20/26

RESOLVED that the Chair's report and attachments be received.

L COMER / R EVANS

8.3 Chief Executive

Dr Fourie presented his report, acknowledging the excellent work Patrick Brus and the Pandemic Response team did in regard to dealing with the COVID-19 case at the Tokoroa Campus.

In regard to the Student Hardship Fund, the Board questioned whether students were aware of the Fund and how easy it is to apply for, with Patrick Brus advising it is well advertised and to date 300 students have accessed the Fund.

The question was also raised as to whether it was known what effect the Hardship Fund has had on students in terms of learner success. One piece of work has been undertaken in understanding how students dealt with the lockdown and a further piece of work as we enter Semester 2, could be the impact the Fund has had on withdrawals, retained in study and course success.

Action 2:

Report back to the November Board meeting on the impact the Student Hardship Fund has had on students in terms of withdrawals, retained in study and course success.

The Technology Access Fund has been spent with 71% of the 194 learners accessing the Fund being Māori.

8.4 Academic Committee

A brief overview of the activities of the Academic Committee meetings held on 18 June and 16 July 2020 was received.

Kieran Hewitson reported that following the trial of 3 trimesters the decision had been made to revert to two semesters due to staffing issues, a tight turnaround for recording student results and a low uptake from students who use their summer break to work and earn money.

8.5 Financials

The Financials were taken as read.

8.6 Health and Safety & Wellness

The Health and Safety & Wellness Report was received with the Board noting the focus on machine guarding is good to see. Also discussed was a recent assault case and staff support for recovery being provided. WorkSafe have advised that as this was an assault it is a criminal matter and not a notifiable incident. Further detail in regard to learnings from the recent Otago Polytechnic Worksafe court case findings in terms of safe practice and liability, was also requested.

Action 3:

Keri-Anne to provide learnings from the Otago Polytechnic case with regards to safe practice and the level of Liability.

Resolution: TOI20/27

RESOLVED that the Chief Executive report, together with the Academic Committee Report, Financials and the Health and Safety & Wellness Report, be received.

N NURI / L COMER

9 BOARD OF DIRECTORS - WORK PLAN

9.1 Student Experience Framework

An update on the Student Experience Framework and associated Student support projects was received.

It was noted it would be good to also see percentages around how many students were supported and how many were retained as learners. (See Action 2, under Item 8.3)

In regard to the Student Retention Project, feedback from students that are rung and queried why they withdrew, is shared with staff so staff can be informed and improve delivery.

9.2 IT Strategy

The Board received an update on progress of the delivery of the IT Strategic Goals 2019 – 2021, noting progress that is being made in the NZIST space.

9.3 Graduation Destination Survey

A brief summary of responses received for the 2020 Graduate Destination Survey (2019 graduates), with a comparison to results from the previous year, was provided. The survey is only sent to those students who graduate and doesn't capture those who have already gone into work. While the response rate to the survey is low, it is about average and ways to encourage participation are continually looked at. The information received from the survey goes back to the Faculties and is looked at to see what they can do to strengthen programmes, teaching methods and in work training etc.

Students who didn't graduate this year due to COVID, have received their parchments and will be able to attend the graduate ceremony in April next year, potentially making that graduation bigger than normal.

Board Chair, Cathy Cooney, extended an invitation to Board members to attend the April 2021 graduations.

Resolution TO120/28

RESOLVED that the Student Experience Framework and IT Strategy, together with the Graduation Destination Survey, be received.

N TAHANA / N NURI

10. GENERAL BUSINESS

10.1 Proposed Meeting Dates 2021

The proposed meeting dates for the Board and the Finance, Audit & Risk Committee for 2021 were confirmed.

Board Meeting 9.30am – 12noon (unless a Finance Audit & Risk Committee Meeting prior) – In this case Board Meeting to commence at 11am.

February 26	Windermere	Board / Strategy
March 26	TBC	Strategy
April 30	Mokoia	Board
May 28	TBC	Strategy Session
June 25	Windermere	Board
July 30	TBC	Strategy Session
August 27	Mokoia	Board
September 24	TBC	Strategy Session
October 29	Windermere	Board
November 26	Mokoia	Board

Finance Audit & Risk Committee – 9am – 10.30am

April 30
June 25
August 27
November 26

RESOLUTION TO EXCLUDE THE PUBLIC AND MOVE INTO THE CONFIDENTIAL AGENDA

Resolution TO120/29

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 / T HODGES

Chairperson:

Date:

ACTIONS– 26 JUNE 2020

Action	Action	Responsibility
1	Broader discussion on the Bay of Plenty Tertiary Education Partnership to take place at the October Board meeting.	Leon
2	Report back to the November Board meeting on the impact the Student Hardship Fund has had on students in terms of withdrawals, retained in study and course success.	Patrick
3	Keri-Anne to provide learnings from the Otago Polytechnic case with regards to safe practice and the level of Liability.	Keri-Anne

Board Meeting –Open

Open Actions

26 August 2020

Number	Actions	Response	Status
Action 1	Broader discussion on the Bay of Plenty Tertiary Education Partnership to take place at the October Board meeting.	On the Agenda for the October Board meeting as part of In-Committee Section – Board Only (Agenda Item 1 - The Future of the BoPTEP Partnership	Completed
Action 2	Report back to the November Board meeting on the impact the Student Hardship Fund has had on students in terms of withdrawals, retained in study and course success.	On the Agenda for the November Board Meeting	In progress
Action 3	Keri-Anne to provide learnings from the Otago Polytechnic case with regards to safe practice and the level of liability.	As provided in the October Update on HSW paper - see Open Agenda Item 8.5.	Completed

7 - OCT 2020

Cathy Cooney
Chair of Toi Ohomai Institute of Technology Council

By email: cathy@kowhaihealthassociates.co.nz

Tēnā koe

Deed of Settlement between the Crown and Ngāti Pūkenga: Letter of Introduction

On 7 April 2013 the Crown signed a deed of settlement with Ngāti Pūkenga to settle its historical Treaty of Waitangi claims. The Ngāti Pūkenga Claims Settlement Act was enacted on 14 August 2017. Please find enclosed a summary of the settlement for your information.

As part of the settlement, the Crown agreed to write a letter of introduction to Toi Ohomoi Institute of Technology (Toi Ohomai) to provide a platform for engagement between Ngāti Pūkenga and Toi Ohomoi.

Accordingly, I am writing to introduce you to Te Tāwharau o Ngāti Pūkenga the post-settlement governance entity for Ngāti Pūkenga.

Ngāti Pūkenga

Ngāti Pūkenga are an iwi with an estimated population of around 2,000 people. Ngāti Pūkenga is located and has historical ties and claims to four geographically dispersed areas: Tauranga, Maketu, Manaia (in the Coromandel) and Pakikaikutu (in Whangarei).

In addition to an iwi-specific settlement, Ngāti Pūkenga will benefit from the Tauranga Moana Iwi Collective Redress Deed once the legislation for that settlement is enacted. Ngāti Pūkenga can also benefit from the Pare Hauraki Collective Redress Deed, if it chooses to sign the deed.

Relationship with Toi Ohomoi

Ngāti Pūkenga are keen to promote the spiritual, economic, political, educational, social and cultural advancement and well-being of its whānau. These aspirations and outcomes are outlined in Te Pae Tawhiti – Vision 2050, which is available at www.ngatipukenga.com.

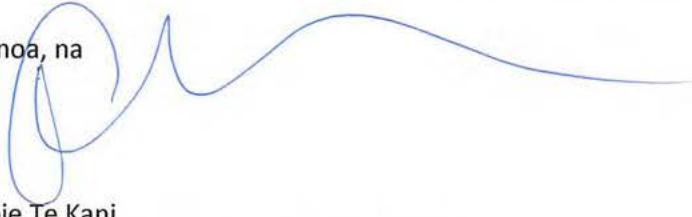
As a first step, I ask that Toi Ohomoi contact Ngāti Pūkenga through Te Tāwharau o Ngāti Pūkenga in order to explore the most effective way in which to engage in the future and, by doing so, continue to develop a healthy and durable relationship between the two parties going forward.

The Chair of Te Tāwharau o Ngāti Pūkenga is Jocelyn Mikaere who can be reached at jocelyn.mikaere@gmail.com or on 07 929 7133. The postal address for Te Tāwharau o Ngāti Pūkenga is:

Te Tāwharau o Ngāti Pūkenga
PO Box 13610
TAURANGA 13610

If you have any additional questions please contact Ron Hooper, Senior Analyst at the Office for Māori Crown Relations – Te Arawhiti, at ron.hooper@tearawhiti.govt.nz or on 04 494 9940.

Nāku noa, na

A handwritten signature in blue ink, consisting of a large, stylized 'C' followed by a long, sweeping horizontal line.

Chappie Te Kani

Tumu Whakarae – Chief Executive (Acting)

cc: Jocelyn Mikaere, Chair, Te Tāwharau o Ngāti Pūkenga, jocelyn.mikaere@gmail.com
cc: Kylie Smallman, General Manager, generalmanager@ngatipukenga.com
cc: Sir Toby Curtis, Te Kāhui Mātauranga Chair, Toby@tearawa.iwi.nz
cc: Dr Leon Fourie, Chief Executive Officer, Leon.Fourie@toiohomai.ac.nz
cc: Karen Vercoe, Te Kāhui Mātauranga Secretariat, Karen@tearawa.iwi.nz
encl: Ngāti Pūkenga Deed of Settlement Summary



Deed of Settlement

BETWEEN THE CROWN AND NGĀTI PŪKENGĀ

General background

Ngāti Pūkenga are today dispersed through four small and scattered kāinga located in Tauranga, Maketu, Whangārei and Hauraki. This settlement will be comprehensive settlement for all Ngāti Pūkenga historical Treaty claims. Ngāti Pūkenga will also be entitled to share in any collective iwi redress that may arise due to any collective iwi negotiations.

On 25 January 2010, the Crown recognised the mandate of Te Au Maaro o Ngāti Pūkenga Charitable Trust to represent Ngāti Pūkenga in negotiating a comprehensive historical Treaty settlement.

The Crown signed Terms of Negotiation with Ngāti Pūkenga on 25 January 2010. On 27 July 2012, the Crown and Ngāti Pūkenga negotiated a Statement of Position and Intent which formed the basis for this settlement.

On 23 November 2012, Ngāti Pūkenga and the Crown initialled a Deed of Settlement. The deed was then ratified by the people of Ngāti Pūkenga and signed on 7 April 2013. The settlement will be implemented following the passage of settlement legislation.

Te Au Maaro o Ngāti Pūkenga Charitable Trust were represented by Rahera Ohia, Shane Ashby, Te Awanuiarangi Black, Dominic Wilson and Areta Gray in day-to-day negotiations. The Office of Treaty Settlements, with the support of the Department of Conservation, Land Information New Zealand, the Ministry of Primary Industries and other government agencies, represented the Crown in day-to-day negotiations.

The Minister for Treaty of Waitangi Negotiations, Hon Christopher Finlayson, represented the Crown in high-level negotiations with Ngāti Pūkenga.

Summary of the historical background to the claims of Ngāti Pūkenga

Ngāti Pūkenga today is an iwi comprising the descendants of Te Tāwera, Ngāti Ha and Ngāti Pūkenga.

Ngāti Pūkenga are tangata whenua of Tauranga Moana and in 1840 their ahi kāroa in Tauranga Moana had been sustained in accordance with their tikanga over many generations. They were renowned as warriors and priests, and were an iwi who were often called upon to assist other tribal groups with their disputes.

The Ngāti Pūkenga rangatira, Te Kou o Rehua signed Te Tiriti o Waitangi at Maungatapu in April 1840. He expected that the Crown would protect his people's rights, property, and privileges, and repeatedly spoke of the partnership which he believed flowed from Te Tiriti.

By the mid-1850s, however, Ngāti Pūkenga was concerned at the discriminatory nature and inconsistent application of the law by the Crown. Nevertheless, Ngāti Pūkenga did not send men to fight against the Crown after it invaded the Waikato in 1863, and, as an iwi, did not fight in 1864 when war came to Tauranga Moana after Crown troops attacked Pukehinahina.

In 1865, the Crown issued an order in council to create a confiscation district which was extended by statute in 1868 to include 290,000 acres. It also purchased 93,000 acres of the land 'returned' to Māori inside the confiscation district at Katikati Te Puna from another iwi without investigating the ownership of this land. The Crown paid Ngāti Pūkenga compensation of £350 for their interests in the 50,000 acres of the confiscation district which it retained and £150 for their interests in Katikati Te Puna.

The Crown was slow to return the land in the confiscation district it did not otherwise acquire. In 1877, when a commission finally investigated the customary ownership of land in which Ngāti Pūkenga claimed ancestral interests, it did not allow them to present their evidence in an open hearing. Ngāti Pūkenga were only awarded a small block at Ngāpeke on the basis of a *tuku aroha* by another iwi in addition to the 98 acres reserved for them in the 50,000 acre block the Crown retained. The Crown repeatedly relied on the advice of a single official to reject Ngāti Pūkenga's numerous protests that this did not reflect their customary interests.

Ngāti Pūkenga lost much of their kāinga matua through the confiscation of their lands at Tauranga Moana and were dispersed between their four small and scattered kāinga as a result. The Native Land Court awarded individual Ngāti Pūkenga interests in a number of blocks at Maketū. The Court also awarded Ngāti Pūkenga land at Pakikaikutu and Manaia which had been gifted by other iwi. However, the individualisation of tribal land tenure imposed by the native land laws made Ngāti Pūkenga lands more susceptible to alienation, partition and fragmentation.

Industrial and agricultural development and urbanisation through the twentieth century has caused significant environmental degradation. The impact on Ngāti Pūkenga has been severe. Valuable sources of kaimoana at Tauranga Moana, Maketu and Manaia have been lost due to the pollution and sedimentation of waterways. Changes to the environment, including the clearing of indigenous vegetation, have led to regular flooding at Manaia which has prevented iwi landowners from effectively cultivating and farming their lands near the coast. Ngāti Pūkenga consider that they have benefitted little from the rapid urbanisation which has occurred in the Tauranga district since 1945. Until recently they were excluded from any involvement in planning or resource management.

Since the *raupatu* in Tauranga Moana, Ngāti Pūkenga has been dispersed to four dislocated kāinga which have functioned as autonomous entities in their own regions. Ngāti Pūkenga believe they have been inappropriately marginalised in histories about Crown-Māori relations in Tauranga Moana.

Summary of the Ngāti Pūkenga settlement

Overview

The Ngāti Pūkenga Deed of Settlement is the final settlement of all historical Treaty of Waitangi claims of Ngāti Pūkenga resulting from acts or omissions by the Crown prior to 21 September 1992, and is made up of a package that includes:

- an agreed historical account, Crown acknowledgments and apology
- cultural redress
- financial and commercial redress.

The benefits of the settlement will be available to all members of Ngāti Pūkenga wherever they may live.

Crown acknowledgements and apology

The deed contains a series of acknowledgements by the Crown where its actions arising from interaction with Ngāti Pūkenga have breached the Treaty of Waitangi and its principles.

The Crown unreservedly apologises for bringing war to Tauranga Moana, and unjustly extinguishing all customary title to land within the Tauranga Moana confiscation district. The Crown is sorry that Ngāti Pūkenga did not receive the same opportunity as others to protect and nurture their interests in Tauranga Moana after the raupatu, and that Ngāti Pūkenga were left increasingly dependent on lands outside Tauranga Moana for their support. For the Crown, the marginalisation of Ngāti Pūkenga in Tauranga Moana, and the harm this caused, are sources of profound regret.

The Crown apologises for exacerbating this harm by consistently failing to respect the rangatiratanga of Ngāti Pūkenga in their remaining lands.

The Crown acknowledges the suffering it caused Ngāti Pūkenga through its breaches of the Treaty of Waitangi. This settlement will, the Crown sincerely hopes, mark the beginning of a new relationship between the Crown and Ngāti Pūkenga which is founded on respect for the Treaty of Waitangi and its principles.

Cultural redress

1. Recognition of the traditional, historical, cultural and spiritual associations of Ngāti Pūkenga has with places and sites owned by the Crown within their area of interest. This allows Ngāti Pūkenga and the Crown to protect and enhance the conservation values associated with these sites.

1(A) SITES TRANSFERRED TO NGĀTI PŪKENGĀ

Four sites will be vested in the post-settlement governance entity:

- Liens Block
- Pae Ki Hauraki
- Otukopiri
- Te Tihi o Hauturu

Otanewainuku and Puwhenua will be jointly vested with five other iwi.

1(B) STATUTORY ACKNOWLEDGEMENTS

A Statutory Acknowledgement recognises the association between Ngāti Pūkenga and a particular site or area and enhances the iwi's ability to participate in specified resource management processes.

The Crown offers a statutory acknowledgement over the following areas:

- Te Tumu to Waihi Estuary
- Manaia Harbour
- Hauturu Block
- Manaia river.
- Pakikaikutu

1(C) CULTURAL REVITALISATION

The Crown will pay to the governance entity on the settlement date \$500,000 for Ngāti Pūkenga cultural revitalisation, and \$180,000 for Marae revitalisation in Manaia.

Relationships

2(A) PROTOCOLS

The Deed of Settlement will provide for protocols to facilitate good working relationships between Ngāti Pūkenga and the Minister for Arts, Culture and Heritage.

2(B) LETTERS OF INTRODUCTION

The Minister for Treaty of Waitangi Negotiations will write to:

- Ministry of Business, Innovation and Employment
- Ministry of Education
- Ministry for the Environment
- Ministry for Primary Industries
- Ministry of Social Development
- Ministry for Culture and Heritage
- Bay of Plenty Tertiary Partnership
- University of Waikato
- University of Auckland
- Massey University
- North Tec
- Te Wananga o Aotearoa
- Te Wananga o Raukawa
- Waiariki Institute of Technology
- Telecom New Zealand Ltd
- Whangārei District Council
- Northland Regional Council
- Thames Coromandel District Council
- Waikato Regional Council
- Bay of Plenty Polytechnic
- Te Whare Wananga o Awanuiarangi

Financial and commercial redress

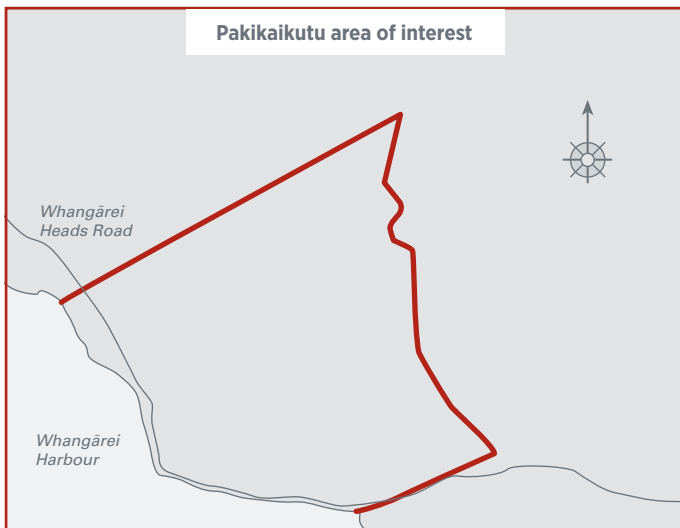
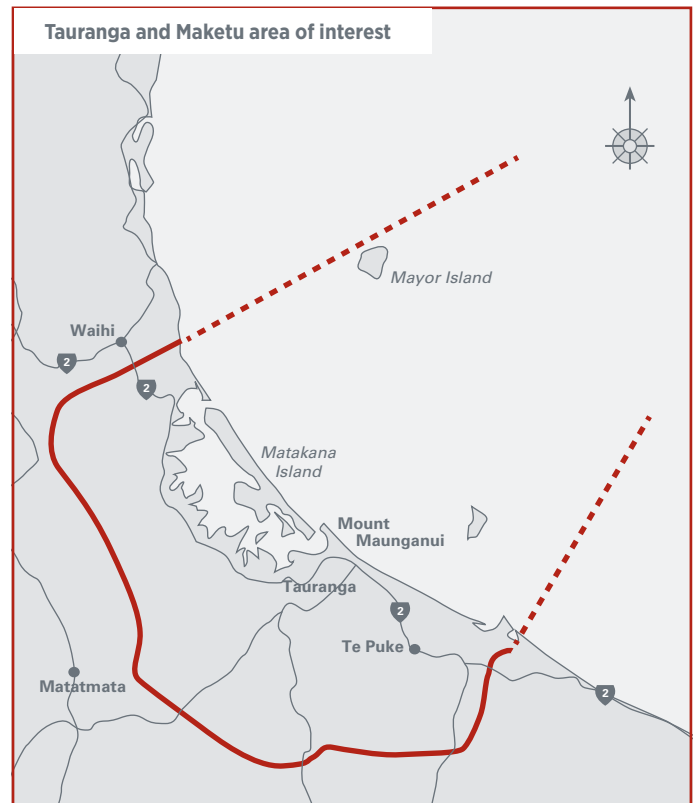
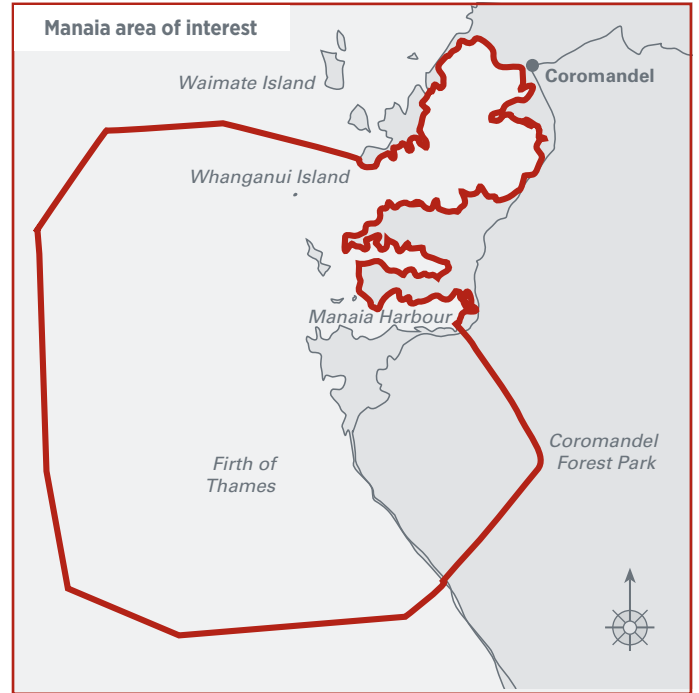
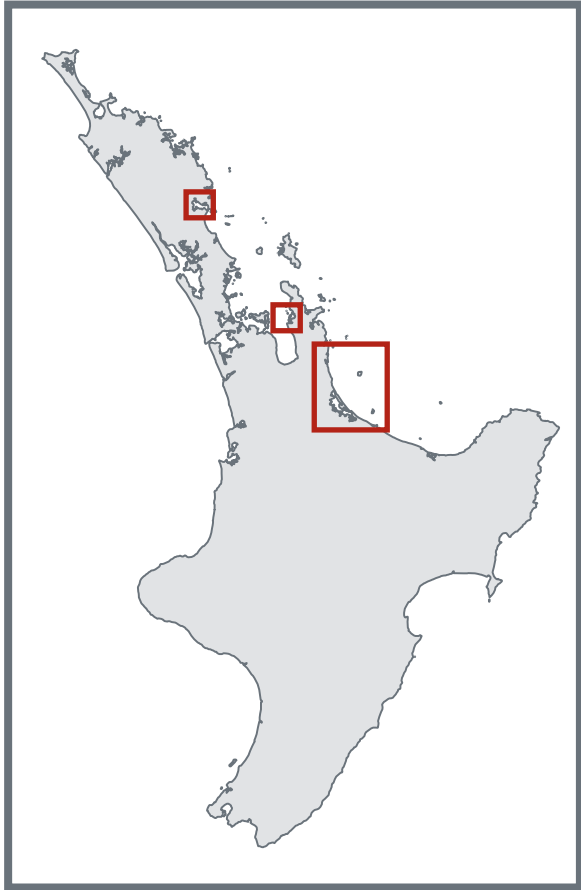
3. This redress recognises the losses suffered by Ngāti Pūkenga arising from breaches by the Crown of its Treaty obligations. The financial and commercial redress is aimed at providing Ngāti Pūkenga with resources to assist them to develop their economic and social well being.

3(A) FINANCIAL REDRESS

Ngāti Pūkenga will receive financial redress of \$5million plus interest

3(B) COMMERCIAL REDRESS

Ngāti Pūkenga will be entitled to purchase, using part of their financial redress, a number of commercial redress properties at a value of \$1.88 million



Questions and Answers

1. What is the total cost to the Crown?

The total cost to the Crown is \$5million plus the value of cultural redress properties to be vested.

2. Is there any private land involved?

In accordance with Crown policy, no private land is involved.

3. Are the public's rights affected?

No.

4. Are any place names changed?

No.

5. What are Statutory Acknowledgements and Deeds of Recognition?

Statutory Acknowledgements acknowledge areas or sites with which iwi have a special relationship, and will be recognised in any relevant proceedings under the Resource Management Act. These provisions aim to avoid past problems where areas of significance to Māori, such as burial grounds, were simply cleared or excavated for public works or similar purposes without permission or consultation with iwi. Statutory Acknowledgements do not convey a property right and are non-exclusive.

6. What happens to memorials on private titles?

The legislative restrictions (memorials) placed on the title of Crown properties and some former Crown properties now in private ownership will be removed once all Treaty claims in the area have been settled.

7. When will the settlement take effect?

The settlement comes into force on the day after the date on which it receives the Royal assent.

8. Does Ngāti Pūkenga have the right to come back and make further claims about the behaviour of the Crown in the 19th and 20th centuries?

When the deed is signed and settlement legislation is passed it will be a final and comprehensive settlement of all historical (relating to events before 21 September 1992) Treaty of Waitangi claims of Ngāti Pūkenga. The settlement legislation, once passed, will prevent the iwi re-litigating the claim before the Waitangi Tribunal or the courts.

The settlement will still allow Ngāti Pūkenga to pursue claims against the Crown for acts or omissions after 21 September 1992 including claims based on the continued existence of aboriginal title of customary rights. The Crown also retains the right to dispute such claims or the existence of such title rights.

9. Who benefits from the settlement?

All members of Ngāti Pūkenga wherever they may now live.

10. What about the Tauranga Moana Iwi Collective Deed?

At the time of signing, the Tauranga Moana Iwi Collective are working towards signing the collective deeds.

11. Will there be any delays for Ngāti Pūkenga because of the Tauranga Moana Iwi Collective deed?

Yes. Once the Ngāti Pūkenga Deed is signed, the introduction of settlement legislation will wait until the Tauranga Moana Iwi Collective Deed is signed as some redress that Ngāti Pūkenga will receive is included in the Tauranga Moana Iwi Collective Deed. The Ngāti Pūkenga settlement legislation will settle all Ngāti Pūkenga claims and therefore the Crown cannot introduce settlement legislation until all redress provided to Ngāti Pūkenga is agreed.

12. What about the Hauraki Collective Deed?

At the time of signing, the Hauraki Collective and the Crown are still negotiating towards a Collective Deed.

This and other settlement summaries are also available at www.ots.govt.nz

Te Kāwanatanga o Aotearoa

To	Toi Ohomai Board of Directors	From	Cathy Cooney, Chair
Title	Chair's Report	Date	30 October 2020

PURPOSE

To provide a summary of the Chair's activity September and October 2020.

Achieving Improved Equity Outcomes

A highlight of the past two months was the 25 September engagement with Te Kāhui Mātauranga in the continuation of our joint work as leaders in achieving equity for Māori and Māori learner success. This includes the collaborative work with NorthTech and Wintec through the shared commitment to Ōritetanga. The contribution of Riria Te Kanawa (KPMG) with the work she has been facilitating on the success measures, and Tā Mason Durie with his reflection on the three global phenomena and the implications these have for Aotearoa, along with his three visionary scenarios of what 2025-2030 might look like for our region provided thought provoking information for us. To maintain the momentum on this important work time has been allocated at the October meeting to gain input from Board members as the measures are refined ahead of the November TKM Strategic Leadership Group meeting.

Te Pūkenga Connections

It was a privilege to have NZIST CEO Stephen Town at the 25 September meeting. We appreciated the time he gave to our joint TKM / Toi Ohomai strategy meeting and then to a range of engagements with students, staff and unions. It was heart-warming to hear how many staff members joined the session with Stephen given that students were on their September break meaning most staff joined in the session while on Annual Leave. On 30 September we received notification of the name for NZIST – Te Pūkenga, and on 24 September the updated Operational and Financial Parameters Direction documentation, along with an updated version of the Governance Framework, were received. These have provided an update to the original documents issued 1 April at the time the Subsidiary Boards were constituted. There have been no national Chair meetings over the September/October period.

On 27 October Leon and I have a meeting with Tuhakia Keepa of Te Pūkenga (Kaitautoko assigned to Toi Ohomai) to discuss Te Pae Tawhiti – Te Tiriti o Waitangi Excellence Framework and the implementation of the Partnership and Equity directorate workstreams.

Congratulations to Keri-Anne Tane on her appointment to NZIST Team

We offer our sincere congratulations to Keri-Anne Tane, Executive Director – People Engagement & Capability, on news of her appointment to the new role of Director, People and Culture at Te Pūkenga. We are confident that under Keri-Anne's leadership the importance of taking a strategic long-horizon approach to building the competency, capability and resilience of the NZIST workforce will be given priority. We wish Keri-Anne every success and she can certainly leave Toi Ohomai on a high note given the just released outcome of the 2020 staff engagement survey. An 84% survey completion level along with a 14% upswing in positive staff engagement in one year is a result to be very proud of.

Graduation Ceremonies, April 7-13 2020

A reminder that Board members are welcome to attend any of the Graduation Ceremonies for the 2020 graduands. These will be held in Tokoroa, Taupō, Rotorua, Whakatane and Tauranga from 7 April – 13 April. This is an early heads-up. Valda will be adding calendar invites for Board members to consider.

RECOMMENDATION: That the Board **Receive** the Chair's update for the September/October 2020 period.

Agenda Item 8.1.1

To	Toi Ohomai Board of Directors	From	Ana Morrison, ED: SPMS
Title	Joint Planning Workshop, September 2020	Date	22 October 2020

PURPOSE

To provide the Toi Ohomai Subsidiary Board of Directors with Summary Notes and Actions from the [Joint Planning Workshop on the 25th September 2020](#) at Ihenga, Tangatarua Marae, Mokoia campus, Rotorua.

Three kaupapa were addressed on the Workshop day:

1. Te Waiariki Economic Recovery & Reset
2. Iwi Success Measures
3. Ōritetanga Collaboration Project

This Paper is presented in two parts: Part A: Summary and Action from the Joint Planning Workshop; and Part B: Response to Board of Directors Supplementary Questions.

RECOMMENDATION

That the Board of Directors receive and provide feedback on the Summary Notes and Actions.

PART A

1. Te Waiariki Economic Recovery & Reset

The objectives of the session were for Toi Ohomai to:

- Understand the aspirations of iwi of the region as cornerstone economic activators;
- Identify Toi Ohomai education delivery contributions; and
- Identify Mana Ōrite solutions to partner on 2020/2021

The presentations by [KPMG](#) and [Sir Mason Durie](#) provided rich insight into the training and learning priorities for and by iwi, both now and into the future. An immediate opportunity exists to enhance the current Portfolio Review by undertaking (in parallel) an Iwi Vocational Education scoping project as a mana ōrite activity for 2020/2021, as follows:

- identify the current Toi Ohomai T&L products that will deliver on the identified education outcomes in the KPMG Report and Sir Mason Durie Report;
- identify the other Te Pūkenga network T&L products that will deliver on the identified education outcomes in the KPMG Report and Sir Mason Durie Report;
- identify T&L product gaps; and
- write a Business Case to Toi Ohomai Strategic Investment Fund for an “Iwi Vocational Education T&L Product Line”.

The Report and Business Case can form part of the TKM and Toi Ohomai Joint Planning Workshop in March 2020 for receipt, discussion and then actioning.

This meets the following aspects of the Mana Ōrite Tiriti Relationship Agreement:

- TKM 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 (Cl 5.1);
- Effective mechanisms are in place for meaningful interaction, debate and co-development of Toi Ohomai strategies and policies that influence Māori education outcomes (Sch B cl 1);
- Joint development of Māori success statements of service performance (Sch B cl 2.5a); and
- Alignment of Toi Ohomai activity to support the aspirations of iwi (Sch B cl 2.5b)

2. Iwi Success Measures

The first Toi Ohomai EER in 2018 recommended that Toi Ohomai “Accelerate the development of Māori success indicators and build capability to support improved student achievement for these priority learners” (Recommendation 2 of the 6 Recommendations). We currently have the following measures that we are accountable for:

- Statement of Service Provision goals set by TEC in the Toi Ohomai Investment Plan
- Education Performance Indicators set by TEC in the Toi Ohomai Investment Plan
- Māori Success Strategy indicators and milestones set and monitored by Toi Ohomai

Within the Mana Ōrite Tiriti Relationship Agreement was a commitment that we develop with TKM, key performance indicators to ensure Toi Ohomai is able to meet the educational aspirations of Māori learners and iwi throughout the region more effectively. The [draft Proxy Iwi Success Measures](#) were delivered by TKM. They will be refined by TKM in collaboration with the Toi Ohomai Academic Excellence & Māori Success Directorate (led by Kieran Hewitson) and finalised by 31 December 2020.

It is proposed that the finalised Iwi Success Measures are integrated into Toi Ohomai operations as follows:

- Review of and incorporation into the Māori Success Strategy (due to Board in February 2021) and associated Action Plans. Monitored and reported on to the Board biannually;
- Development of a Te Ao Marama dashboard for monitoring and reporting internally, and to the Board and TKM (March 2021); and
- Incorporation into Te Pae Tawhiti Tiriti Excellence activity led by ED – Tiriti Partnerships (2021 Project); and
- Within the Ōritetanga Collaboration project as part of the Learner Success KPI Framework (2021 Project);

3. Ōritetanga Collaboration Project

The key outcomes were:

- Toi Ohomai involvement and iwi-centric approach in the collaboration project was endorsed by Te Kāhui Mātauranga
- Te Kāhui Mātauranga prefer a strategic (governance level) involvement and, provided the Iwi Success Measures are incorporated into the Learner Success KPI Framework, are happy to be advised of progress and impact through the TKM SLG meeting mechanism
- Individual iwi would like high touch involvement in the “Māori learners as iwi” aspects of the project design. This will be facilitated through initial invitation via TKM Secretariat but will be managed on

an iwi by iwi (or hapū as required) basis as a direct relationship with Toi Ohomai Ōritetanga project team. This requires additional funding to support iwi participation, as we are doing for internal resource.

The Business Case to TEC has not been submitted yet. More detailed project planning underway as due diligence has identified that internal expertise and resourcing is greater than initially scoped, and there is additional resource required to attend to iwi project involvement as a result of the TKM workshop.

Actions Summary

Action	Due Date	Responsibility
Te Waiariki Economic Recovery & Reset: Undertake an Iwi Vocational Education scoping project	26 Feb 2021	ED – SP & D and ED – AE & MS
Te Waiariki Economic Recovery & Reset: Present Report and Business Case at Toi Ohomai Joint Planning Workshop on 26 March 2021.	19 March 2021	ED – SP & D
Iwi Success Measures: Integrate iwi success measures (the Mana Ōrite KPI Framework) into Toi Ohomai operations as set out above	26 Feb 2021	ED – AE & MS
Ōritetanga Collaboration Project: Distribute Business Case to Board, finalise and submit to TEC	27 November 2020	ED – SSE & ED – AE & MS

PART B

We note that in your October 2020 Board teleconference you agreed that there are 3 key projects for 2021:

- **Ōritetanga Collaboration** – update provided above. You will be provided the business case in draft before it is submitted, for feedback. This may be out of Board meeting rhythm to meet deadlines.
- **Iwi Success Measures** – update provided above. We note that the Board has requested inclusion of futures scenario thinking as provided by Sir Mason Durie.
- **Māori Faculty Development** – recommend that this be explored with the TKM Secretariat in the first instance, to understand how to best achieve improved and targeted learner outcomes for Maori that can be embedded in our programmes, delivery, support and organizing arrangements. A position paper to be developed by March 2021, which will include consideration of a Maori Faculty development.

Supplementary questions raised in that teleconference are responded to as follows:

Landing the Iwi Success Measures - 4 Outcomes and 16 KPIs: The agreed process is that Head of Māori Success and ED – Academic Excellence and Māori Success will engage with TKM Secretariat in November to provide feedback on KPI measurement and data capture mechanisms. TKM SLG on 27 November will approve the finalised Mana Ōrite KPI Framework.

Ensuring Hapū Engagement in Te Kāhui Mātauranga Framework: This is the desired outcome (in addition to iwi and whānau engagement) of the Phase 2 Te Kāhui Mātauranga implementation. TKM Secretariat and Toi Ohomai management consider this a key priority for 2021 and recommend that this becomes a 2021 Mana Ōrite Project - in particular, a focus on whānau engagement.

Engaging with Māori Land Trusts on Job and Training Opportunities: This is the responsibility of the Head of Strategic Partnerships. This is tracked (live) on Salesforce IT system by the relevant business partners and the ED -Strategic Projects and Development. The shift in this portfolio to the Strategic Projects and Development Directorate enhances the business development and project management capability to support more of this important and impactful work. For example, scale the Tamaki Tours and Te Arawa Group Holdings training partnerships. This directly responds to the Charter requirement to “develop meaningful partnerships with ...Māori employers...and those operating in niche sectors; and communities at

a local level, including hapū and iwi...” (cl 4b); and “recognise Māori are key actors in regional social, environmental, and economic development” (cl 4d).

The Opportunities Register was shared with the Board during its Induction Sessions and can be viewed via the link found [here](#). The Salesforce IT tracker will in future be included in the scheduled Mana Orite quarterly reports to the Board of Directors.

Understanding Partnerships at Toi Ohomai: An explanation of how Toi Ohomai approaches Partnerships is set out in the [Strategic Partnerships Strategy](#), which is being reviewed and refreshed to respond to internal Directorate shifts and Te Pūkenga Charter requirements. Would the Board like to be engaged in a workshop as part of this review, to both understand the current commitments and provide input into the future approach?

Māori Success Embedded in Transformation Process: Ensuring a continued focus and resource investment in Māori Success activity is critical for Toi Ohomai, as is maintaining the activity to embed Māori Success through the organisation through action planning currently underway. The alignment with the Whanake Ake (Quality Team) and leadership from ED – Academic Excellence and Māori Success enhances the operational impact – particularly with T&L delivery. From a Te Pūkenga transformation perspective, active leadership from ED - Academic Excellence and Māori Success and the Head of Māori Success will be important to help shape Te Pūkenga thought leadership in this space, as well as maintain autonomy of the Toi Ohomai Māori success kaupapa. The next step is to review the MSS and align with Te Pae Tawhiti and the iwi success measures.

Te Pūkenga Success Measures: Not yet scoped as Te Pūkenga is still forming. Given Toi Ohomai is a leader in the Te Pūkenga network in its articulation of both Māori success measures and Iwi success measures, it is important that Toi Ohomai is an active participant in the relevant Te Pūkenga workstreams that will create these for Te Pūkenga as a network – these are Te Pae Tawhiti, the Operating Model, and Ākonga at the Centre.¹ This will be a key focus for the ED – Tiriti Partnerships but will also require ED – Student and Staff Engagement and ED – Academic Excellence & Māori Success (or their relevant Tier 3 leaders) to contribute. The challenge will be for Toi Ohomai to balance its contribution to Te Pūkenga development whilst also maintaining the focus on delivery of Toi Ohomai priorities.

NEXT STEPS

Confirming Friday 26 March from 10am-1pm (venue TBA by 30 Nov) as the first TKM and Toi Ohomai Joint Planning Workshop of 2021, and will include:

- Iwi Vocational Education T&L Product Line and Maori Faculty development position paper.
- Update on progress to operationalise Iwi Success Measures and update on Ōritetanga Collaboration.

¹ Currently have Head of Māori Success seconded 0.5FTE to the Ākonga at the Centre project in a Senior Māori Advisor function until December 2020.

Agenda Item 8.2

To	Toi Ohomai Board of Directors	From	Leon de W Fourie Chief Executive
Title	CE Report	Date	30 October 2020

PURPOSE

- To provide an overview of key activities and outcomes since the 28 August Board meeting
- To highlight key developments, achievements, and opportunities for the Board

RECOMMENDATION: That the Board receive the Chief Executive report covering the period 28 August 2020 – 30 October 2020

1. People

Executive Leadership structure - further changes: Keri-Anne Tane (Executive Director People, Engagement & Capability) will be leaving Toi Ohomai on the 13th November, transferring to Te Pukenga as their Director of People and Culture. We are following a 'sinking lid' approach and very fortunate to be able to transfer the Directorate to Patrick Brus, Executive Director: Student Engagement and Experience, who has many years of experience as an HR Director, including previously with Fonterra, Zespri, LIC, and Wintec. The following link outlines the ELT post this change and that previously advised, with Ana Morrison's resignation <https://bit.ly/2S9e3oC>. We are tremendously sad and proud in even measures in 'losing' Keri-Anne and Ana, however knowing that both Te Arawa wahine will continue to significantly inspire Maori women and achieve even greater toitutanga heights as pivotal sector leaders.

Stephen Town, Te Pukenga Chief Executive, on the 13th of October reflected on the appointment of Keri-Anne and Ana in an email to the Subsidiary Chief Executives as follows: *'I'm aware that we've now sourced two great candidates from Leon's team at Toi Ohomai, with Ana Morrison having started with us now too. While I can't regret a focus on ensuring we get the best people we can into Te Pūkenga, I imagine there will be some further staff movement throughout the network as we continue our transformation. This may create some instability and increase the staffing challenges that many of you are managing.'*

Significant increase of 14% points in Staff Engagement score: We are delighted to advise the Board of Directors that the recently completed 2020 Staff Engagement Survey has presented a full staff engagement score of 71.68%! This compares to 57% in 2019, 51% in 2018 and 44% in 2017. Given the extraordinary challenges that 2020 has presented us, we are truly humbled and inspired by the results. A full outline of the results and our proposed next steps will be presented to the Board in November.

Toi Ohomai Community Day gives back: The CoVID-19 pandemic has had a huge effect on our community and what better way to give back than to dedicate our Toi Ohomai Community Day 2020 to those hit hardest during the pandemic. On the 22nd of October 12 Toi Ohomai teams organized themselves to get out-and-about in the community and contribute their time to organisations or services to those in need. The purpose was to show our appreciation, help-out others, donate our time, and share our Toi Ohomai values. Some of the institutions we connected with included: Good Neighbour; Volunteering BoP in Tauranga; Firefighters' Rotorua; Supermarket workers; Riding for the Disabled; Turangi Medical Centre; Hells Gate; Matua Radius Care; and Glenbrae Arvida Retirement Care.





TEU Bargaining still in process: Bargaining with the TEU commenced in September for the recently expired Collective Agreement (30 September). The TEU sought a two-year term with 3% remuneration and allowance increases each year. Based on our recent 2021 budget preparations, the management bargaining team held to a position of ‘no increase’ although as a gesture of acknowledgement for staff commitment and contribution in 2020 particularly; we would provide a one-off 3 day leave allocation (to be taken in 2021). We are yet to return to the table to complete bargaining, but note that the TEU have expressed their dissatisfaction with this to both Toi Ohomai and Te Pukenga. Ideally, following several channels of communication, we hope that the TEU may recognise our objective being to hold labour cost, rather than increase it and risk negative staff impacts.

2. Stakeholder Engagement and Building Partnerships

Post COVID-19 Skills Response – Collaborating with Te Arawa Group Holdings: A new post COVID-19 Skills Recovery initiative was launched on the 19th of October between Te Arawa Group Holdings, the Employers and Manufacturers Association, Toi Ohomai Institute of Technology and with the support and funding from the Ministry of Social Development. It enables the upskilling/multi-skilling of employees across Te Arawa Lakes Trust, Whakarewarewa Maori Village, Millennium Hotel, Te Puia, iSite and Mitai Maori Village - the first cohort will consist of 50 learners. The Level 4 First Line Managers programme will prepare the learners with the tools and skills necessary to find employment in the changing labour market in Rotorua. Some of the skill sets include: digital literacy, health and safety, cyber security, personal effectiveness and other job readiness skills.

The Rotorua rohe has experienced a significant decline in the number of tourism and hospitality jobs due to the impact of COVID-19. This programme delivered by Toi Ohomai ultimately aims to allow trainees to discover themselves, transform thinking and gain the knowledge and practical skills necessary to discover employment opportunities in different industries.

Te Pukenga Roadshow - Stephen Town’s visit to Toi Ohomai: on Friday, 25 September, Stephen Town visited Mokoia campus as part of a roadshow, visiting all 16 subsidiaries around the country. Stephen was welcomed in a Pohiri and had various successful engagements with amongst other the Board of Directors, Te Kahui Matauranga, Toi Ohomai Management, the Unions, Staff, and Students during his time at Toi Ohomai.

Stephen Town's engagement with staff at Mokoia campus can be viewed via the following link:
<https://web.microsoftstream.com/video/611e66e2-662f-4039-92ec-a187f8737bb0>



Southern Waikato Integrated Training Centre – Tokoroa Campus: As circulated to the Board on the 20th of October, we have established broad terms for our Heads of Agreement with South Waikato Investment Fund Trust (SWIFT) for the ownership and lease of the new Southern Waikato Integrated Training Centre (Tokoroa Campus). SWIFT will build the centre and upon completion then transfer the asset into a Joint Venture (exact vehicle to be confirmed) – with 50/ 50 co-ownership between SWIFT and Toi Ohomai (recognising SWIFT's \$1 million investment and Toi Ohomai's \$1 million investment in the build). Toi Ohomai will then lease the campus from the JV partnership. This is a unique opportunity to enact our Campus Development Strategy for Tokoroa and provide modern accessible learning facilities to the South Waikato region in a manner that would normally not be financially affordable by Toi Ohomai alone. Not only will Toi Ohomai be able to consolidate their delivery into a single, purpose-built, facility – we will be able to secure our long-term tenure and commitment to Tokoroa/South Waikato through the co-ownership/lease and obtain a 50% stake in a \$14 million development for a \$1 million investment. Following the Board's support for this development we have submitted the proposal for approval by Te Pūkenga (Copy of formal request [here](#) and accompanying paper [here](#))

Toi Ohomai in the news: Toi Ohomai continues to receive positive media coverage - no negative stories in the current reporting period. A selection of highlights are below:

[Toi Ohomai CE takes the plunge to raise money for Charity](#)
[Toi Ohomai student nurse educator named nurse of the year](#)
[Toi Ohomai tutors te reo journey](#)
[Face masks fund student exhibition](#)
[Toi Ohomai supports World Suicide Prevention Day](#)

3. Learner Centred

Ramping up our focus on student engagement events: A wide range of exciting events have been run and well attended across the rohe to maximise student experience for our learners. Events included:

- Te Wiki o Te Reo Māori, Hamupēka BBQ – Whakatane, Tokoroa, Taupo
- Student bowling night - Rotorua & Tauranga
- Pancake breakfast – Whakatane
- Suicide prevention day – all campuses



Providing more services in the Regions: A “Pop-up Library” service at each regional campus has started involving fortnightly visits to Taupō, Whakatane and Tokoroa. Initial feedback is very positive with regional staff and students who are happy to be supported with more face-to-face services. Similarly, Regional Health Clinics have recommenced to the Regions.

Providing support through the Student Hardship Funds: We have allocated \$234,000 out of \$430,000 available for the Student Hardship Access Fund for Learners (HAFL). Thus far, 464 individual students have been supported (58.3% Maori learners) from 609 applications. In total, if we include group initiatives, an estimated 1648 students were supported. The separate Technology Access Fund for Learners (TAFL) has now been exhausted with 347 students supported (72.62% Maori learners) and \$347,504 spent. We will provide a more in-depth report on the impact the hardship funds have had on student success at the November Board of Directors’ meeting.

4. Innovation and Supporting Innovation

Toi Ohomai hosts the first virtual National Research Symposium for Te Pūkenga: On 24th and 25th September, Toi Ohomai hosted the annual ITP National Research Symposium. Due to uncertainty about COVID-19 alert levels in August and September, a last-minute decision was made to turn this symposium into a virtual event. A great deal of planning (and training in hosting using Zoom) was required in order to run the symposium virtually. The event was a major success, with 180 people from around New Zealand registering to attend. The symposium included 59 presentations, six posters and two workshops. In addition, creative arts staff from Toi Ohomai and Eastern Institute of Technology offered a virtual art exhibition.

Keynote speakers were:

- Leon opened proceedings with a keynote address wherein he made suggestions to the Te Pūkenga Research Directors in how to shape the direction of research in the sector to align more closely with the strategic intent of the reform of vocational education
- Stephen Town, Te Pūkenga Chief Executive, also spoke about the value and future of research within Te Pūkenga
- Hemi Rolleston and Ramona Radford talked about their work at Scion, developing the Māori Forestry Futures Strategy
- Jill Chrisp and Karen Johannsen from Tairāwhiti spoke about the complexities of living, working and playing in Aotearoa New Zealand today as tāngata whenua and tauīwi.

iSite construction completion date anticipated for mid-2021: 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-19 lock-downs 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. Based on the additional structural work it is now anticipated that this project completion date will shift to May/June 2021.

5. Sustainability

Te Pūkenga - Capital Asset Management Strategy: Te Pūkenga have commenced their next workstream to develop a capital asset management strategy (CAMS). They have engaged KPMG to support them with this development with a strong reliance on participation from the sector. The aim is to develop a CAM strategy that enables:

- Facilities that are fit for modern teaching and learning, and future proofed
- Utilisation of facilities is optimised –locally and across the system
- Safety issues and maintenance issues are addressed
- Identify excess capacity, and those assets no longer fit for purpose
- Te Pūkenga to deliver to its Ministerial expectations with a particular focus on Te Tiriti O Waitangi – delivering partnership, protection, participation and equity. Specifically to deliver:
 - a. Current state condition assessment.
 - b. 10-Year Capital Asset Management Strategy (the Strategy)
 - c. Asset Management Plan update and integration.
 - d. Capital Asset Management System (AMS) advice.
 - e. Prioritised short-term projects list and brief for shortlisted project(s).

The work has commenced with a significant data request, which we have responded and an initial strategic context workshop. Anthony Robertson (representing Toi Ohomai) and Ana Morrison (representing Te Pūkenga) were at this initial strategic workshop. The workshop recognised that this will be an iterative process and that the CAMS will be informed and influenced by the new operating model, however a good understanding of the current sector state is needed in order to be able to move forward.

EXTERNAL STAKEHOLDER AND INTERNAL STAFF ENGAGEMENTS

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

Date	Institution/Group/Agency/Forum	Represented by
September		
1	South Waikato District Council	Ben Smit, Chief Executive
1	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair
1	Te Pukenga Subsidiary Executive Leadership	Stephen Town, Te Pukenga Chief Executive; and Subsidiary CEs
2	TANZ eCampus	Pamela Simpson, Chief Executive Ross Butler, Board Chair
2	Human Synergistics	Pam Wilson, Senior Consultant
2	Southern Institute of Technology	Maree Howden, Acting Chief Executive
3	Student for a Day: Patisserie and Bakery	Staff and Students
3	Whole of Government Rotorua Group	Various stakeholders and partners across Rotorua
3	TANZ Accord	TANZ Accord Chief Executives
4	Student for a Day: Engineering	Staff and Students
4	Bay of Plenty Rugby	Scott Kahle, Board Member
4	Graham Dingle Foundation	Drop your Boss Charity Event – Leon's Skydive
7-11	Team meetings	Various staff meetings across directorates
7	Student for a Day: Automotive	Staff and Students
8	Rotorua Chamber of Commerce	Board members
8	NZTE	Lionel Crawley, Customer Director
9	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair and Board Members
9	Student for a Day: Hospitality	Staff and Students
10	Wintec	Dave Christiansen, Chief Executive
10	KPMG	Andrew Tubb, Partner – Management Consulting
11	Student for a Day: Barbering	Staff and Students
11	Rotorua Lakes Council	Steve Chadwick, Mayor
14-15	Tu Pukenga Subsidiary Executive Leadership	Stephen Town, Te Pukenga Chief Executive; and Subsidiary CEs
16	Whole of Government Rotorua Group	Various stakeholders and partners across Rotorua
16	Priority One	Greg Simmonds, Chief Operating Officer
17	Finance, Audit and Risk Committee	FARC Board Members
17	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair
17	Te Pukenga International Working Group	IWG Chief Executives
18	University of Waikato	Alister Jones, Senior Deputy Vice Chancellor
18	Wintec	Dave Christiansen, Chief Executive
21	Tauranga Chamber of Commerce	Board Members
21	Taupo District Council	David Trewavas, Mayor
21	Enterprise Great Lake Taupo	Kylie Hawker-Green, Chief Executive
22	Connect BoP	Various stakeholders and partners across the BoP
22	Te Pukenga International Working Group	IWG Chief Executives
23	In Step Young Leaders – Key note address	Various young leaders across the Western Bay of Plenty
24	Te Pukenga Research Symposium – Opening Address	Various researchers across Te Pukenga - first virtual conference
24	Business After 5 - Whakatane	Various stakeholders and partners
25	Toi Ohomai and Te Kahui Matauranga Strategy Day	Toi Ohomai Board members Te Kahui Matauranga Senior Iwi Leadership
25	Te Pukenga Roadshow	Stephen Town, Chief Executive
28-29	Te Pukenga International Working Group - Workshop	Te Pukenga IWG members
29	Education New Zealand	Grant Mcpherson, Chief Executive
29	Te Pukenga Subsidiary Executive Leadership	Stephen Town, Te Pukenga Chief Executive; and Subsidiary CEs

30	KPMG	Andrew Tubb, Partner – Management Consulting
30	TANZ Accord	TANZ Accord Chief Executives

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

Date	Institution/Group/Agency/Forum	Represented by
October		
1	TEU	Sandra Gray, National Secretary and local TEU representatives Megan Morris, Pam Fleming, and Joanne Donovan
1	Whole of Government Rotorua Group	Various stakeholders and partners
2	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair
2	KPMG	Andrew Tubb, Partner – Management Consulting
5	Rotorua Economic Development	Rebecca Wright, Executive Manager Investment, Growth & Intelligence
6	Pukeroa Oruawhata Trust	Peter Faulkner, General Manager
7	BA5 – MTF Fraser St & Tyre Works Mega	Various stakeholders and partners
8	Wintec	Dave Christensen, Chief Executive
8	KPMG	Andrew Tubb, Partner – Management Consulting
8	Intent	Liddy Bakker, Owner and General Manager
9	Te Pukenga Internationalisation Working Group	IWG Chief Executives
9	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair and Board members
12-14	Toi Ohomai All of Staff Meetings	Toi Ohomai Staff
12	Tauranga Chamber of Commerce	Board Members
13	Rotorua Chamber of Commerce	Board Members
13	Te Pukenga Subsidiary Executive Leadership	Stephen Town, Te Pukenga Chief Executive; and Subsidiary CEs
13	Bay of Plenty Rugby	BoP Rugby Board, Management and BoP Rugby Sponsors
14	Wintec	Dave Christiansen, Chief Executive
14	University of Waikato	Alister Jones, Senior Deputy Vice Chancellor
15	Whole of Government Rotorua Group	Various stakeholders and partners
15	Te Pukenga International Working Group	IWG Chief Executives
16	Rotorua Chamber of Commerce - Workshop	Chamber Board Members
19	Te Arawa Group Holdings	Board Members
19	Employers and Manufacturing Association	Brett o'Reilly, Chief Executive
19	Toi Ohomai Board of Directors	Cathy Cooney, Board Chair
20	Tauranga Chamber of Commerce	Chamber Board Members
21	KPMG	Andrew Tubb, Partner – Management Consulting
22	Toi Ohomai Community Day	Toi Ohomai staff undertaking work in our communities
23	Tauranga Chamber of Commerce	Conor Quin, Board Chair
26	Labour Day	-
27	Connect BoP	Various stakeholders and partners
27	Te Pukenga Subsidiary Executive Leadership	Stephen Town, Te Pukenga Chief Executive; and Subsidiary CEs
28	KPMG	Andrew Tubb, Partner – Management Consulting
28	Te Pukenga International Working Group	IWG Chief Executives
29	Whole of Government Rotorua Group	Various stakeholders and partners
30	Toi Ohomai Subsidiary Board Meeting	Board members
30	New Horizons for Women Luncheon	Toi Ohomai Scholarship Award recipients

(Selected CE key engagements in the next month: November)

November		
2	Te Pukenga Management Pohiri - Hamilton	Te Pukenga and Subsidiary representatives
2	Te Pukenga Subsidiary Executive Leadership	Stephen Town, Te Pukenga Chief Executive; and Subsidiary CEs
3	Priority One	Nigel Tutt, Chief Executive
4	Business After 5 - Momena	Various stakeholders and partners
5	Tauranga Moana	Turi Ngatai, TKM Board member – Ngai Te Rangi/Ngati Ranginui
5	KPMG	Andrew Tubb, Partner – Management Consulting
6	Rotorua Multicultural Society	Margriet Theron, President
9	Te Pukenga Subsidiary Executive Leadership	Stephen Town, Te Pukenga Chief Executive; and Subsidiary CEs
9	Tauranga Chamber of Commerce - AGM	Board members and Chamber members
10	Rotorua Chamber of Commerce	Board Members
11	TEU	Sandra Gray, National Secretary and local TEU representatives Megan Morris, Pam Fleming, and Joanne Donovan.
11	International Education	International Onshore Agents
12	NZ VET Research Forum	Sector researchers
12	Wintec	Dave Christensen, Chief Executive
12	Whole of Government Rotorua Group	Various stakeholders and partners
13	Westpac Tauranga Business Awards	Various stakeholders and partners
14	KPMG	Andrew Tubb, Partner – Management Consulting
18	South Waikato District Council	Various stakeholders and partners
23	Tauranga Chamber of Commerce	Board members
23 – 25	Toi Ohomai All Staff Meetings	Toi Ohomai Staff
24	Connect BoP	Various stakeholders and partners
26	Whole of Government Rotorua Group	Various stakeholders and partners
27	Finance Audit & Risk Committee	Board members
27	Toi Ohomai Subsidiary Board Meeting	Board members

To	Board of Directors	From	Kieran Hewitson Executive Dean, Academic Development Innovation & Maori Success
Title	Academic Committee - Report	Date	30 October 2020

During this reporting period Academic Committee met on 20th August, 23rd September 2020 and 15th October 2020. A brief overview of discussion from these meetings:

20th August 2020

- Agreement to review the Academic Prizes and Scholarship Policy. To be sent out on Te Aka for consultation. An equity lens is to be reviewed in the policy.
- Endorsement of Chair's Action to approve Waiver of Award Criteria for student 27018011
- Endorsement of Chair's Action for Re Enrolment for Students 30019587 and 30022414 to re enrol for a third time on NZ Diploma in Engineering.
- Verbal update of Pōari Akoranga/Academic Board from K Hewitson
- Approval of re- enrolment for student 30002937 for Course CIVL4002 to enroll for a third time.
- Approval of Graduand Results.
- Received various Academic Minutes: Learning Quality and Standards Committee, Academic Programme Management Committee and Research Committee.

23rd September 2020

- Review of Awards and Parchments design to ensure that there is consistency. Upon approval parchment design will take effect for all end of year awards and parchments for 2020 and beyond.
- Approval of Graduand results
- Received various Academic Minutes: Learning Quality and Standards Committee, Academic Programme Management Committee and Research Committee.
- Lockdown Learning Survey Report: A short survey was distributed to students post Covid-19 lockdown to measure how well they felt supported, how they rated the quality of activities and resources, what worked well for them and what did not work so well during the lockdown period. It provided opportunity to share their experience of lockdown learning.
- Graduate Destination Survey Report: Review of key findings
- First Impressions Survey Report, S2 2020: Review of key findings

15th October 2020

- Review of Risk Monitoring Processes. Action to produce a flow chart and further discussion for clarity around process is required. Discussion on current Risk Register for the Institute.
- Receipt of Disciplinary Student Meetings for information.
- Regulatory Framework 2020: The Regulatory Framework and the Student Code of Rights together with the Student Code of Conduct went out for consultation in September 2020. Received feedback together with response/outcome has been recorded and is shown in the accompanying feedback document. Relevant updates to reflect Te Pukenga have also been added by K Hewitson.
- Approval of Graduands.
- Received various Academic Minutes: Academic Programme Management Committee and Research Committee.

To Toi Ohomai Board of Directors **From** Anthony Robertson
Executive Director: Corporate Services

Title Financials - Summary **Date** 20 October 2020

Purpose

The purpose of this paper is to provide a key indicator summary of the actual and forecast financials for 2020 as at the 30th of September 2020. Full management accounts can be found [here](#) :

Key Points

Key Performance Indicators	Year to Date				Full Year		
	Actual	Budget	Prior Year		Budget	Forecast	Prior Year
Income (\$m)	\$ 71.1	\$ 68.3	\$ 66.8		\$ 91.1	\$ 85.9	\$ 90.5
Expenditure (\$m)	\$ (65.4)	\$ (68.3)	\$ (67.5)		\$ (92.3)	\$ (93.3)	\$ (93.4)
Operating Surplus (Deficit) before exceptionals ¹ (\$m)	\$ 5.6	\$ 0.0	\$ (0.7)		\$ (1.2)	\$ (7.4)	\$ (2.9)
Operating Surplus (Deficit) before exceptionals ¹ (%)					-1.3%	-8.6%	-3.2%
Staff Costs : Income					62.4%	66.3%	65.5%
Capex (\$m) ²					\$ 9.7	\$ 6.0	\$ 4.7
Cash and bank balance at year end (\$m) ²					\$ 27.1	\$ 21.6	\$ 33.8

Year to Date performance

- Income is slightly higher than budget (and much higher than prior year) due to higher international activity offsetting lower domestic activity and lower trading & other income
- Expenditure is slightly lower than budget profile but in line with prior year due to lower spend on staffing costs (esp. support staff costs) and lower depreciation.
- Overall year-to-date performance is better budget and prior year due to the higher international activity

Year End Forecast Out-turn

- Forecast deficit (before guaranteed income), or underlying deficit, is \$7.4 million due to lower domestic delivery income (government income and tuition fees) and lower trading & other income (Holiday Park, Saw Mill, i-Site) together with higher expenditure on international agents' commission (in relation to higher international income) and TANZ eCampus contractor payments
- The guaranteed government funding returns the forecast deficit of \$7.4 million to around \$0.8 million deficit (which is slightly better than budgeted deficit of \$1.2 million)
- Forecast cash position remain strong (\$22m) but is around \$5.5 million lower than budget as cash from operations remains the same however we are now forecasting significantly lower international fees for 2021 paid upfront in 2020 offset by some capex now projected to be c/f into 2021

Notes

¹ – Does not reflect guaranteed government funding which has been classified as an exceptional item

² – 2020 capex and closing cash balances includes \$4.2 million of c/f capex budget from prior years

Agenda Item 8.5

To	Toi Ohomai Board of Directors	From	Keri-Anne Tane Executive Director PEC
Title	Health, Safety and Wellness Report	Date	19 October 2020

Purpose

To provide an update to the Board of Directors on matters relating to Health, Safety and Wellness for the month of September 2020 together with progress against the HSW 2020 Plan.

Key Points

The HSW report for the month of September presents:

- a summary of H&S incidents for the past month;
- progress against the HSW Plan 2020 (inclusive of both leading and lag indicators);
- an update on the previously reported 'serious assault' of an employee by a member of the public at our Holiday Park; and
- as previously requested, additional information regarding the Otago Polytech WorkSafe prosecution.

Monthly H&S Incidents

Incident reporting for September is on a par with last September and analysis of the data from 2019 and 2020 shows there were spikes in reporting earlier in 2020 which have offset the drop in reporting during Lockdown. May and June 2020 showed a gradual increase in reporting with the Institute gradually coming back to a full return to work, and the following months tracking very similarly. Further detail is provided in the HSW Report.

HSW Plan 2020

With the focus shifting from the Pandemic response we have been able to return our efforts to the key deliverables of the HSW Plan. Procedural tasks are progressively being completed, but we have had challenges primarily with

- 1) Engaging staff and leaders with training: understandably, a lot of work is being compressed into the later half of the year and it is difficult to coordinate all the original training delivery. Additionally, trainers are finding the same situation and one programme (CIMs) is unable to delivery our programme until the New Year.
- 2) System developments: as this requires reasonable financial investment to rectify, this is now being reviewed in light of the 2020 Budget.

Board HSW Engagement

This month the Board are invited to meet with our Mokoia Carpentry team to visit the construction of the Charity House. Please meet in the Council room at 8.45am.

A key focus of the visit will be for the staff to share with the Board the learnings and improvements following a notifiable incident in 2018. In that incident, a Contractor fell from mobile scaffolding, breaking their neck. The resulting WorkSafe investigation highlighted key failings in the Institutes health, safety and management of this area of work. Improvement work since this time has included:

- the implementation of a robust Contractor Management System for Trades and Logistics which aligns with Facilities contractor management;
- site inductions for all workers on all building sites;
- appointment of site managers for all building sites;
- refreshed hazard boards on all building sites; and
- restriction of use of any Toi Ohomai hazardous equipment until capability assessments are completed and verified.

Monthly Incident Report

Incident Rates

A total of 27 incidents were reported for the month of September. These consisted of 12 near misses, seven non-medically treated injuries and eight medically treated injuries. As previously reported, this incident level is similar now to last year, which is unfortunate following almost two months of minimal incidents during lockdown.

Incidents by Hazards

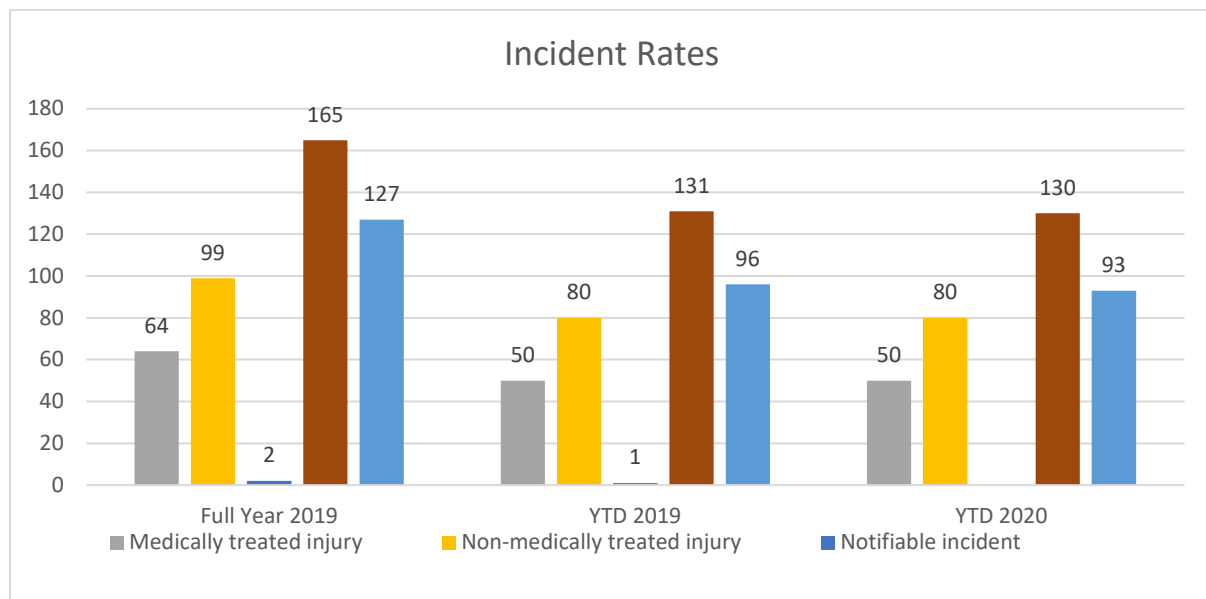
We continue to see an increase in Organisational - Unsafe Acts. A review of student behaviour related policies and procedures is currently underway.

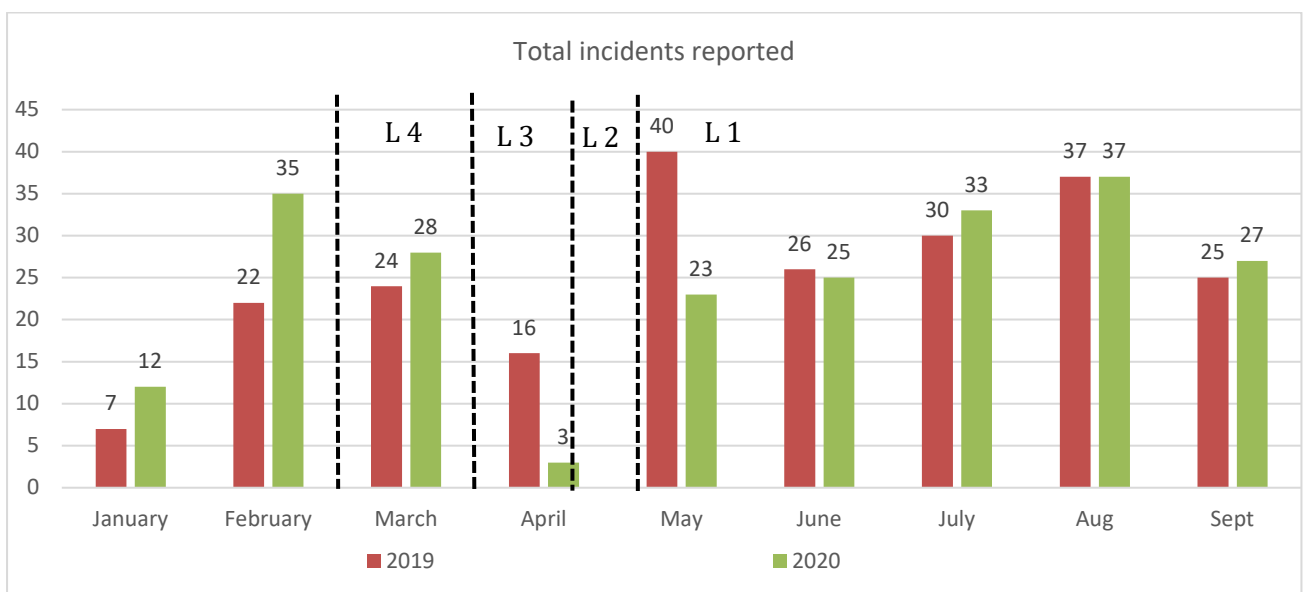
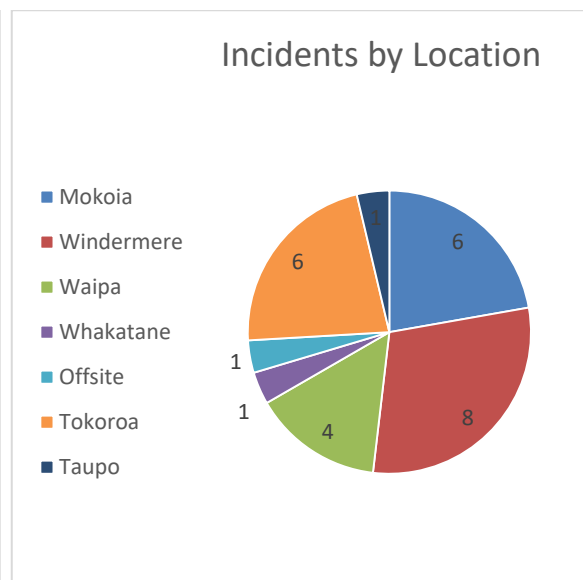
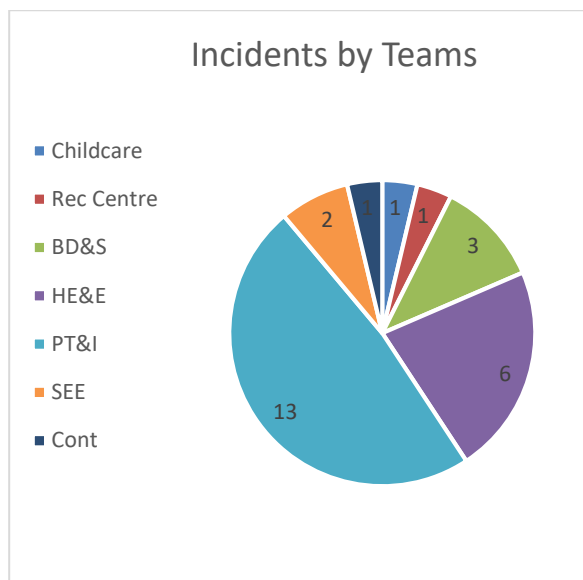
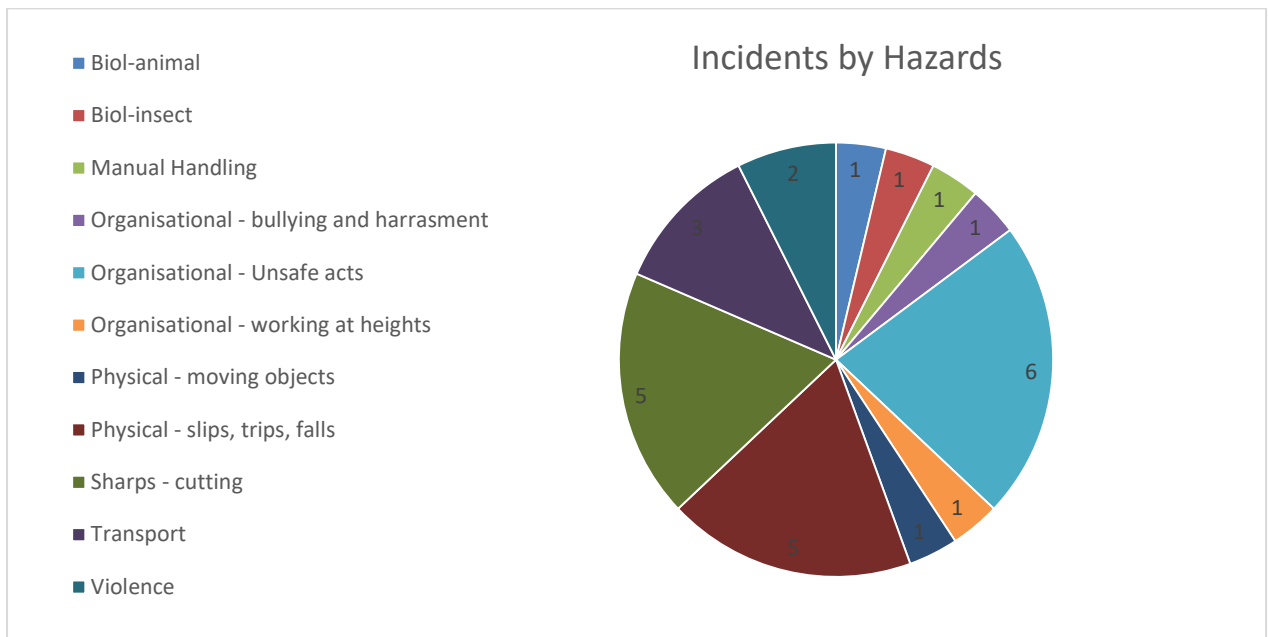
Incidents by Team

Our Primary Industries, Trades and Infrastructure team operate in the highest risk faculty so record the highest number of reported incidents (18 this past month) repeatedly. Although some level of this is to be expected developments in improved process and practice require further review.

Incidents by Location

Further to the increased incidents by organisational – unsafe acts (Incidents by hazards) of key concern, is the increasing number of these incidents on remote locations – specifically, Tokoroa. Although we are undertaking a review of how we can further support improved processes, particular consideration will need to be given to those staff working in remote locations and/or regional sites.





Health, Safety and Wellness Plan 2020

This month has seen less of a focus on Pandemic response with the organisation mostly returning to work as normal with the added requirements of social distancing and hygiene. This has allowed for greater concentration on the HSW workplan tasks.

Focus Area (PwC Audit)	Key Initiative	Progress		
		RAG	Indicator	Commentary
H&S Strategy and Planning	Refresh Plan	Good progress	HSW Plan 2020 completed	Plan implemented.
	Refresh Risk Matrix		Risk Matrix 2020 completed	Risk Matrix draft prepared for H&S Rep review currently.
H&S Reporting	Refresh Report	Delays with dashboard	HSW Report 2020 implemented	Significant focus on HSW communications has been Wellness. We recognise the need to incorporate more awareness now of incidents.
	Increase awareness of HS reporting/ dashboard		Management access to HS dashboard established Quarterly staff communications on HSW reporting implemented	
H&S Procedures	Consistent H&S practice and application	No concerns	100% completion of all area inspections for all campuses 100% standardization of SOPs Standard H&S Manual implemented Student PPE Procedure to be developed and implemented for consistent application.	H&S Manual passed by Leadership and put out for use. 25% of SOP's standardised PPE Procedure in review with Leadership.
Waipa Mill Campus	Address public access Full Risk Assessment completed	Good progress	Public access-ways fully fenced and all signage displayed Full Risk Assessment completed by an independent assessor	All signage installed. Prohibition notice for bansaw cancelled. Log yard gate installed. Guarding being reviewed
H&S Structure	Set out structure for H&S roles and responsibilities Improve engagement with H&S	Drop off in attendance concerning	Finalise and publish H&S structure, roles and responsibilities 80% attendance at H&S Representative meetings	Structure, roles and responsibilities established.
H&S System	Establish access to reporting Establish ownership of reporting Develop reporting of H&S	Delays – but progressing	Refer H&S Reporting All incident outcomes reported to author	Review of H&S system underway and proposal to move away from Tech One
Incident Management	Improve incident reporting to management and teams Engage staff with incident investigations Establish FRT organisation-wide	No concerns	Refer H&S Reporting Incident investigations to be shared with teams FRT on each campus All FRT members trained in CIMs training	FRT established for each campus. FRT training schedule in development. CIMS training booked for early 2021
Contractor Management	Implement improved sign-in for Contractors Conduct regular contractor audits	No concerns	100% Contractor inductions completed before commencement Establish annual audit schedule of all Category A contractors. Complete 6 spot audits for all other contractors.	Induction process established. Audit process in development.
Training	Implement H&S industry training for academic staff	Needs focus	100% staff completion of H&S training Specialist industry training completed for academic staff as relevant	First Aid training progressing well. 100% of all staff returning under Level 2 Covid-19 completed a H&S re-induction to site (496 in total).

			100% academic staff completion of First Aid training/ certificate	
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Focus Area (other)	Key Initiative	Progress		
		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	No concerns	100% vehicles serviced on time Reduced speeding incidents Reduced insurance incident claims for vehicles 100% attendance of registered van drivers on safe driving programme	Safe Driving Procedure finalised. Reviewing insurance claims for alignment with H&S reporting
Safe Behaviour	Deliver 'safe behaviour' training programmes for Academic/ front-line and FRT staff members	Not likely to achieve 100% by year end	100% attendance of all academic staff on 'safe behaviour' training Complete review of Student Conduct/ Disciplinary Policy and Procedures	Procedures put out for use. Training programme in development.
Well-being	Deliver Well-being Plan	No concerns	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	142 Flu vaccinations delivered across Mokoia and Windermere campuses. Health Monitoring schedule being developed Approval for onsite OHSN
Emergency Response	Implement Emergency Response & Business Continuity Plan Complete ER drills consistently on each campus, with good briefing sessions to establish learnings and engagement	Good progress	ERBCP completed and implemented 5 Emergency Response Drills completed on each campus (2x Fire, 2x Lockdown, 1x Earthquake)	ERBCP first draft completed. 2x Lockdown Drills implemented- many learnings from these and progressively in development. 1x Earthquake Drill completed.

HSW General Updates

Update on Serious Harm Incident improvements

Further to updates to the Board, following the public assault of a Toi Ohomai staff member at the Holiday Park in June, the employee has now fully returned to work. Following identification of improvements, we have since completed:

- A new roster system so that staff members away work in pairs and no-one accesses the hot pool alone;
- Change of staff start times to no earlier than 8am, therefore, avoiding being in the park during the hours of darkness;
- Checks on all CCTV cameras to ensure they are operating correctly;
- Retraining of staff in the operation of the CCTV; and
- Security improvements are being reviewed in the current absence of increased CCTV.

Otago Polytechnic Prosecution

As previously reported to the Board, earlier this year, Otago Polytechnic was sentenced to a Court Ordered Enforceable Undertaking (COEU) and a \$15,000 victim reparation, after a pre-trade carpentry student suffered a partial finger amputation on an inadequately guarded machine. The COEU is the first to be ordered under

the HSWA and will see Otago Polytechnic spend a minimum of \$275,000 on health and safety measures and initiatives including scholarships, awareness campaigns and safety training.

The Courts identified that Otago Polytechnic failed to

- a) Ensure an effective risk assessment was conducted; and
- b) To ensure effective guarding on the machine.

The case outlined that although the organisation completed regular risk assessments and had guarding on machines, the failing identified was with regards to “effective” assessments and “effective” guarding. The court decision outlined “effective” as the “highest health and safety standards” and/or “industry standard”.

Best practice health and safety certainly aligns to the aspiration of Toi Ohomai, but against a baseline of non-compliance identified in 2017 is progressively being worked towards in a phased approach. The first aim is compliance then ‘good practice’ then, best practice. Of consideration, is whether this needs acceleration; therefore, increased prioritisation.

Immediately, following review of this case, the health and safety team at Toi Ohomai commenced a machine guard review across all campuses. These are progressively being completed and an update on this will be available for the Board next month. Several immediate remedies, including the replacement of machinery, have already been acted on.

Overall, this case has highlighted that practice and procedural application is not sufficient to avoid prosecution for ensuring practicable safety for workers. Organisations must also ensure that these practices and procedures are, or ensure effectiveness. Discussions with our Otago colleagues indicates they were advised to increase peer reviews, external expertise and auditing to improve on effectiveness.

The PWC Audit in 2019 of the HSW management system at Toi Ohomai is a strong demonstration of this in action, however, consideration of other monitoring approaches should now be included in the 2021 HSW workplan.

Agenda Item 9.1

To	Toi Ohomai Board of Directors	From	Kieran Hewitson-Executive Dean Academic Excellence and Māori Success
Title	Māori Success Strategy - Update	Date	October 2020

Purpose

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

Executive Summary

The establishment phase of the Māori Success Strategy is now completed, which has been focused on working across Toi Ohomai with faculty and support areas with setting the expectations and baseline measures. The strategy has 12 success indicators and 40 outcomes that span all aspects of our organisation. Toi Ohomai have genuinely committed to a comprehensive and meaningful plan to ensure we enable the cultural and systemic shifts required to achieve equity of outcomes for our Māori learners.

Summary of Project Progress

The strategy has now entered into the impact phase which is about enabling and enacting actions which will drive the changes required. The impact of the COVID19 lockdown and the required focus on supporting the delivery of teaching and learning through this time has delayed some of the activities:

- 13/29 Outcomes reported are on time, on budget and show no risk.
- 12/29 Outcomes reported on in this update are experiencing delays.
- 3/12 Outcomes reported minor delays show some risk to completing. They are all linked to the same project. They have some elevated risk for completion. Timelines have been adjusted to better reflect their complexity.
- 3/12 Outcomes that have experienced delays are overdue. They are all linked to the same project. Timelines have been adjusted to better reflect their complexity.
- 1 outcome has been closed.
- 1 outcome has been activated ahead of schedule.
- 2 outcomes have had their timelines stretched across the whole strategic period as it has been noted there is no end point for them.

Detailed Project Updates

The attached table outlines activity that has been undertaken since the last report, in some of the indicators the work is not due to start until a later date therefore there is little to report on.

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.

Contributors

Kelly-Anne Panapa

For Information

Strategic whenu: Partnership

- Mana enhancing and mana ōrite relationship for both treaty partners
- Relationship based on “tension of difference, not on its erasure”
- Create the space for difference and multiple perspectives to reside – resists reducing the breadth and depth of Māori realities and/ or assimilatory outcomes

Success Indicators	Outcomes	Guardians	Progress	Commentary
Toi Ohomai is a trusted partner to iwi and Māori enterprise	2. Mātauranga Māori and Bicultural competencies are embedded in graduate attributes	T&L, AD	On Time	Action planning discussions with Whanake Ake to plan how to fulfill this outcome are still in play. A project for designing Toi Ohomai graduate attributes is currently being scoped.
			On Budget	
			Risk	
			Overall Status	
Toi Ohomai is a trusted partner to iwi and Māori enterprise	3. Mātauranga Māori and bicultural competencies are embedded in staff core competency framework	PEC	On Time	This is a complex project. Action planning discussions with PEC to plan how to fulfill this outcome are still in play. Due to be closed May 2022.
			On Budget	
			Risk	
			Overall Status	
Toi Ohomai is recognised for being an “Exemplar Bicultural Organisation”	5. The Cultural Intelligence App (CIA) developed by Toi Ohomai supports Māori cultural and language competency across the organisation	SPMS	On Time	Project implemented, completed and closed. Outcome Achieved.
			On Budget	
			Risk	
			Overall Status	

Strategic whenu: Decolonising Practice					
<ul style="list-style-type: none"> Acknowledges our colonised context Raises consciousness of the processes and impacts of colonisation Prompts reflection on cultural assumptions and norms Necessary for Māori and non-Māori 			<ul style="list-style-type: none"> Critically reflects on practice to interrupt hegemony and colonising practices An on-going project, not something that will be arrived at, i.e. there is no end point 		
Success Indicators	Outcomes	Guardians	Progress		Commentary
Māori students and staff feel empowered to be Māori and that their contribution and success is valued at Toi Ohomai	6.The Toi Ohomai conscientising professional learning and development programme is embedded and valued	PEC	On Time		2 x day Beyond Diversity training for the senior Leadership and middle management teams has been implemented. A wider organisational development plan has been developed MS and PEC teams partnering through the action planning process to develop the content, schedule and roll it out. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		
	7. Engagement of Māori staff in activities of influence and services for success is improving	PEC	On Time		A number of initiatives have been implemented including, Māori staff hui, wānanga and PD opportunities. More Action planning discussions with PEC to plan how to fulfill this outcome are still in play. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		
	8. Engagement of Māori students in activities of influence and services for success is improving	SEE	On Time		Action planning discussions to fulfill this outcome have been delayed and re-scheduled to take place by end of October. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		
Toi Ohomai staff and graduates are sought after for their expertise in navigating culturally complex environments	12. Employers report high satisfaction rates in Toi Ohomai graduates	T&L	On Time		Scheduling planning discussions with the faculties to make high level commitments for further work with middle managers and staff has been challenging. Discussions to fulfill this outcome have been delayed. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		

Strategic whenu: Structures and Power					
<ul style="list-style-type: none"> • Attends to inequity • Addresses structural limitations to Māori success • Focusses on restoring power of voice and the politics of social change 			<ul style="list-style-type: none"> • Resists victim blame or deficit frames • Is aspirational and advances towards a 'Utopian' objective 		
Success Indicators	Outcomes	Guardians	Progress		Commentary
Performance by Toi Ohomai against the Tertiary Education Commission's Educational Performance Indicators for Māori is equal to our best performance outcomes	14. Support services are contributing meaningfully to Māori Success	SEE, CS	On Time		Business Intelligence Unit has collaborated with MS manager to develop a data dashboard for the Māori and Pacific Trade Training programme. Enabling valuable insights into success rates of MPTT learners throughout our portfolio of programmes, their iwi affiliations and tracking towards meeting TEC contractual obligations. This is having immediate impact in being able to identify strengths and weaknesses and act to continually improve on a successful learner journey-outcome. Initial action planning session with Corporate Services has been completed. Motivation to make meaningful contributions is high. A follow up session to fine tune the actions is planned for November. Student Engagement and Experience are planning to include the student retention project into their Māori Success action plan. This will be confirmed through the action planning process with them. This has been delayed and re-scheduled to take place by end-October. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		
	15.Principles of equal explanatory power and/or mana ōrite decision making mechanisms are embedded at all levels of the organisation	Exec and Snr Ldrshp teams	On Time		Mana Ōrite approaches to decision making implemented and role modelled by Council and ELT. Mana ōrite committee plan has been re-oriented to systematise mana ōrite and integrate equity principles into all subcommittees. COVID19 and the ROVE has significantly delayed this project. The timeline for this project has been adjusted to fall within the current implementation phase. Due to be closed May 2022. The new timeline will be reflected in the next report.
			On Budget		
			Risk		
			Overall Status		

	16. Organisational data and systems reflect kaupapa Māori principles	SEE, CS	On Time		Corporate Services have integrated Kaupapa Māori and Data Sovereignty principles into the development of the org.'s Business Intelligence governance principles. Once action plans have been fine tuned with Student Engagement and Experience and Corporate Services, more actions will be identified.
			On Budget		
	17. Robust learning analytics improve relevance, timing and effectiveness of targeted interventions	T&L	Risk		Action planning discussions with T&L and Student Engagement and Experience to plan how to fulfill this outcome have been delayed. Due to be closed May 2022.
			Overall Status		
Bi-cultural, continuous quality improvement framework is valued and utilised	18. Treaty based mana ōrite relationship structures and behaviours are institutionalised and practiced	Exec and Leadership teams, relevant sub-committee	On Time		This is a complex project and closely related to outcome 15. Action planning discussions have started with Executive Directors Academic Quality and Strategic Partnerships and Māori Success - to plan how to fulfill this outcome. There is much more work to be done to understand how best to reflect and practice mana ōrite relationship structures and behaviours within Toi Ohomai. Due to be closed May 2022.
			On Budget		
	20. Exemplar Bicultural continuous quality improvement monitoring mechanism embedded into committee structure	Council, SPMS	Risk		A cross-organisational committee was established in 2019 to co-ordinate and plan org. activities for Te Wiki o te Reo Māori and Matariki. This is embedding into org. structure a mechanism for collective accountability for delivering events that promote and support bicultural competence. *Outcomes 15 and 20 refer to the same project. Commentary and risk, as for Outcome 15. Due to be closed May 2022. As for outcome 15 the timeline for this project has been adjusted. The new timeline will be reflected in the next report.
			Overall Status		

	21. Deficit thinking and language is removed and Māori Success and Critical Bicultural principles are demonstrated and evident in programme and course self-assessment and improvement plans	T&L, AD&Q	On Time		Actions to begin work on provision of Professional Learning and support to uplift staff understanding and capability as well as to monitor language in formal documents have been identified through the AD&Q action planning process. Work will be undertaken with T&L to activate the shift through faculty staff. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		
Toi Ohomai is an employer of choice for Māori in our region	22. Māori staff 'net promoter score' is consistently high	PEC	On Time		Actions have been taken by PEC to establish a baseline for Māori staff engagement through the staff engagement survey. Of interest to note from the first baseline data that Māori staff engagement was slightly lower than non-Māori staff engagement. Having this information now enables us to gain understanding about why and act accordingly. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		
	23. Māori staff percentages are tracking in an upward trend in concordance with Māori student numbers	PEC	On Time		A wider organisational development plan is in development MS and PEC teams partnering through the action planning process to establish and understand the baseline data and to implement appropriate actions. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		

Strategic whenu: Cultural Legitimacy and Innovation				
<ul style="list-style-type: none"> Upholds mana Māori (including culture, knowledge, identities and language) Provides valid lenses to think differently (generative, innovative ground) Supports the Māori struggle to maintain and protect the resilient archive of Māori knowledge 		<ul style="list-style-type: none"> Understands that Māori knowledge is contextualised and localised – resists the urge to reduce the contexts, breadth and depth of Māori knowledge Recognises that culture (and therefore Māori identity) is dynamic not fixed 		
Success Indicators	Outcomes	Guardians	Progress	Commentary

Kura Māori is thriving	24.Kura Māori – business case implemented	SPMS, T&L (Kura Māori)	On Time		There have been no discussions or plans as yet. This outcome is complex and involves many moving parts. This project will likely be initiated once Kāhui Mātauranga KPI's for Toi Ohomai are confirmed. The opportunities for having a . Due to be closed May 2022
			On Budget		
			Risk		
			Overall Status		
Diverse Māori Language, Culture, knowledges and identities are valued, lived and normalised at Toi Ohomai	27.All staff are encouraged to speak and enhance their Māori language and cultural proficiency	PEC	On Time		There is lots of activity in this area the plan is to maintain all the activities reported on previously and continue to build (particularly formal actions/plans) *As part of the action planning process, Māori Success and PEC are planning actions around: Bicultural capabilities at the core of our capability framework 2. Bicultural competency into recruitment, retention, development and performance processes 3. bicultural induction processes. COVID lockdown has hampered further progress to implement these projects. Timelines will be affected. New business partnering model by PEC will add value. This outcome is not an end point. It is an ongoing, continually evolving process. As a result the timeline has been adjusted to maintain reporting through the Impact and Business as Usual phases.
			On Budget		
			Risk		
			Overall Status		
	28.All students are encouraged to speak and enhance their Māori language and cultural proficiency	T&L	On Time		Action planning discussions with T&L to plan how to fulfill this outcome have been delayed. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		
	29.Māori language, culture and knowledge programmes are included in curricula	T&L, ADQ&R	On Time		Scheduled achievement during BAU phase = 2023 Some of the ground work has been laid to support the inclusion of Māori language, culture and knowledge into curricula
			On Budget		
			Risk		

lived and normalised at Toi Ohomai			Overall Status		including the strategic placement on Māori educational and cultural expertise in key roles and the utilization of Māori Success principles to support the development of the Teaching and Learning strategy. This is a long burn project due for completion in 2023 but work has started to reflect the magnitude of the outcome.
	30. Campuses are visibly bi-lingual and bi-cultural	CS	On Time		
			On Budget		
			Risk		
			Overall Status		
	31. Fora for Māori staff networking and professional learning and development are enabled	PEC, SPMS	On Time		<p>There is lots of activity in this area the plan is to maintain all the activities reported on previously and continue to build (particularly formal actions/plans)</p> <p>*As part of the action planning process, PEC is currently exploring ways to promote and support/mentor Māori staff into and through some leadership development.</p> <p>*This outcome is not an end point. It is an ongoing, continually evolving process. As a result the timeline has been adjusted to maintain reporting through the Impact and Business as Usual phases.</p>
			On Budget		
			Risk		
			Overall Status		
	32. Fora for Māori student networking and professional learning development are enabled	SE&E	On Time		<p>Planning discussions initiated with SE&E team and national president of Māori student association to support the establishment of a Māori Student union have not been reestablished after COVID interruptions. Understanding how this opportunity fits within the wider student journey project will be a priority for 2021.</p>
			On Budget		
			Risk		
			Overall Status		
Toi Ohomai is making meaningful contributions through	33. 'Māori research' agenda implemented	AD&R, T&L	On Time		
			On Budget		

research to Māori flourishing in our region			Risk		<p>There is lots of activity and growth in research the plan is to maintain all the activities and continue to build and enhance the activities through the action planning process.</p> <p>*The summer (2020) research internship scholarship application process has been completed. The caliber of applications was high. 10 well-written, worthwhile research internship applications have been approved for funding. 50% (5/10) of internship scholarships awarded are Kaupapa Māori. Toi Ohomai Māori staff will supervise the (KM) projects, the KM projects also have tauira Māori interns. Contributing to Toi Ohomai's Māori research agenda and indicating growth in the quantity and quality of Māori research engagement.</p> <p>*COVID19 lockdown has hampered opportunities to wānanga the establishment of a formal and strategic Māori research agenda before the end of the reporting period. Options for progress will be explored with Head of Research. Timeline for completion pushed out to end of 2020.</p>
			Overall Status		
34. Māori staff are supported to undertake research	AD&R, T&L		On Time		<p>*Again, there is good activity happening for this outcome. It will be important to maintain all the activities and continue to build and enhance the activities through the action planning process.</p> <p>*Māori learner success research fund was installed by the research office to promote and support staff to engage in research in the area. Five expressions of interest were received, three were approved for funding through this fund and one was redirected and approved through the general research funding pool. This is an outstanding outcome for a pilot initiative and a testament to the efforts of the research office to grow Māori research.</p> <p>*The research office provided a - 4 -day Māori staff writers retreat - to Māori staff requiring time and space to focus on</p>
			On Budget		
			Risk		
			Overall Status		

					<p>writing a research publication. Māori Success manager provided kaupapa Māori research and writing for publication advice and assistance.</p> <p>* Planning for implementation of actions has been delayed. Whilst this outcome is not due for closure until May 2022. Delays in fulfilling the action planning process mean this outcome is tracking behind time.</p>
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Strategic whenu: Māori Flourishing					
<ul style="list-style-type: none"> Directs action towards intergenerational Māori prosperity and oranga whānui (including the key areas of whānau/collective wellbeing, income, employment, health and education) Maintains the focus on outcomes that make significant contributions to uplift Māori quality of life (education, employment, income, whānau, Māori identity) Focuses on a 'fit for future' Māori population and economy 			<ul style="list-style-type: none"> Ensures Māori values and principles such as: whānau, mana, tika and aroha are inherent to Māori economic and well-being gains Provides opportunities and pathways to develop Māori talent to be entrepreneurial, to govern, to manage and to thrive Draws inspiration for achieving great feats from historical iho pūmanawa Māori (Māori role models) such as Ihenga, Wairaka and modern-day examples such as Cathy Dewes and John Rangihau 		
Success Indicators	Outcomes	Guardians	Progress		Commentary
Whanau, hapū, iwi and Māori enterprises generally are actively seeking opportunities to sustainably develop their own resources (human and natural)	36.A strategy established connecting rangatahi Māori with industry	SPMS	On Time		This was reported in the YCE strategy update in August. This KPI aims to amplify Toi Ohomai's contribution to the social and economic development of the region, through highly competent work ready graduates, particularly rangatahi Māori. The action was to establish a Toi Ohomai Young Enterprise Scheme (YES) model to support rangatahi with the skills to enter business workforce and/or entrepreneurship activities.
			On Budget		
			Risk		
			Overall Status		
	37.Māori Governance programme V:2.0 developed and implemented	T&L (Kura Māori), SPMS	On Time		Linked to Outcome 24. Kura Māori business case and therefore paused at this time. Planning for implementation of actions has been delayed. The timeline for this project has been adjusted to align with the timeline for outcome 24. The new timeline will be reflected in the next report.
			On Budget		
			Risk		
			Overall Status		

	38. Puawānanga programme is expanded	T&L (Kura Māori), SPMS	On Time		Linked to Outcome 24. Kura Māori business case and therefore paused at this time. Developing an action plan with Kura Māori to establish a clear line of sight for how to fulfill their relevant outcomes is critical.
			On Budget		
			Risk		
			Overall Status		
Toi Ohomai is recognised in our region and nationally as a beacon of “fit for future” – Māori educational success	39. Outcomes in employment, career, business and income are moving in an upward trend for Toi Ohomai Māori graduates	T&L, AD&R	On Time		*This outcome is complex, it involves a number of moving parts. Actions have been identified through the AD action planning to establish baseline data. Further actions will need to be identified through the T&L action planning process. Planning for implementation of actions has been delayed. Due to be closed May 2022.
			On Budget		
			Risk		
			Overall Status		

To	Toi Ohomai Board of Directors	From	Anthony Robertson Executive Director: Corporate Services
Title	Sustainability Framework - Update	Date	30 October 2020

Purpose

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

Key Points

- The Sustainability Framework (Strategy 9) contributes to Toi Ohomai's strategic goal to "Be a sustainable organisation"
- The Sustainability Framework recognises four dimensions of sustainability; environment (taiao), culture (tikanga), society (pāpori), and economy (ōhanga)
- Under the framework - five sustainability objectives were established – each of the sustainability framework objectives and related projects are linked to the Toi Ohomai Strategic Framework objective "Use resources responsibly". In 2020 a sixth project was added, to "Increase the profile of sustainability across Toi Ohomai".
- Sustainability is not a separate exercise, instead should be embedded in what we do. Objectives for three of the four dimensions - (culture (tikanga), society (pāpori), and economy (ōhanga) – were linked to the various existing strategies (and the various sustainability objectives/projects within these strategies).
- This update focuses specifically on the environmental sustainability dimension and objectives
- The five initial environmental sustainability projects which contribute to the Toi Ohomai strategy objective – "Toi Ohomai will use all resources responsibly" were updated in 2020, and one (vi) was added:
 - i. Reduce waste to landfill by 50% by the end 2020 (a two-year goal).
 - ii. Automate carbon data collection, analysis and reporting; set reduction actions for

2021.

- iii. Understand our basic water footprint by end 2020.
 - iv. Procurement policy is updated and includes a contract alignment checklist.
 - v. Staff from all business areas review their sustainability goals.
 - vi. Increase the profile of sustainability across Toi Ohomai (added in 2020).
-
- Many of our plans in 2020 have been frustrated by Covid 19 related lockdowns. Some planned actions were completed, after delays, while others had not been completed at the time of writing this report.
 - We have made progress on all objectives except that, actions in relation to water were deferred due to prioritising other projects.
 - We have made progress on the new project to raise the profile of sustainability across the institute, by engaging with staff and students via social media, face to face events and through internal communications.
 - To date, whilst some elements of sustainability are within Te Pūkenga workstreams, the specific topic of sustainability, especially environmental sustainability, has not yet been raised – we will though continue to monitor
 - We are considered to be a willing community partner in sustainability initiatives, such as the Scion Circular Economy initiative
 - Overall, our progress on our sustainability framework is good – especially considering we only have 0.2 FTE dedicated specifically to this. We were looking at increasing investment in this however we recognise the budget limitations for 2021 and will continue on this basis

Next Steps

- Continue progress on waste to landfill reduction
- Complete automating carbon footprint data collection to enable published information
- Recommence basic water footprint data collection
- Embed sustainability procurement into our actual decision making

Background

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

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

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

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

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

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

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

Overview of Progress

1. Reduce waste to landfill by 50% by 2020

The annual waste audits planned for March 2020 were postponed due to the Level 4 lockdown. The Windermere audit was completed in September 2020. At the time of writing we await the audit report from the RWB consultant. The Mokoia audit will take place early November. It appears from the Windermere audit results on the day of the audit, that our waste reduction goal may be at risk. However, office waste streaming is to be introduced in the new year, should assist us to achieve this goal, together with strategically placed recycling stations throughout the campuses. Food waste is an ongoing issue for which we are exploring solutions. This project will be measured by the annual waste audits March 2021.

Overall, there is need for more education of staff and students and better waste streaming facilities to make it easier for staff and students to stream waste at the point of disposal. Despite the lack of audit data for 2020 at this point, the project is currently **on track**, provided waste streaming and, ideally, diversion of food waste can be implemented before the 2021 waste audits.

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

The project is progressing well and is currently **on track**. The entry level Catalyst Carbon Footprint tool measured 2019 carbon emissions generated by flights, vehicles/fuel, waste, electricity, LPG and gas. However, the manual gathering of data is unsustainable, particularly with the current 0.2 FTE time allocation for the Sustainability Coordinator role. In 2020, the Business Solutions Team and Sustainability Coordinator evaluated various solutions for automating data gathering and reporting. The outcome of this process led to the decision to automate key carbon emissions data gathering and analysis, and to integrate this data into Te Ao Marama for display, to drive behaviour change across the institute. Over time it is expected that all carbon data can be included in the display. In mid-October, the Business Solutions Team will begin this project. In the meanwhile, manual data will be collated for earlier months of 2020.

From 2021 onwards, carbon emissions data displayed via Te Ao Marama can be shared with staff (and students where applicable). Depicting data in more detail will assist with creating carbon reduction actions to reduce our carbon emissions.

3. *Understand basic water footprint by end 2019*

This project started in 2019. Progress is currently **at risk**. Water is an important aspect of our environmental footprint. The PISE faculty, as per one of their area sustainability goals, worked with SAGE to understand Toi Ohomai's water use by collating data from invoices, surveys and an inventory. This provided some indication of water usage and wastewater impact, however at the time of writing is incomplete. Our Compliance Co-ordinator has indicated that in the future, readings may be taken from water inlets on various campuses to gauge water use, as we are invoiced for water by two providers only, whereas we have five council suppliers. Once we can gauge our water consumption, we can then set a realistic goal to reduce water use across campuses. At the same time, remedying gaps in the survey and inventory will help us to understand our wastewater and the potential for contamination of storm water or wastewater coming from our campuses.

4. *Procurement policy update including contract alignment checklist*

This project is **on track** to be completed by the end of the year. At the time of writing, the updated policy was out for consultation with institute leaders. The updated policy embeds environmental and social sustainability, alongside financial sustainability. In addition, it now includes a clause to the effect that, when a contract is entered into, Toi Ohomai staff should ensure that the contract aligns with the provisions of the T-O Contract Management Procedure. This clause means that a separate contract alignment matrix/checklist will not be required in 2021.

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

This project is **on track**. The goals set by each business area in 2019, are due for review October / November 2020. Due to other pressures and priorities, it is likely the area goals review will take place in tandem with office waste streaming, set to be rolled out at the start of 2021, following a waste campaign, to be launched in November 2020. (Many current business area goals are waste related.)

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

The project is **on track**. Planning is under way with Marketing, to create a sustainability space on Te Aka, and on the institute's website. SAGE members are enthusiastic. Workload pressures have led some to join an 'Associate Members of SAGE' group which was formed during the year, to keep staff who are unable to attend meetings, involved. This enables them to participate in actions as they are kept up to date. Sustainability

related material is regularly shared with students on social media channels. SAGE ran a sustainability stand at the Semester 2 Restart Days, to raise students' awareness of the sustainability, framework and goals, to collect students' sustainability ideas and to register their interest in initiating and/or participating in sustainability projects.

Conclusion

Overall, Toi Ohomai is generally on track to meet the Sustainability Strategies set. Reduction of waste to landfill, depends on the successful implementation of waste streaming and the ability to divert food waste. There is one project, reliant on data collection, which is currently at risk. Increased resourcing to support sustainability endeavours is recommended.

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

Four Dimensions of Sustainability

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

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

The sustainability framework image below represents the fragility of sustainability, and how each aspect is nested within the other. Without the environment, society does not exist, therefore the environment is our first priority (Taiao). Without society we do not have an economy, therefore we also have a significant responsibility to social sustainability (Pāpori). Furthermore, the image illustrates culture as our link between the environment and society, therefore it too is of great importance (Tikanga). The economy does not exist without the support of each of the prior three aspects, however it too is of importance, as the economy ensures that we are able to provide resources for the initiatives required to protect and support the previous aspects (Ōhanga).

The image below represents Toi Ohomai's responsibility to protect the fragility of this balance by providing kaitiakitanga (the hands holding the fragile ball), and that by wrapping this fragility with our institutional values (toitūtanga, manaakitanga, whanaungatanga, and kotahitanga) we can work together toward achieving this overarching goal.

