

**OPEN MEETING OF THE BOARD OF  
DIRECTORS**

**Date:** 25 June 2021

**Time:** 9.30am

**Venue:** B39, Board Room, Windermere Campus, Tauranga

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

**Company Secretary:** Anthony Robertson

**Board Secretary:** Valda Bryson

**In Attendance:** Leon de W Fourie, Chief Executive, and Toi Ohomai Management

**OPEN AGENDA**

**9.30am - 10.45am**

***H&S Walk – Engineering Department – J Block,  
Windermere***

**8.45am - 9.15am**

Item	Subject
1.	Karakia
2.	Welcome/Apologies
3.	Register of Interest / Declaration of Conflicts
4.	Confirmation of the Agenda and call for minor items not on the Agenda
5.	Minutes from the previous Toi Ohomai Institute of Technology Ltd Subsidiary Board Meeting – 30 April 2021 (Open Section of meeting)
6.	Actions / Matters Arising from the previous meeting (30 April 2021)
7.	Correspondence 7.1 Shareholder’s Resolution April 2021 – written resolution in lieu of Annual Meeting 7.2 Letter to Marketing & Comms, 06 May 2021 - re Graduation Ceremonies 7.3 Letter from TEC, 28 April 2021 – re Approval for Transfer & Disposal of Crown Assets

<b>8.</b>	<p>Reports:</p> <p>8.1 Chair of Board</p> <p><u>Te Pūkenga Items</u></p> <p>8.1.1 Te Pūkenga Council Meeting Update – 01 June 2021</p> <p>8.1.2 Letter of Expectations from Council to Subsidiaries – 08 June 2021</p> <p>8.1.3 Letter from Te Pūkenga – 11 June 2021</p> <p>8.1.4 Subsidiary Board Review – 04 June 2021</p> <p>8.2 Te Kāhui Mātauranga SLG Meeting Report</p> <p>8.3 Chief Executive Report</p> <p>8.4 Academic Committee</p> <p>8.5 Financials</p> <p>8.6 Health and Safety &amp; Wellness</p>
<b>9.</b>	<p>Board Work Plan</p> <p>9.1 Strategic Partnership Strategy</p> <p>9.2 Campus Development Strategy</p> <p>9.3 First Impressions Survey</p>
<b>10.</b>	<p>General Business</p> <p>10.1 Board Meeting Dates 2022</p> <p>10.2 Interim Staff Representation System</p>

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

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

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

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

1. Agenda Item 3 – Finance. Audit and Risk
2. Agenda Item 4 –Issues and Advocacy Register
4. Agenda Item 5 – Performance Monitoring
5. Agenda Item 6 – Board Work Plan

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

## TRADITIONAL KARAKIA TIMATANGA:

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

## TRADITIONAL KARAKIA WHAKAMUTUNGA

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

## Declaration of Interests for Subsidiary Board Members

### Catherine Cooney

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

### Leith Comer

Interest Declared	Nature of Business
Chairman Te Mana o Ngati Rangitahi Trust	Te Arawa iwi organization
Chairman Rotorua Golf Club	Organisation that leases part of the Arikikapakapa Thermal Reserve
Chairman Nga Pumanawa e Waru Education Trust	A Rotorua education provider
Chairman Veteran's Advisory Board	Provide advice to Minister of Defence on support to veterans

Director/Shareholder Rotorua Economic Recovery Task Force	Initiatives to build on Rotorua's strengths and provide economic recovery following COVID-19
Director/Shareholder CNI Iwi Holdings Limited	An iwi owned forestry company
Director/Shareholder ADC Forest Limited	A private forestry investment company
Shareholder Tukia Group Limited	Tukia A Ngati Rangitahi investment company

### Ripeka Evans

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

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

### Tania Hodges

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

### Niwa Ranji Nuri

Interest Declared	Nature of Business
Chair Te Kopu NZ Limited	Private Consulting Business
Chair Hemi James Robb Whanau Trust	Family Trust holding ancestral Maori land shares.
Chair Taranaki Tona Nuri Whanau Trust	Family Trust holding ancestral Maori land shares.
Chair Hariata Robb – Kawha Whanau Trust	Family Trust holding ancestral Maori land shares.
Accountant Tuhomo Trust	National Maori registration service
Trustee Te Arawa Lakes Trust	Te Arawa Lakes historical claims settlement

Committee Member Lotteries Oranga Marae Committee	Lotteries grants for Marae development
Director Tu Tonu Limited	Physiotherapy rehabilitation centre
Trustee Grandparents Raising Grandchildren Trust	Trust provides support services to grandparent and whanau carers in New Zealand
Ngati Tarawhai Iwi Trust	Treaty Settlement Trust
Rotorua Primary School (Eileen Nuri)	Primary School
Director / Chair Waikato Institute of Technology Ltd	Tertiary Education provider
Director / Shareholder DNA 3 Limited	A business strategy consultancy company
Director Tu Tonu Kai Limited	A café located in Hamilton

#### **Ngaroma Tahana**

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

**OPEN MINUTES OF A MEETING OF THE BOARD OF DIRECTORS  
HELD ON FRIDAY 30 APRIL 2021 AT THE MOKOIA CAMPUS, ROTORUA**

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**PRESENT:**

**Board of Directors**

Cathy Cooney (Chair)

Ripeka Evans (Deputy Chair)

Leith Comer

Tania Hodges

Niwa Nuri

Ngaroma Tahana (*Apologies for lateness*)

**Board support roles**

Anthony Robertson (Company Secretary)

Valda Bryson (Board Secretary)

**IN ATTENDANCE:**

**Executive Team**

Dr Leon de W Fourie (Chief Executive)

Patrick Brus

Clarke Raymond

Huia Haeata

Brian Dillon

Bart Vosse

Kieran Hewitson

**2. APOLOGIES**

All present

**3. REGISTER OF INTERESTS/DECLARATION OF CONFLICTS**

There were no amendments to the Register of Interests or declaration of any conflicts.

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

The agenda was taken as tabled.

**5. CONFIRMATION OF MINUTES**

**Toi Ohomai Institute of Technology Ltd Subsidiary Board Meeting – 26 February 2021**

**Resolution: TOI21/18**

**RESOLVED** that the minutes of Toi Ohomai Institute of Technology Ltd Subsidiary Board meeting held on 26 February 2021 be approved.

**C COONEY / L COMER**

*Anthony Hood, IT, joined the meeting – 9.35am*

**6. ACTIONS/MATTERS ARISING:**

**Action 1:**

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

Clarke, together with Anthony Hood from IT provided members with a 30-minute presentation on access and use of 'Teams'.

*Anthony Hood left the meeting 10.05am*



**Action 2:**

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

A year-on-year comparison of all incidents from 2018 to 2020 has been included in the HSW report. The total number of incidents have reduced from 199 in 2018 to 155 in 2020.

*Stephen Porteners joined the meeting – 10.06am*

**6.2 Te Ao Mārama Presentation**

Stephen Porteners provided members with an overview of Te Ao Mārama.

Leith Comer queried the data being collected and how the institution knew that this data shows our offerings are relevant to Iwi. Kieran Hewitson responded that is part of the work being undertaken with TKM to understand from their networks what their needs are. Currently Toi Ohomai provides over 200 programmes and these are continually surveyed/reviewed to ensure relevance. This is even more important at present in terms of the fundamental shift in domestic and international demand.

The Market Alignment Group also looks at opportunities and a lot of the reports to the Board come from the data provided in Te Ao Mārama. It may be that a live EFTS update screen could be provided to the Board, together with any other data that could assist being provided via Teams. Going forward all ITPs are sharing information with a lot of knowledge and data available in the sector but as yet not formally recognised by Te Pūkenga.

The Board thanked Stephen for his presentation.

*Stephen left the meeting – 10.35am*

**7. CORRESPONDENCE**

Letter from Te Pūkenga dated 21.4.21 - Comfort re Financial Year Ended 31.12.20.

This generic letter that went to all 16 ITPs, was received.

**8. REPORTS****8.1 Chair of Board**

The Chair extended thanks to everyone involved in the two weeks of graduation celebrations and in particular the Events Team, who did an awesome job.

**Action 1:**

A letter of thanks to be sent on behalf of the Board to those involved with the Graduation Ceremonies, and in particular the Events Team.

Tania Hodges questioned how we could get more domestic students attending graduation and suggested holding the ceremony closer to the date of the completion of their study. Kieran Hewitson advised that 2021 was an abnormal year due to COVID-19 impacts, with sub-degree graduations normally held closer to when students completed their study. As a result of COVID-19 no graduations had been held in 2020, and hence the resultant once-off volume and April timing of the 2021 graduations. Management will investigate whether it is possible to further streamline resulting processes for the potential of increased numbers of degree-level graduates at the December graduations.

## **8.2 Te Tiriti –Mana Ōrite Quarterly Report**

The Te Tiriti o Waitangi – Mana Ōrite Quarterly Report was taken as read, providing an update for the period August 2020 to April 2021, and a re-assessment of what is both strategically and tactically important for Toi Ohomai. Three key things have been landed on in terms of positioning Toi Ohomai and our community within the context of Te Pūkenga transitioning, with the ability to consistently make gains in a way that is progressive and sustainable. Leith Comer questioned where Iwi should put their efforts, with Toi Ohomai or Te Pūkenga? Dr Fourie advised that it should be both, but also with all the other stakeholders across the ROVE organizational architecture, such as the interim Regional Skills Leadership Group (iRSLG), Transitional Industry Training Organisations (TITOs) and the Workforce Development Councils (WDC). Cathy Cooney affirmed that is also the rationale why the next Board of Directors' Strategy Day on the 26<sup>th</sup> of May will focus on building key relationships for the Board across the ROVE network, starting with the Bay of Plenty iRSLG.

Dr Fourie added that Toi Ohomai and iswell positioned to promote its Mana Ōrite co-governance model to iRSLG, and integrate the Te Pae Tawhiti blueprint for skills and training into the iRSLG's programme of work and labour market considerations.

## **8.3 Chief Executive Report**

Dr Fourie presented his report with a more detailed discussion centring on the BoP Interim Regional Skills Leadership Group (iRSLG) which will become permanent in June. The Bay of Plenty RSLG will also include the South Waikato, where Toi Ohomai have campuses in Taupō and Tokoroa. RSLG will be a key player in determining workforce and skills needs for the BoP/South Waikato to which we will need to be proactively engaged with to provide appropriate training solutions to labour market needs. Of particular importance would be the effective early engagement with iwi to determine mana whenua led determinations of needs and demands.

The Board agreed that (although the current iRSLG will be replaced in June) it will still be good to have an engagement with them at the May Strategy Day, establishing a relationship and developing protocols for future engagement between the RSLG and Toi Ohomai Board and Management.

Dr Fourie indicated that he was in discussion with David Strong, Director of ROVE, to potentially provide an overview to the Board on the ROVE Three-Phase Programme of Work until the end of 2022.

Dr Fourie also suggested that the Board might want to consider how it engages with the Te Pūkenga Council to ensure the Toi Ohomai programme of work is aligned and responds proactively to Te Pūkenga directions and intentions.

### **Action 2:**

Management to develop an agenda for the 26<sup>th</sup> of May Board of Directors Strategy Day that will focus on establishing and building the Board's relationships with key ROVE stakeholders. A draft agenda to be distributed for consideration to the Board by the 14<sup>th</sup> of May.

Dr Fourie reported that news had just come to hand that the Marketing Communications Team entry '*Toi Ohomai COVID-19 Response: United towards a shared purpose*' is a finalist in the Internal Communications category in this year's PRINZ Awards which is an excellent achievement.

## **8.4 Academic Committee**

The Academic Committee report was received with a question raised as to a student enrolling for a third time and how many resits a student may have. Kieran Hewitson responded that in this case it is one particular area and the Team are working with them to ensure this is not an ongoing occurrence.

## **8.5 Financials**

The financial summary was taken as read.

## **8.6 Health and Safety & Wellness**

The Health and Safety and Wellness report was received with the Chair thanking the team for the H&S Walk to the Engineering Department.

### **Action 3:**

A report on the actions identified from of the Board H&S Walk through the Engineering Department, Mokoia, to come back to a subsequent meeting.

### **Resolution: TOI21/19**

**RESOLVED** that the Chairs report and associated papers be received.

**C COONEY / N NURI**

*Peter Richardson joined the meeting – 11.20am*

## **9 BOARD OF DIRECTORS - WORK PLAN**

### **9.1 International Strategy**

Peter Richardson spoke to Toi Ohomai developing partnerships away from South-Asia and moving to relationships with other countries, including China. He advised that Te Pūkenga's philosophy appears to be value rather than volume, which he has taken as how best to benefit our stakeholders and filling the needs of industry rather than residency for students. To this end the institution has been looking at quality partnerships that meet New Zealand's skill shortages, as well as online, offshore delivery. A lot depends on borders opening. Te Pūkenga are in the process of employing someone to develop an international strategy across the sector.

Currently the institution has 514 international EFTS with more re-enrolments expected Semester 2. The more even spread of international students studying across Mokoia and Windermere Campuses was also noted with appreciation.

The Board thanked Peter for the forward thinking that has gone into the reshaping of the International Strategy and that it was pleasing to know he is working closely with Te Pūkenga and Education New Zealand in regards to future international strategy and delivery.

*Ngaroma left the meeting – 11.39am*

### **Resolution: TOI21/20**

**RESOLVED** that the Board endorse the 2021/22 International Strategy and accept the direction signalled in the paper, noting the Strategy needs to be regularly revisited in light of Government requirements and Te Pūkenga positioning. The Board also supports the collaboration work across the sector.

**LEITH COMER / NIWA NURI**

*Peter left the meeting – 11.43am*

## **9.2 Youth and Community Engagement Strategy**

A well laid out Youth and Community Engagement Strategy progress report, together with an indication of the work going into next year, was received.

## **9.3 Māori Success Strategy**

A realignment with Te Pae Tawhiti and refinement of the Māori Success Strategy, which previously had 40 outcomes, was received. The portfolio will also move from Kieran Hewitson to Huia Haeata, Executive Director, Te Tiriti Partnerships, to manage. Kieran's new title is Executive Dean, Academic Excellence.

## **9.4 Staff Engagement survey – Progress Against Priority Actions**

The report was taken as read.

### **Resolution: TOI21/21**

**RESOLVED** that the Staff Engagement Survey – Progress Against Priority Actions, be received.

**R EVANS / N NURI**

## **10. GENERAL BUSINESS**

There were no items of general business.

*A ten-minute break took place at 11.47am, reconvening at 12.04pm.*

## **RESOLUTION TO EXCLUDE THE PUBLIC AND MOVE INTO THE CONFIDENTIAL AGENDA**

### **Resolution TO121/22**

**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 / R EVANS**

Chairperson: .....

Date: .....

**ACTIONS– 30 April 2021**

<b>Action</b>	<b>Action</b>	<b>Responsibility</b>
1	A letter of thanks to be sent on behalf of the Board to those involved with the Graduation Ceremonies, and in particular the Events Team.	Patrick Brus
2	Management to develop an agenda for the 26 <sup>th</sup> of May Board of Directors Strategy Day that will focus on establishing and building the Board's relationships with key ROVE stakeholders. A draft agenda to be distributed for consideration to the Board by the 14 <sup>th</sup> of May	Leon Fourie and Clarke Raymond
3	A report on the actions identified from the Board H&S Walk through the Engineering Department, Mokoia, to come back to a subsequent meeting	Patrick Brus

# Board Meeting –Open

## Open Actions

26 February 2021

Number	Actions	Response	Status
Action 1	A letter of thanks to be sent on behalf of the Board to those involved with the Graduation Ceremonies, and in particular the Events Team.	Letter drafted and sent to the Head of Marketing (See Open Agenda Item 7.2)	Completed
Action 2	Management to develop an agenda for the 26 May Board of Directors Strategy Day that will focus on establishing and building the Board's relationships with key ROVE stakeholders. A draft agenda to be distributed for consideration to the Board by 14 May.	Draft Agenda sent to Board on the 14 <sup>th</sup> of May	Completed
Action 3	A report on the actions identified from the Board H&S Walk through the Engineering Department, Mokoia, to come back to a subsequent meeting.	Follow up Board H&S Walk of Engineering Department on the 25 <sup>th</sup> of June 2021	Completed

**Toi Ohomai Institute of Technology Limited**

(the **Company**)

**Written shareholder's resolution in lieu of Annual Meeting**

(Section 120 and 122 of the Companies Act 1993)

**Background**

- A. With effect from 1 April 2020, Te Pūkenga – New Zealand Institute of Skills and Technology (**Te Pūkenga**) is the sole shareholder of 16 existing Institutes of Technology and Polytechnics (**ITP Subsidiaries**), each being a New Zealand limited liability company registered under the Companies Act 1993 (the **Companies Act**).
- B. The Company is an ITP Subsidiary. It is also a "Crown Entity Subsidiary" and "Crown entity", as those terms are defined under section 7 of the Crown Entities Act 2004 (**CE**). Accordingly, the Company is subject to the Education and Training Act 2020 (**ETA**), the CE Act and the Companies Act.

**Noted**

***Shareholders' resolution in lieu of annual general meeting***

- C. The Company has a 31 December balance date, being the date that is the end of the academic year.
- D. The Company is required by sections 120(2) and 122 of the Companies Act and section 8.4 of the Company's constitution to hold its first annual shareholder's meeting within eighteen months after the Company's registration, or pass a written special resolution of its sole shareholder in lieu of the annual shareholder's meeting which deals with the matters required by the Companies Act to be dealt with at that annual shareholder's meeting.

***Preparation of annual report, financial statements and appointment of auditor of the Company***

- E. It is noted that the Minister of Education (**Minister**) has issued a letter to the Shareholder dated 17 February 2021 (**Ministerial Letter**). The Ministerial Letter clarifies that:
  - a. the Minister expects each ITP Subsidiary (including the Company) to prepare an annual report in accordance with section 306 of the ETA as soon as practicable after the end of each academic year;
  - b. the first annual report of each ITP Subsidiary will cover the operations of that subsidiary for the nine-month period from 1 April 2020 to 31 December 2020; and
  - c. the annual report will include audited financial statements. The Ministerial Letter specifies that for comparative purposes, financial statements should reflect the form of reports previously provided by the former ITP.
- F. The Company, being a Crown Entity Subsidiary, is a "public entity" for the purposes of section 5 of the Public Audit Act 2001 (**Public Audit Act**) and is therefore also required to prepare an annual report under section 208 of the Companies Act. Rather than preparing one annual report that complies with the requirements of section 306 of the ETA and a separate report that complies with the Companies Act requirements for annual reports, it is proposed that the Company will produce one annual report that complies with all applicable legislative requirements.
- G. As the Company is a "public entity", the Auditor General shall be the auditor of the Company (as provided by section 14 of the Public Audit Act). Accordingly, as provided under section 207P(3) of

the Companies Act, the Company is not required to appoint a qualified auditor at its annual meeting.

- H. As it is proposed that this shareholder's written resolution will be passed in lieu of an annual general meeting, it is noted that the Board must send to Te Pūkenga (the sole shareholder) a copy of the annual report (or a prescribed notice relating to how the shareholder may obtain the annual report by electronic means) within 20 working days after the date on which the annual report is prepared. Section 208 of the Companies Act provides that the Board must prepare that annual report within 5 months after the balance date of the Company.

**Resolved** (as resolutions in writing) that:

1. no annual shareholder's meeting of the Company is to be held for the financial year ending on 31 December 2020;
2. the Company's solicitors, Bell Gully, be and is authorised to file the Company's annual return with the New Zealand Companies Office.

**Dated**

**Signed**

For and on behalf of

**Te Pūkenga – New Zealand Institute of Skills and Technology**  
by:



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Authorised Signatory

(being the sole shareholder of the Company)



**Agenda Item 7.2**

06 May 2021

Jess Barnett  
Head of Marketing & Comms  
Toi Ohomai Institute of Technology  
Private Bag 12001  
TAURANGA

Kia ora Jess

On behalf of Toi Ohomai Institute of Technology's Board, I wish to extend our sincerest thanks to you and your team of workers for all the hard work that went into ensuring a smooth and successful series of twelve graduation ceremonies across our rohe in April. In particular the Board wished to acknowledge your and Megan's leadership throughout and the work of everyone involved in planning and hosting the events.

Please pass on the Board's thanks to all those involved in helping across the graduation ceremonies and for making them such a special occasion for the graduates and their whānau. We have received many positive comments about how the ceremonies were conducted. Thank you for your, and the team's continued commitment to Toi Ohomai Institute of Technology and our students.

Nga mihi



Cathy Cooney  
Chair  
Toi Ohomai Institute of Technology Subsidiary Board of Directors



File Ref: A1256320

28 April 2021

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Catherine Cooney  
Board Chair  
Toi Ohomai Institute of Technology Limited  
Private Bag 12001  
**TAURANGA 3143**

Dear Cathy

**Toi Ohomai Institute of Technology Limited – Approval for Transfer & Disposal of Crown Assets**

I am pleased to provide an update on the Crown asset transfer and disposal application made by Toi Ohomai Institute of Technology Limited (Toi Ohomai). As you know, the Tertiary Education Commission (TEC) and Toi Ohomai have been working on this since the application was lodged in 2017.

Legislation requires both the Minister of Education and the Minister of Finance to consider the application once all preliminary processes have been completed. They have now done so and have approved the transfer of the Crown-titled assets managed by Toi Ohomai at its Tauranga (Windermere), Whakatane, Waipa and Taupō campuses into Toi Ohomai's legal title.

The transfers will take place under section 50 of the Public Works Act 1981 (PWA) and are subject to conditions. These are the successful completion of statutory and regulatory consents and clearances, future disposals, and Toi Ohomai meeting third-party costs of the transfer process.

While title to the land at the Mokoia campus at Rotorua is not transferring to Toi Ohomai, Ministers have agreed for the transfer to Toi Ohomai of the Crown's ownership interest in improvements on the Crown-titled land at Mokoia and to formalise Toi Ohomai's tenure of the land.

Ministers have also approved the disposal of the Crown-titled Bongard Centre, managed by Toi Ohomai at Tauranga, and agreed that Toi Ohomai can retain 100% of the net proceeds of sale. The disposal will take place under the PWA and, like the transfers, is subject to conditions relating to the completion of consents and clearances and meeting the costs of the disposal.

Retention of the full net proceeds of sale of the Bongard Centre is subject to the proceeds being reinvested in capital asset projects identified in Toi Ohomai's campus development plan and approved by its board and the Te Pūkenga council. Toi Ohomai is also to report to the TEC on the project(s) to be funded by the proceeds once it is certain about its use of the funds and has approved business cases approved by your board and Te Pūkenga's council.



We ensure New Zealand's future success.

The conditions for the transfers and for the disposal will be set out in two separate Memoranda of Understanding (MoUs) to be agreed and signed by representatives of the Ministry of Education (MoE) and Toi Ohomai. The disposal MoU will also appoint Toi Ohomai to act as the Crown's agent for the disposal process and will set out arrangements for the payment of the proceeds of the sale. The TEC will provide draft MoUs for Toi Ohomai's consideration as soon as practicable.

Once the transfer MoU has been agreed, the MoE will instruct its accredited supplier to commence the transfer process on its behalf. The supplier, WSP New Zealand Limited, has been accredited by Land Information New Zealand (LINZ). LINZ will, on behalf of the MoE, manage the Crown's relationship with WSP during the remainder of the asset transfer process.

The TEC will maintain an overview and assist LINZ where necessary. Please contact Stephen Walsh ([stephen.walsh@tec.govt.nz](mailto:stephen.walsh@tec.govt.nz) DDI 04 462-5156) or Michael David ([michael.david@tec.govt.nz](mailto:michael.david@tec.govt.nz) DDI 04 462-5334) at the TEC, or Trish Gavin at LINZ ([tgavin@linz.govt.nz](mailto:tgavin@linz.govt.nz) DDI 04 462-4442) if you have any queries or need any further information.

Thank you for the helpful contribution provided by the management and staff of Toi Ohomai during this lengthy approval process.

Yours sincerely



Gillian Dudgeon  
Deputy Chief Executive, Delivery

cc: Dr Leon Fourie, Chief Executive, Toi Ohomai  
Anthony Robertson, Executive Director: Corporate Services, Toi Ohomai

Cc Murray Strong, Chair, Te Pūkenga  
Stephen Town, Chief Executive, Te Pūkenga  
Phillip Jacques, Director: Finance, Te Pūkenga



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<b>To</b>	Toi Ohomai Board of Directors	<b>From</b>	Cathy Cooney, Chair
<b>Title</b>	Chair's Report	<b>Date</b>	26 June 2021

## **PURPOSE**

To provide a summary of the Chair's activity during June 2021 and to introduce key documentation received from Te Pūkenga Council.

## **Visit of Te Pūkenga team to Toi Ohomai, 10 June 2021**

Toi Ohomai was the first Subsidiary Board that the Te Pūkenga ELT team visited on their June 2021 roadshow providing an opportunity for Te Pūkenga leaders to engage with staff and students. The engagement began with a pohiri which was well attended and it was good to see prior Toi Ohomai staff, as well as those on secondment being welcomed back. There was a good turnout at Windermere Campus with the four other Campuses joining via Teams. The operating model including the eight core systems was a key topic with the systems being the focus of the workshops that followed the one-hour introductory session. The second half of the introductory session was a Q&A time and the questions raised by Toi Ohomai attendees were very constructive and future looking.

## **Te Pūkenga documents**

Attached are four Te Pūkenga related documents:

1. Notes of the 1 June Te Pūkenga Council meeting – it was agreed at the 14 May meeting of Chairs and CEOs with Te Pūkenga that these will be provided to increase the information flow and transparency between the Te Pūkenga Council and the Subsidiary Boards. Leon and the ELT have identified the Toi Ohomai person who will keep abreast/be involved with these developments.
2. Letter of Expectations from the Te Pūkenga Council to Subsidiaries (dated 8 June). This is the LOE through until the end of 2022. There will be a discussion on the implications of the LOE at the Board meeting.
3. Letter from Te Pūkenga regarding expectations of subsidiary boards for Te Tiriti Partnerships (dated 11 June). The letter includes a request for a joint Te Pūkenga, Toi Ohomai, Te Kāhui Mātauranga and Te Tira Manukura (the group that has work on behalf of the collective during the establishment phase of Te Pūkenga) hui during July. The date, time and location of the hui has not been confirmed thus far but the attached letter provides the agenda for the hui as per the five dot points.
4. Information pertaining to the upcoming Board Evaluation process (dated 4 June) to be undertaken during August 2021. Toi Ohomai has a history of doing an annual Board performance assessment using a tool developed in 2017. This will be replaced with a process conducted by the Institute of Directors using their Board Effectiveness Evaluation Tool. I will be having a preliminary discussion with Cameron McCulloch, IOD Service Manager Board Evaluations, prior to the on-line tool being completed by each Board member. The process steps are outlined in the attached.

Also attached are the notes from the Te Kāhui Mātauranga SLG meeting.

**RECOMMENDATION:** That the Board **Receive** the Chair's update for June 2021.

## Agenda Item 8.1.1

<b>To</b>	Toi Ohomai Board of Directors	<b>From</b>	Cathy Cooney, Board Chair Tania Hodges, Te Pūkenga Council and Toi Ohomai Board Director Leon de W Fourie, Chief Executive
<b>Title</b>	Te Pūkenga Council update	<b>Date</b>	18 June 2021

### Purpose

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

Te Pūkenga Council met on 1 June 2021 at the UCOL Campus in Palmerston North.

Te Pukenga Discussions and Decision Points	Toi Ohomai Management Reflection/Response (Alignment, implications risks, and our engagement with work streams/projects)
<b>New proposed Learner Wellbeing &amp; Safety Code</b> The Council were asked to consider a submission by Te Pūkenga on the proposed new Code, which covers both international and domestic pastoral codes. The Council received and approved the submission. The submission is available for public viewing on the website in the Council papers here.	<ul style="list-style-type: none"><li>• New Code aligned to the current interim domestic pastoral care code. Toi Ohomai has already an action plan in place to ensure compliance with the new code.</li><li>• The new code puts pressure on such things as Student accommodation management and Attendance monitoring systems.</li><li>• Long-term very likely to need additional resource to ensure compliance with the new Code.</li></ul>

<p><b>Te Poari Akoranga</b></p> <p>The Council received a report from the meeting of Te Poari Akoranga that took place on 12 May 2021 in Wellington. The report is available for public viewing on the website in the Council papers here.</p> <p>The Council also confirmed the appointment of an interim Co-Chair of Te Poari Akoranga. This appointment will be made public at the July Council meeting.</p>	<ul style="list-style-type: none"> <li>• The report looks at the 9-month period from Te Pūkenga establishment on 1 April 2020 until 31 December 2020. With 16 subsidiaries, 153,900 learners, 150 campuses and almost 8,000 FTE staff, the report gives a sense of the scale of Te Pūkenga.</li> <li>• Report was shared on internal Toi Ohomai Te Aka comms channel for staff.</li> </ul>
<p><b>Letter of Expectations for subsidiaries</b></p> <p>The Council considered and approved the Letter of Expectations (LoE) for all Te Pūkenga subsidiaries with a few minor amendments. The LoE includes an introduction to Te Pūkenga Work Based Learning Limited and sets out the Council's expectations of the Chairs of the Board and CE of each subsidiary, together with the support that will be offered by Te Pūkenga in meeting these expectations.</p> <p>This updated LoE will shortly be sent out to subsidiaries and will be published on Te Pūkenga website once subsidiaries have received it.</p>	<ul style="list-style-type: none"> <li>• Replaces the May 2020 LoE and centers around 5 previously stated priority areas <ul style="list-style-type: none"> <li>➤ Relentless focus on equity and ensuring participation – upholding Tiriti Treaty o Waitangi</li> <li>➤ Delivery customized learning approaches that meet the needs of learners and trainees</li> <li>➤ Strengthen the quality and range of educational delivery throughout New Zealand</li> <li>➤ Services that meet the specific regional needs of employers and communities</li> <li>➤ Transition educational services in a smooth and efficient manner</li> </ul> </li> <li>• Focus still remains strongly on: improving access; achieving consistency; driving towards equity; transitioning TITOs; developing an unified funding system; and a single academic framework.</li> <li>• From a subsidiary perspective the challenge and opportunity to work more collaboratively with Te Pukenga and the various subsidiaries</li> </ul>

	<p>requires ongoing reassessment of Toi Ohomai KPIs and work programmes.</p> <ul style="list-style-type: none"> <li>• Key addition is the introduction of Work-Based Learning (WBL) Limited that will be the mechanism for acquiring TITO transitioning to Te Pūkenga. No specific date provided for the dissolution of WBL, as opposed to Subsidiaries that will be dissolved by 31 December 2022.</li> <li>• Post the Ministerial approval of the Operating Model in December 2021, we will move into Implementation Phase in 2022.</li> <li>• Next LoE to be issued by June 2022 as to steps to implement governance transition by 31 December 2022.</li> </ul>
<p><b>Subsidiary Board Appointments</b></p> <p>The Council approved the appointment of new Board Member for NMIT and new Chair of the Universal College of Learning Board. These appointments will be in the public papers of the July 2021 Council meeting.</p> <p>There are current board vacancies at Southern Institute of Technology, Wellington Institute of Technology (WelTec)/Whitireia Community Polytechnic and Otago Polytechnic. Appointment processes are underway for the above.</p>	<ul style="list-style-type: none"> <li>• Just for notification, no impact or action required</li> </ul>
<p><b>Te Pūkenga Group Financial Results 30 April 2021</b></p> <p>The Council received and noted Te Pūkenga group financial results as at 30 April 2021.</p>	<ul style="list-style-type: none"> <li>• The forecast improvement in the sector financial performance against budget matches the improvement by Toi Ohomai in terms of increased domestic enrolments and lower costs.</li> <li>• The sector is forecasting lower staffing costs, whereas Toi Ohomai is forecasting higher staffing costs. Some of the drivers for this includes:</li> </ul>

<p>The Council noted revenue for the group is \$320m, which is \$21m more than budget primarily due to better than expected domestic student numbers. This is offsetting the negative impact of the extension of border closures on international student revenue. Expenses are \$348m, which is down on the budgeted \$372m, with the major contributor being staff expenses. The overall result is a deficit of \$28m, which is less than budgeted deficit of \$72m. The end of year forecast is now a deficit of \$43m vs the \$50m budgeted. The forecast reflects the additional funding to be received from TEC for higher than expected domestic student enrolments (\$30m) with offset for some higher than expected delivery costs of approximately \$15m.</p> <p>The Council also noted there was a two day conference last week for CFOs and Te Pūkenga finance staff will be visiting each subsidiary shortly.</p>	<ul style="list-style-type: none"> <li>➤ Our distributive multi-campus and networked delivery provisioning</li> <li>➤ Large mix of provisioning of 180 programmes</li> <li>➤ Some programmes/courses, particularly into the region, are challenged in achieving a viable margin for delivery</li> </ul> <ul style="list-style-type: none"> <li>• Staffing costs continues to be a focus for Toi Ohomai, and our endeavour remains to keep staffing levels up with trade-offs against other areas of cost reduction.</li> </ul>
<p><b>Te Pūkenga Academic Regulations update</b></p> <p>The Council discussed the draft Te Pūkenga Academic Regulations that were recommended from Te Poari Akoranga.</p> <p>The Council endorsed the regulations for consultation with subsidiaries in June and July 2021. The development of the policies, procedures and forms that support this framework will start in June 2021.</p> <p>The Academic Regulations were created by a project team and had feedback from a number of reference groups and representatives across Te Pūkenga network including but not limited to ākonga, Te Tira Manukura (a national</p>	<ul style="list-style-type: none"> <li>• Toi Ohomai has been involved in the initial drafting of these regulations, they are high level and will come in to effect until 2023.</li> <li>• We will look to align our regulations for 2022 to these high level regulations where possible</li> <li>• There is a consultation session happening in July for Toi Ohomai to engage with and give feedback on the draft regulations.</li> </ul>



<p>forum of Māori ITP senior strategic kaimahi) and Te Rautaki Whakaroopu (ITO representatives for Māori and Pasifika).</p>	
<p><b>Transitional Industry Training Organisation (TITO) updates</b></p> <p>The Council discussed progress to date on TITO transitions and in particular the four early movers, Competenz, Connexis, BCITO and MITO. Key risks were identified and mitigation strategies discussed. Governance and oversight of Te Pūkenga Work Based Learning Limited were also discussed during a “deep dive” into the activities of the TITO project team of Te Pūkenga.</p> <p>In terms of specific transactions, the Council reviewed the terms of the legal transfer agreements under which two of the early movers will transfer their arranging training activities to Te Pūkenga. The agreements and ongoing negotiations are confidential at this stage.</p>	<ul style="list-style-type: none"> <li>• Management is considering the implications of TITO transitioning at various levels, with focus on the first TITOs to shift across:</li> <li>• Strategic relationships - Establishing/maintaining these via <ul style="list-style-type: none"> <li>➤ ITP Trades Leader's forum</li> <li>➤ Te Pūkenga working groups</li> </ul> </li> <li>• Operational <ul style="list-style-type: none"> <li>➤ Qualification and programme reviews – impact of delivery for 2022</li> <li>➤ Implications of WBL for contracted delivery for 2022. Toi Ohomai currently has delivery contracts with two of four, plus three others</li> </ul> </li> </ul>
<p><b>Operating model – High-level conceptual design</b></p> <p>The Council considered the direction set by the high-level conceptual design for the operating model and the upcoming Kōtui kōrero – a conversation with Te Pūkenga visits to subsidiaries.</p> <p>The Council endorsed taking the service concepts for public engagement through these visits.</p>	<ul style="list-style-type: none"> <li>• Toi Ohomai was the first subsidiary to connect with Te Pūkenga on its high-level conceptual design of the operating model on the 10<sup>th</sup> of June.</li> <li>• The service concepts centres around: <ul style="list-style-type: none"> <li>➤ A Good Place to Work</li> <li>➤ Match and Mentor</li> <li>➤ Every Step of the Way</li> <li>➤ Adaptive Skills Framework</li> <li>➤ Te Pūkenga Community Facilitators</li> <li>➤ Maturanga Innovation Hubs</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ My Teacher, My Way</li> <li>➤ Pathway Planning and the Lifelong Learner Record</li> </ul> <ul style="list-style-type: none"> <li>• Staff are invited to continue to provide input on the service concepts until the 31<sup>st</sup> of July.</li> <li>• The service concepts will inform the nature and shape of the Operating Model that will be signed off by the minister in December 2021.</li> <li>• The presentation by Te Pūkenga to Toi Ohomai staff on the above can be find at this - <a href="#">link</a></li> </ul>
<p><b>Te Pūkenga Governance Calendar</b></p> <p>The Council noted the proposed Council meeting dates for 2022, noting meetings will move to a six weekly schedule instead of monthly. Dates will be circulated to subsidiaries' board secretaries and published on Te Pūkenga website once confirmed.</p>	<ul style="list-style-type: none"> <li>• No action required.</li> <li>• Te Pūkenga 2022 meeting dates captured in Open Agenda Item 10.1: Board Meeting Dates - <a href="#">here</a></li> </ul>

8 June 2021

For the attention of:  
The Board of Directors and Management of each Te Pūkenga subsidiary

Tēnā koutou

## **Updated letter of expectations to Te Pūkenga subsidiaries**

### **1. Introduction**

#### **Purpose of this letter**

- 1.1. Firstly, we want to acknowledge that the transformation required by the Reform of Vocational Education (RoVE) is substantial. We are aware of the ongoing collective effort and commitment being demonstrated across the network since our establishment on 1 April 2020 and would like to express our appreciation for the high quality of mahi from staff and management in all Te Pūkenga subsidiaries.
- 1.2. It is important to us that we remain transparent about our progress and our expectations for our subsidiaries. As it is now over a year since the establishment of what is now Te Pūkenga – New Zealand Institute of Skills and Technology, and a lot has happened in that time, we would like to replace the letter of expectations issued to you in May 2020 with this updated letter<sup>1</sup>.
- 1.3. As with the previous letter, this letter should be read in conjunction with your company Constitution and the most recent Operational and Financial Parameters Direction issued to you.

#### **Introducing Te Pūkenga Work Based Learning Limited**

- 1.4. We would also like to take this opportunity to introduce you to, and welcome, Te Pūkenga Work Based Learning Limited (WBL). In preparation for acquiring those Transitional Industry Training Organisations (TITOs) who wish to transfer their arranging training activities to Te Pūkenga, we (with Ministerial approval) incorporated WBL on 20 April 2021.
- 1.5. WBL, as with all Te Pūkenga subsidiaries, is required to comply with all parts of the Education and Training Act 2020 (ETA). WBL will cease to exist when integration occurs as part of the operating model implementation. Unlike the other Te Pūkenga subsidiaries, there is no specific date for the dissolution of WBL. However, the Minister's expectation is for integration to occur as soon as possible.

#### **Recap on the purpose of Te Pūkenga**

- 1.6. Before setting out our expectations, it may be helpful to reflect on the purpose of Te Pūkenga and what we, as a group, are trying to achieve.

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<sup>1</sup> We acknowledge that this is the first letter of expectations to be issued to Te Pūkenga Work Based Learning Limited (WBL), which was incorporated on 20 April 2021.

### 1.7. As you know:

- (a) The creation of Te Pūkenga is a key component of RoVE: a reform that seeks to create a strong, unified, sustainable vocational education system that is fit for the future of work and delivers the skills that learners, employers and communities need to thrive. A further component of RoVE is to shift the role of supporting workplace learning from former industry training organisations to providers (such as Te Pūkenga). The intention is for providers to support work-based, on-the-job training as well as delivering education and training in provider-based, online and on -the-job / workplace based settings to achieve seamless integration between the settings and to be well connected with the needs of industry.
- (b) The functions of Te Pūkenga are set out in the ETA<sup>2</sup>. The ETA requires Te Pūkenga to give effect to its Charter<sup>3</sup>, the requirements of which include: governance, management and operations across the network of Te Pūkenga to give effect to Te Tiriti o Waitangi; to recognise that Māori are integral to regional social, environmental, and economic development; and, commit to improving outcomes for Māori learners, whānau, hapū and iwi, communities and employers.
- (c) Te Pūkenga is currently carrying out the transformational work necessary to shift from a group structure to a national entity responsible for delivery of vocational education and training across the country, including functions of the now ITP subsidiaries and the arranging training functions of TITOs. The objective of this transformation stage is to bring to life the vision and deliver against the expectations set by the Minister of Education. The Transformation Programme of Te Pūkenga has been set up to deliver this with ongoing mahi across the following workstreams:
  - **Ahumahi, Ahuako** - TITO Transition & Work-based Learning
  - **Mana Orite** - Māori Partnership & Equity
  - **Ko te Ākonga te Putake** - Ākonga at the Centre
  - **Hāngai ki te Kaitukumahi** - Employer Aligned
  - **Whakaumu i te ako** - Operating Model
  - **He Tukunga Auaha** - Academic Delivery Innovation
  - **Whātui Mahi Tahi** - Network Collaboration
  - **Mana Tiaki, Manu Mātai** - Governance & Accountability Framework
  - **Tātai Rawa** - Capital Asset Strategy & Network Stabilization

- 1.8. Once the operating model is finalised, and we move into the implementation phase in 2022, we will issue a further letter of expectations and / or guidance as to the steps necessary to implement the governance transition needed to prepare for 31 December 2022 for those subsidiaries that will dissolve on close of business that date. We anticipate being in a position to issue this further letter of expectations / guidance in the first half of 2022.

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<sup>2</sup> <https://www.legislation.govt.nz/act/public/2020/0038/latest/LMS253355.html>

<sup>3</sup> <https://www.legislation.govt.nz/act/public/2020/0038/latest/LMS253892.html#LMS253892>



## Ngā Whāinga Tōmua – Priorities

- 1.9. As a Council, we have five educational priorities that we keep coming back to. These priorities support us meeting our legislative requirements and guide our work as we move through the transition period:
- (a) A relentless focus on equity and ensuring participation – we honour and uphold Te Tiriti o Waitangi in all we do.
  - (b) Delivering customised learning approaches that meet the needs of learners and trainees wherever they are.
  - (c) Using our size and scale to strengthen the quality and range of education delivery throughout Aotearoa. Excellence in educational provision for all.
  - (d) Services that meet the specific regional needs of employers and communities.
  - (e) Transition educational services in a smooth and efficient manner.
- 1.10. We have reframed our expectations of each Te Pūkenga subsidiary by aligning it with one of these priorities, which are outlined in the table below.



## 2. Te Pūkenga Council's expectations

	Council Priority	Expectations to meet Priority	Te Pūkenga Support
2.1.	<b>A relentless focus on equity and ensuring participation – we honour and uphold Te Tiriti o Waitangi in all we do.</b>	<p>We expect each Te Pūkenga subsidiary (including WBL) to be an effective Te Tiriti o Waitangi partner and to continue to demonstrate a genuine commitment to Te Tiriti o Waitangi. This requires a continued focus on embedding equity for Māori learners in the culture, delivery and outcomes across the whole of its institution and lifting leadership practice and cultural capability to effectively partner with Māori, iwi and hapū and contribute to Te Tiriti o Waitangi honouring relationships across the organisation.</p> <p>In the context of WBL, we expect the Board to have regard to and honour the spirit and intent of the Memorandum of Understanding between Te Pūkenga and Te Wānanga o Aotearoa Te Kuratini o Ngā Waka dated 10 May 2021 (MOU), with particular regard to the Initial Area of Focus set out in that MOU and the intention to collaborate and share arranging training activities.</p>	<p>We will work with you to give effect to this, including through Te Pae Tawhiti Tiriti excellence framework activities. We will work in collaboration with you and the network Te Pae Tawhiti Champions, as we apply the insights into the Transformation activities of Te Pūkenga to build an organisation that delivers equity and inclusion for Māori. Through authentic and effective partnerships, we will work together to address our common challenges and to support enhancement of the good practice and innovation that exist across the network.</p>
2.2.	<b>Delivering customised learning approaches that meet the needs of learners and trainees wherever they are.</b>	<p>We expect each Te Pūkenga subsidiary to prioritise a holistic wellbeing approach to learner outcomes that puts learners at the centre. We expect that you prioritise, in particular, Māori, Pasifika and disabled learners, rangatahi who are NEETS (not in employment, education or training), Adult Second Chance Learners, LGBTQI+ – and other populations that the vocational education system has historically disadvantaged or oppressed. We expect you to put these learner voices at the centre of your decision-making and share best practice across the network.</p>	<p>We will share with you the knowledge and initiatives developed through our learner-centred design staff network. We will work alongside you as we develop a network learner experience strategy, outcomes, and measures.</p>



2.3.	<p><b>Using our size and scale to strengthen the quality and range of education delivery throughout Aotearoa. Excellence in educational provision for all.</b></p>	<p>We expect (and are heartened to witness) the cooperation and coordination between subsidiaries across all capabilities and services. We expect this to continue and to extend to WBL.</p> <p>As part of this new way of working, we expect a continuing focus on:</p> <ul style="list-style-type: none"> <li>a) working collaboratively to reset our international education approach;</li> <li>b) presenting ourselves as a network to the international market by using Te Pūkenga branding in all overseas marketing campaigns (with input and prior consent from Te Pūkenga marketing team);</li> <li>c) a joined-up response to COVID-19;</li> <li>d) preparing to deliver work-based learning and associated arranging training activity; and</li> <li>e) preparing to develop the new business and operating model which will support the priority of excellence in educational provision for all.</li> </ul> <p>As the transformation programme accelerates over 2021, and we prepare to implement the operating model in 2022, we expect you to provide ongoing support to staff who may feel uncertain in this period of change. Wellbeing of staff and retention of capability should be a focus.</p> <p>It is anticipated that educational delivery will increase in 2022 and so we ask that you consider means of retaining capability in high demand fields. For those staff in low demand fields, we ask that you consider opportunities for retraining or developing the skills of these staff members so that they can be redeployed to high demand areas.</p>	<p>Collaboration and coordination are important as the network continues to identify unifying programmes for delivery to resolve the current portfolio structure (with multiple programmes leading to the award of a qualification on the New Zealand Qualifications Framework).</p> <p>The current replication of programmes does not increase real choice for learners and only serves to complicate and confuse learner pathways. From a learner perspective, unifying programmes and delivery alignment supports seamless transition between delivery sites and educational modes, which is key to delivering on our Charter. We will support you in this unifying of programmes.</p> <p>We will also support you in identifying opportunities for retraining / upskilling staff so that their skill sets align with and meet the needs of the aligned delivery model.</p> <p>In the context of WBL, we will support the transition of the TITOs into it and to each business division within WBL retaining the confidence of employers and the capability of their staff.</p>
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2.4.	<b>Services that meet the specific regional needs of employers and communities.</b>	<p>We expect the Board and management of each Te Pūkenga subsidiary, and in particular the Chief Executive and executive team, to be change leaders and change champions. We expect alignment between Te Pūkenga network's strategy, the direction set for your subsidiary and the delivery led by your Chief Executive. The performance of the Board and management team of each Te Pūkenga subsidiary will be essential to the effective performance of the individual subsidiary and its contribution to our national network. The Board and executive of each Te Pūkenga subsidiary are asked to act in the best interests of Te Pūkenga and its Charter.</p> <p>The transformation programme and wider reform is drawing heavily from the talent and expertise of the staff of each Te Pūkenga subsidiary. We expect the proactive contribution to the wider Te Pūkenga network to continue, acknowledging the pressure this is placing on both individual members of staff and subsidiaries. This involves things such as secondments, participating in working groups, replication and sharing of best practice across the network and ensuring all decisions factor in network considerations. This also involves ensuring that staff within your institution remain engaged as we move through the transformation so that the key capabilities are retained as education delivery increases over the coming years.</p>	<p>As stated the Charter, Te Pūkenga is committed to operating in a manner that ensures regional representatives are empowered to make decisions about delivery and operations that are informed by local relationships and to make decisions that meet the needs of regional communities.</p> <p>We will enhance our national network of delivery for the benefit of all learners and employers and in so doing will collaborate with you to take account of regional changes in delivery. We ask that you inform us in advance of any proposed regional changes so that we can strengthen our overall mix of provision, inform the development of the 2022 Te Pūkenga investment plan and reset our international approach.</p>
2.5.	<b>Transition educational services in a smooth and efficient manner.</b>	<p>In addition to all the expectations outlined above, meeting this priority requires that you engage with us openly and early – <b>No surprises, either way.</b></p> <p>We expect each Te Pūkenga subsidiary to follow the process set out in the Risk Framework Document which is designed to be an active 'no-surprise' early disclosure regime. This requires each Te Pūkenga subsidiary to report risk to Te Pūkenga periodically and report any 'red-flag' items</p>	<p>The path forward is becoming clearer; we commit to being as open and transparent as possible, engaging early and adopting co-design wherever practical.</p> <p>We ask you for the same openness and transparency. We will work through the transition period together to effect the transformation needed</p>





	<p>immediately. We expect that you (or your delegated Risk Champions) engage with our Te Pūkenga Risk Advisor who has been engaged to liaise with each Te Pūkenga subsidiary and assist you in understanding and implementing the Risk Framework.</p> <p>To measure progress and report externally, we expect each Te Pūkenga subsidiary to provide relevant historic and forecast management information on a timely basis.</p> <p>At this time of uncertainty and change, management and financial controls are put under strain and there is often a heightened risk of fraud and error. We expect each Te Pūkenga subsidiary to actively consider how it will manage the risk and ensure that controls are operating as intended.</p> <p>As we prepare for 31 December 2022, we also expect each subsidiary to work with us and agree on the processes and protocols that need to be put in place for specific Te Pūkenga representatives to access all systems in the network and extract data. This is to ensure that we have visibility over, and understand, the nature and scope of the obligations that will be assumed in relation to employees, students and all other relevant matters come close of 31 December 2022.</p>	<p>to meet the challenges we face.</p> <p>Over 2021, Te Pūkenga Council has begun work to determine its preferred future operating model and an implementation strategy. We commit to moving at pace, whilst at the same time being responsive to the changing environment we all find ourselves in.</p> <p>We want to support you in the implementation of the operating model and will engage with in relation to it over the remainder of 2021.</p> <p>We also want to support you in the implementation of the Risk Framework Document. If any member of a Te Pūkenga subsidiary is in any doubt about the status of a risk, they are asked to contact Te Pūkenga risk team on <a href="mailto:risk@tepukenga.ac.nz">risk@tepukenga.ac.nz</a></p>
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## Conclusion

The expectations set out in this letter reflect the substantial challenge we continue to face – to simultaneously transform the learner experience, shift to a single national network, and to manage financial pressures.

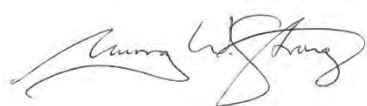
These expectations will underpin how we will consider the performance of our network, each Te Pūkenga subsidiary and the performance of its board. Similarly, we expect they will underpin how each board monitors the performance of its Chief Executive.

Adherence to and delivery against our Charter is the cornerstone of Te Pūkenga. All board members and management within the network of Te Pūkenga are asked to keep this front and centre of mind. If there is a possibility that any decision could potentially undermine our ability to achieve the Charter and the Minister's annual Letter of Expectations, we expect the matter to be referred to the Chief Executive of Te Pūkenga so that he can advise on the most appropriate means of achieving clarity in the circumstances.

**Me mahi tahi tātou mo te oranga o te katoa**  
**We work together for the well-being of everyone.**

Thank you to all board members for their ongoing willingness to perform this governance leadership role as part of the transformation of vocational education. As you know, by working together we can ensure Te Pūkenga (and each Te Pūkenga subsidiary) upholds the obligations in the Charter and meets the vocational and educational needs of all regions and local communities.

Ngā manaakitanga, nā



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Murray W. Strong  
**Chair**



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Stephen Town  
**Chief Executive**

Cc. Tim Fowler, Chief Executive, Tertiary Education Commission





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11 June 2021

Tēnā koutou e aku rangatira o Te Pa Harakeke o Te Pūkenga,

I am connecting with all ITP subsidiary chairs and chief executives to update you on Te Pūkenga intention in regards existing subsidiary Te Tiriti partnerships.

Firstly, I would like to thank you for your engagement in the Te Pae Tawhiti self-reflection process. This has been important in helping us to identify what is currently happening across our network and how our activities are working at responding to the needs of ākonga Māori and their whānau, as well as hapū, iwi and our wider hāpori Māori. It has also brought into focus the system's barriers that have negatively impacted success for Māori learners and hāpori Māori. These are valuable insights that are guiding our development of the operating model.

A key insight from Te Pae Tawhiti is that across our network we have inconsistent perspectives of what is meant by 'Te Tiriti o Waitangi partnerships'. What we have heard from you is that a wider systems approach is required to re-vision and resource (both in capability and capacity) what 'active, meaningful and authentic' partnership and engagement looks like with tāngata whenua – iwi, hapū, mana whenua and Māori. We agree a consistent and high quality, network approach is required. This clarity will be provided through a project the Partnerships and Equity Team will begin shortly.

We are grateful for your help to arrange this round of engagement - Kōtui Kōrero. Direct engagement with Te Tiriti partners, iwi, hapū and mana whenua is separate to the Kōtui Kōrero engagements in June and July. Therefore, I would like to propose a 'joined up' conversation (Te Pūkenga subsidiary and Te Pūkenga) with the local iwi partnership boards/Tiriti relationship entities in July.

The intent is for an initial and strategic conversation. The agenda has not been set, however the intention behind these face to face hui would be:

- Te Pūkenga to explain the transition and transformation mahi (who are we)
- Te Pūkenga to listen to 'what matters most' for Tiriti partners
- to get an indication of what Tiriti partners want to engage in
- to get an indication of what strategic opportunities Tiriti partners want to leverage as part of the transition and transformation process of Te Pūkenga, and
- start the conversation on an approach (localised/regional, as appropriate) of what Tiriti partner expectations are during the transition phase -in particular, how the relationship and mahi between subsidiary and Tiriti partner can continue.

Te Pūkenga recognises the important contribution Te Tira Manukura group makes to support these Te Tiriti partnerships on behalf of all subsidiaries. We expect they will also be part of these engagements and will be a key connection point with Te Tiriti partners.

My team (Ana Morrison – DCE Partnerships and Equity) and Paki Rawiri (Transformation Lead - Maaori) will make direct contact with your CE Office to progress arrangements.

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'Stephen Town', with a long, sweeping horizontal stroke extending from the end of the name.

Stephen Town  
Chief Executive

*cc: Te Marino Lenihan, Chair - Te Tira Manukura*





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04 June 2021

To: Subsidiary Board Chairs

**Re: Board Review Process**

Kia ora

Tēnā koutou kei raro i ngā tini ahuatanga o te wā, tihei Matariki! Tuatahi, ka mihi ki te Runga Rawa, nānā nei ngā mea katoa. Tuarua, ki a rātou mā, kua mene atu ki te po, kua wheturangitia, haere atu ra. Otira, ki a tātou te hunga ora, tēnā koutou tēnā tātou.

You will be aware that it is a generally accepted process for boards to undertake a review process to assist with the assessment of director and board performance.

As each subsidiary of Te Pūkenga is a Crown Entity Subsidiary within the meaning of the Crown Entities Act 2004 (**CE Act**), Te Pūkenga (as the parent entity) must ensure each subsidiary complies with specific matters listed in section 97 and 98 of the CE. In addition to this, the Letter of Expectation from the Minister refers to the Council assessing and building board performance.

In order to give the Council assurance that each board subsidiary is discharging its obligations, we have asked the Institute of Directors (IoD) to manage the evaluations across all 16 subsidiary boards. We provide below a brief summary of the process which will be completed in four stages.

You will be contacted directly by the Institute of Directors to agree on suitable dates within the timeframes below and once this has been completed it is appropriate to advise your board of the process and dates to place in their diaries.

**Stage One: Introduction workshop (Zoom)**

Approximately one hour with all board chairs together, to outline the purpose and process: the time for this to be confirmed 2 - 4 August 2021

**Stage Two: Information gathering**

All directors and board chairs engage in the evaluation process via the IoD secure website: Completed by 20 August 2021

**Stage Three: Interviews with board chairs (Zoom one hour)**

IoD interview each chair to gain a deeper insight into the broader view of governance from each board: 30 August – 3 September 2021

## The Reports

Evaluation reports will be provided and are designed to give boards a deeper insight into their governance practice and performance. Both individual and whole of board reports will identify top areas of strength and development

### **Stage Four: Workshop with board chairs (Zoom two hours)**

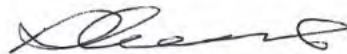
A combined workshop with all board chairs to discuss trends and learnings from the boards in their current governance structure until transition: October 2021.

This is an important process for Te Pūkenga and each board. We thank you in advance for contributing and enabling us all to perform at high levels of governance practice. Your skills and leadership are key to ensuring the transformation moving into 2022 is kept as a priority focus.

Ngā mihi nui



**Murray Strong**  
Council Chair



**Maryann Geddes**  
Chair - Appointments and Remuneration Committee



## Agenda Item 8.2

<b>To</b>	Toi Ohomai Board of Directors	<b>From</b>	Huia Haeata Executive Director Tiriti Partnerships and Māori Success
<b>Title</b>	Te Kāhui Mātauranga and Toi Ohomai Board SLG Hui – Hui Outcomes	<b>Date</b>	25 June 2021

### Purpose

The purpose of this paper is to provide an update on the outcomes of the Te Kāhui Mātauranga and Toi Ohomai Board SLG meeting held on Wednesday 2 June.

### Key Points

Key points to note in regards to the Te Kāhui Mātauranga and Toi Ohomai Board SLG hui are:

- In attendance at the SLG hui were: Te Kāhui Mātauranga - Tā Toby Curtis, Karen Vercoe, Turi Ngatai, and Erena Mikaere (Secretariat); and Toi Ohomai Board - Tania Hodges, and Huia Haeata (Management).
- Tā Toby Curtis opened the hui with a robust discussion about the history of colonisation and the (ongoing) negative impact on the educational experiences of Māori learners and communities. As part of this discussion, Tā Toby highlighted the success of Kohanga Reo and other Māori-led mediums that provide the culture, language and Te Ao Māori emotional intelligence lacking within the education system as a whole.
- In this regard, the group discussed the opportunity to leverage off of the current context, of the willingness for change and the potential for new models and resources available to advance iwi priorities. Some of these priorities include kaupapa already agreed with Toi Ohomai e.g. vocational education pathways aligned to iwi/Māori needs and aspirations – to facilitate iwi succession for iwi businesses and assets and across leadership roles in the region.
- Tā Toby also emphasised, with support from the group, the importance of growing the number of Māori staff at Toi Ohomai as a critical component in ensuring that we have the capability required to transform our way of doing and being – to deliver on the needs and aspirations of Māori learners and their whānau, hapū, iwi and communities.
- Te Pūkenga will be reaching out to subsidiaries (CEs and Chairs) to initiate a collaborative approach to connecting with iwi partners across the network. Te Kāhui Mātauranga is keen to influence what the tiriti partnership and operating models will look like and provide thought leadership to these conversations with Te Pūkenga. Related to this discussion was considering where to focus their collective energies over the next 18 months – progressing with the kaupapa agreed at the subsidiary level alongside the opportunity to influence the design of the new system for the whole network.

- Huia Haeata - Executive Director Tiriti Partnerships and Māori Success and Erena Mikaere – Te Kāhui Mātauranga Secretariat are meeting on Thursday 17 June to progress the actions agreed at the SLG hui.

### Te Kāhui Mātauranga and Toi Ohomai Board SLG agenda and agreed actions

The following table summarises the kaupapa discussed at Te Kāhui Mātauranga and Toi Ohomai Board SLG hui including agreed actions.

Kaupapa	Discussion points	Actions
<b>Iwi Success Measures</b>	<p>Huia ran through the framework, and proposed measurement dimensions from Toi Ohomai current data collection mechanisms. Key points discussed include:</p> <ul style="list-style-type: none"> <li>- Identified data collection gaps and how to address them, including timeframes to get there where known.</li> <li>- Identified metrics to insert into the TARGET placeholders of the KPI framework e.g. % Māori on staff; accountability targets against the Mana Ōrite agreement</li> <li>- Analyse trend, and enhance collection tools to gauge 'Better Off' outcomes of Māori learners eg. <i># and % of changes in achievement, skills, knowledge, attitude, opinion, behaviour or circumstance.</i></li> <li>- Enhance enrolment and survey forms with questions that will seek answers relevant to the KPI/MSMF (Māori success measurement framework)</li> <li>- Insert an Introduction section to this framework, to clarify its intentions and summarise its detail succinctly.</li> <li>- Watch with interest the audit (required within the KPI/MSMF) on curriculum content that includes mātauranga Māori, te reo Māori or relevant Māori foci e.g. Māori and Iwi business/economy, Māori health, equity, te reo.</li> <li>- Consider inclusion of a focus on the Capital Asset Management Strategy of Te Pūkenga</li> </ul> <p>In final review, sense-check for impact at a Te Pūkenga level – consider their new strategy and approach and re-articulate or insert additional outcomes sought.</p>	Erena & Huia to finalise KPI and Māori Success measurement Framework (MSMF) for final distribution and approval from TKM.
<b>Iwi Data reports</b>	<ul style="list-style-type: none"> <li>- Template introduced.</li> </ul>	Huia to populate pilot reports and



Kaupapa	Discussion points	Actions
	<ul style="list-style-type: none"> <li>- Other sources of data and information discussed including TeWhata.com</li> <li>- Agreed for Toi Ohomai to populate pilot reports and enhance with iwi feedback throughout the year. Expect by August 2021.</li> </ul>	provide for initial feedback by August.
<b>Te Pae Tawhiti</b>	<p>Toi Ohomai has received feedback on our Te Pae Tawhiti Self-Evaluation Report. Management is in the progress of considering this feedback in confirming our final action plan for 2021/2022. Quarterly and annual reporting will be required moving forward.</p> <p>In terms of the broader work programme around Tiriti Partnerships, Te Pūkenga wish to meet with Te Kāhui Mātauranga. Date options from Te Pūkenga to be sent out shortly.</p> <p>Te Pūkenga will be consulting around the country with partnership boards, and iwi. The Iwi Chairs Forum – Mātauranga Leadership group has signed an agreement to work together on a number of initiatives with Te Pūkenga – the iwi engagement across the country is one of those initiatives.</p>	Huia to liaise with Erena to co-ordinate dates for initial engagement with Te Pūkenga.

**YepAgenda Item 8.3**

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**To** Toi Ohomai Board of Directors

**From** Leon de W Fourie  
Chief Executive

**Title** CE Report

**Date** 25 June 2021

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**PURPOSE**

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

**RECOMMENDATION:** That the Board receive the Chief Executive report covering the period 28 May – 25 June 2021

## 1. People

**Kōtui Kōrero - Te Pukenga Staff Session:** Held at our Windermere campus and live streamed around the rohe the Kōtui Kōrero session held by Te Pukenga was the first of 16 visits to ITPs across the country.

The main session was an overview of what work has been done to date, an update on the operating model, and what to expect over the next 6 months, followed by Q&A. Te Pukenga then held a breakout session that enabled staff to deep dive with Te Pukenga staff into the Service Design Concepts that informs the impending Operating Model.



**Public Relations Institute of New Zealand (PRINZ) Awards:** Earlier this month our Communication Team took home Bronze at the PRINZ Awards in Auckland for our internal communication response to the COVID-19 Pandemic. We were up against large national entities - Westpac also took home Bronze and Progressive Enterprises (Countdown) took home a Silver. As one of only three companies in the Bay of Plenty to receive an award this was fantastic recognition for our excellent Marketing and Communications Team, who also won the 2020 Toi Ohomai Chief Executive Award for Excellence.



**Queens Birthday Honours:** Toi Ohomai Institute of Technology Board of Directors Chairperson, Cathy Cooney, was recently named as a Member of the New Zealand Order of Merit for her commitment and dedication to health and the community. As a dedicated advocate for student success, Cathy has had an extensive and impressive career spanning the health and education sector, from working as a registered nurse and midwife to running the district health board.

We are hugely proud of her recognition as we too understand the significant impact of her work, her values-based leadership style, and the way she makes a positive and uplifting difference in people's lives. Read the full story [here](#).

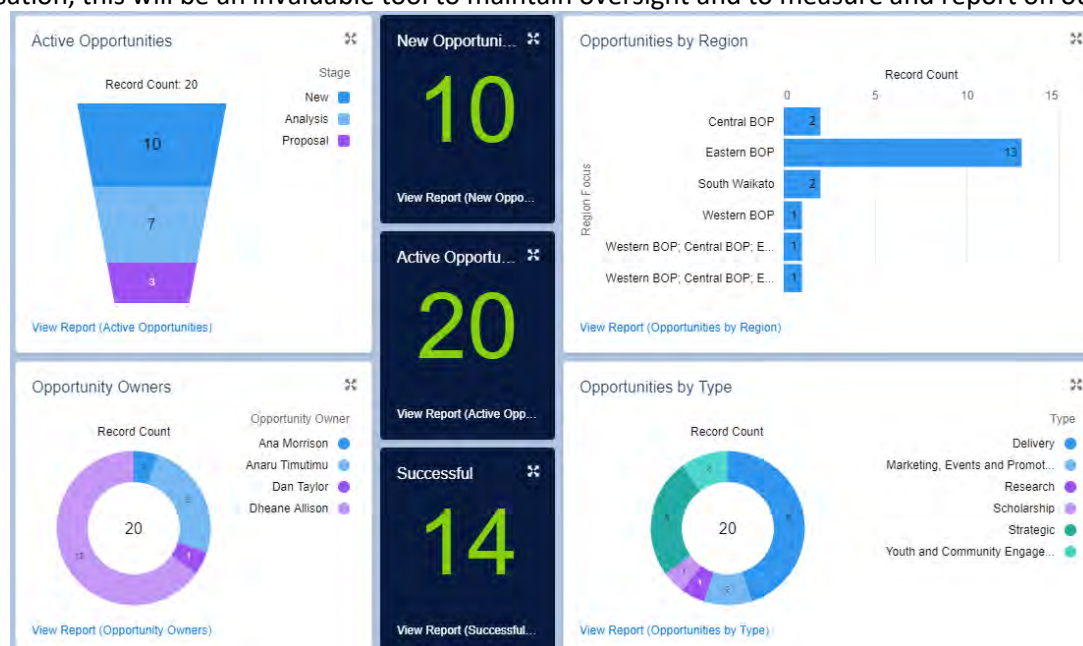
## 2. Stakeholder Engagement and Building Partnerships

**Regional Skills Leadership Group (RSLG):** Toi Ohomai Board of Directors engaged with Jason Chand, Regional Relationships Manager of MBIE, at its Board Strategy Session on the 28<sup>th</sup> of May. Jason outlined the functions and progress of the interim RSLG and the process for establishing the permanent group. There was notable discussion and input from the Board regarding the scope of the Regional Workforce Plan and Jason indicated he would take this input back to the group. He noted that Toi Ohomai is the first organisation to reach out to the RSLG and that it will be important and valuable to continue regular engagement. The Board agreed that such engagement would most appropriately occur at management level, but that an annual governance level engagement would be valuable aligned to publication of the Regional Workforce Plan. Management will re-engage upon the appointment of the permanent RSLG membership. In the meantime, Clarke Raymond has been invited to speak to the group in relation to our regional learner data.

Following a general overview of the RoVE workstreams and timelines a facilitated discussion considered the key components of the change programme from a Board perspective and the channels available to impact/influence aspects of the change as summarised below:

Key change	Channels
Te Pūkenga	Board to Board; Te Pūkenga Council; Ministry of Education
RSLGs	Collaborative relationship with Bay of Plenty RSLG (Management & Governance)
Unified funding	Ministry of Education

**Partnership Opportunities Management:** As one of the strands of the Business Development Roadmap (see Open Agenda item 9.1), we are now taking a more systematic approach to managing collaboration and/partnership opportunities with external parties. Under the management of the Head of Strategic Partnerships, a small group of staff from across the organisation are piloting the use of the 'Salesforce' platform to record and manage opportunities through phases of development to delivery/closeout (see dashboard below). As we grow resourcing and capability in the Business Development Unit and across the organisation, this will be an invaluable tool to maintain oversight and to measure and report on outcomes.





**Toi Ohomai leads out on the Te Kai Steering Group:** Associate Dean Reg Hawthorne has been appointed Chair for the Rotorua Tao Kai Steering Group. This is good timing given the intent of the ISite venture which was also established to elevate the overall standard of Food and Beverage in Rotorua.

The goal of the food and beverage plan is to provide targeted and helpful support to the Rotorua Food and Beverage industry. This is to enable the sector to, collectively, elevate the overall standard of food and beverage offerings to benefit the local Rotorua community and the visitor economy.

Rotorua Tao Kai Steering Group has been established to work alongside Rotorua Economic Development to speak on behalf of industry, provide direction on where resources could be most effectively directed and assist with spearheading change.

#### **Toi Ohomai Business After 5 – Mokoia Campus**



The institute held the first of our Business After 5's (BA5's) for the year at Mokoia campus in Rotorua. The successful evening saw over 70 members of the local business community register and attend the event – hosted by Dr Leon Fourie.

Our Faculty Deans Jeni Fountain and Brian Dillon spoke about '*Delivering exemplar vocational education in a modern learning environment*' which was well received – they were able to highlight some of the great industry partnerships that have formed in our post COVID environment, whilst educating guests about the evolving state of tertiary education in Aotearoa.

Another highlight of the evening was the opportunity for guests to try out HoloLens – the AI technology currently being used by our nursing students.

Various other BA5 events provided the opportunity to engage with stakeholders and partners across our rohe.



**New Forestry Scholarships:** New Zealand Forest Service has announced three new Nga Karahipi Uru Rakau – Forestry Scholarships being offered through Toi Ohomai starting in 2022. It's hoped the scholarships will encourage more women and Maori into a career in forestry and wood processing. The new scholarships will be available to students enrolling in a Diploma of Forest Management. Read more [here](#).

**Datacom:** The meeting with Datacom Managing Director Justin Gray scheduled for 2<sup>nd</sup> June has been rescheduled for 27<sup>th</sup> July. The Te Manuka Partnership are working on 4 workstreams to develop the partnership and it's offering for that meeting. A partnership agreement is under development, which will outline the objectives and working principles for each member. A delegation from Toi Ohomai will visit the Adelaide Digital Service Centre in July to better understand the model developed and delivered via TAFE South Australia in preparation for our own 'Ready to Go' plans.

### 3. Innovation and Supporting Innovation

**Rotorua Careers Expo:** A time to showcase technology and innovation is the Annual Careers Expo. Kicking off the expos was the Rotorua Careers Expo – held earlier this month. Toi Ohomai showcased our forestry simulator, as well as using the new HoloLens technology to enable a walk-through of the 2020 Charity House. Read more [here](#).

**Exceptional talent recognised:** Toi Ohomai culinary arts student, Samantha Warena, has been crowned the North Island winner of the Nestle Golden Chef's Hat award, which recognises the exceptional talent of New Zealand budding chefs. After a tense cook-off against students from around the North Island, Samantha took home the golden hat with her delectable three course meal made from seasonal, local ingredients. Read the full story [here](#).

### 4. Sustainability

**Financials and EFTS:** Domestic enrolments continue to hold strong and we continue to forecast to overachieve this EFTS budget. International EFTS and income will be down because of the continued border closures. Our financial result to date is better than budget predominately because of continued underspend on non-pay costs. Our forecast out-turn for the year (before exceptionals) is around \$5.8 million deficit, continuing to better the budgeted deficit of \$6.4 million.

**Risk Management:** There is now an increased focus from Te Pūkenga on risk management. The new letter of expectations has an emphasis on the expectations under the Te Pūkenga Risk Framework. Following on from Anthony Robertson's email to the Board on this, there are a number of papers in the Finance, Audit & Risk Committee which provide more information on expectations, responsibilities and reporting.

### 5. Learner Centred

**Student-for-a-Day engagements:** Recently I undertook a number of Student-for-a-Day engagements at our Taupo, Windermere and Rotorua campuses. The areas visited included Carpentry, Hospitality, Beauty, Hairdressing, Barbering and Engineering. It gives great insights of the student experience and understanding their personalized drivers in gaining specific skillsets. It also provides for the opportunity to hear directly from staff on their thoughts as to how we can improve the learner experience.





## **EXTERNAL STAKEHOLDER AND INTERNAL STAFF ENGAGEMENTS**

(A summary of CE's key engagements during May – June 2021)

<b>May</b>		
03	Te Pūkenga	Angela Beaton, Deputy Chief Executive
03	International Education Peak Body	Peak Body National Representatives
04	Datacom	Darren Williams, Strategic Partnerships & Projects
04	Rotorua Chamber - Tompkins Wake Business Awards Launch	Various stakeholders and partners
05	Tauranga Business After 5	Various stakeholders and partners
06	BOP Rugby Union	Mike Rogers, Chief Executive
06	Agency Border Group	Various institutional representatives
07	Datacom	Darren Williams, Strategic Partnerships & Projects
10	Toi Ohomai Board of Directors	Cathy Cooney, Chair
10	EIT	Chris Collins, Chief Executive
10	International Education Peak Body	Peak Body National Representatives
10	Te Pūkenga Chief Executives	Subsidiary Chief Executives
11	Rotorua Chamber of Commerce	Board Members
11	Institute for Strategic Leadership	John Wadsworth, Chief Executive
12-14	Datacom, Australia	Various Datacom Executives
14	Te Pūkenga Sector	Subsidiary Chairs and Chief Executives
17	International Education Peak Body	Peak Body National Representatives
17	Tauranga Chamber of Commerce	Board Members
18	Toi EDA	Karl Gradon, General Manager
18	Rotorua Business After 5	Various stakeholders and partners
19	Tauranga City Council	TCC Commissioners
20	Tauranga Chamber of Commerce	Board Members
21	Datacom	Darren Williams, Strategic Partnerships & Projects
21	BoP Rugby Union	Mike Rogers, Chief Executive
24	International Education Peak Body	Peak Body National Representatives
25	Ara	Tony Gray, Chief Executive
25	TANZ eCampus	Pamela Simpson, Chief Executive Ross Butler, Chair
25	NMIT	Wayne Jackson, Chief Executive
25	EIT	Chris Collins, Chief Executive
26	KPMG	Andrew Tubb, Partner – Management Consulting
26	Connect BOP	Various stakeholders and partners
27	International Education Peak Body	Peak Body National Representatives
28	Toi Ohomai Board of Directors Strategy Day	Board Directors
28	Toi Ohomai Board of Directors	Cathy Cooney, Chair
28	Te Pūkenga	Ana Morrison, Deputy Chief Executive
31	International Education Peak Body	Peak Body National Representatives
<b>June</b>		
01	Student for a Day	Windermere campus: Hairdressing and Barbering
01	Smart Technology Futures	John Clements, Chair
01	Rotorua Business After 5	Various stakeholders and partners
02	Te Kāhui Mātauranga SLG	TKM Senior Leaders Group
02	BoP Rugby Union Chairty Event	Various stakeholders and partners
03	Wintec	Dave Christiansen, Chief Executive
03	Agency Border Group	Various Institutional Representatives



03	Te Pukenga	Heather Geddes, Deputy Chief Executive (Acting)
04	Student for a Day	Mokoia campus: Carpentry, Hairdressing and Beauty
07	Queens' Birthday	-
08	Rotorua Chamber of Commerce	Board Members
08	ITP International Group	Will Tregidga, Chair
09	Education New Zealand	Grant McPherson, Chief Executive
09	Student for a Day	Taupo campus: Beauty and Hairdressing
10	Te Pūkenga Kotui Korero	Warrick Quinn, Deputy CE Heather Geddes, Deputy CE Tania Winslade, Deputy CE Ana Morrison, Deputy CE
10	Te Pūkenga	Angela Beaton, Deputy CE
11	International Education Peak Body	Peak Body National Representatives
14	Toi Ohomai Board of Directors	Cathy Cooney, Chair
14	TANZ eCampus	Pamela Simpson, Chief Executive Ross Butler, Chair
14	Te Pūkenga	Stephen Town, Chief Executive Angela Beaton, Deputy CE
14	NZQA	Grant Klinkum, Chief Executive
15	SIT	Onno Mulder, Chief Executive
16	Institute of Directors	Mark Trigg, Northpower Chairperson
17	Education New Zealand	NZ Partners Workshop
17	Agency Border Group	Various Institutional Representatives
18	National Party	Hon Simon Bridges, MP
18	Priority One	Greg Simmonds, Chief Operating Officer
21	Student for a Day	Waipa campus: Timber Machining
21	Tauranga Chamber of Commerce	Board Members
21	NorthTec	Board of Directors
21	Te Pukenga	Graham Bethune, Head of Marketing & Comms
21	International Education Peak Body	Peak Body National Representatives
22	Connect BOP	Board Members
22	Te Pūkenga Chief Executives	Subsidiary Chief Executives
23	Toi Ohomai Finance Audit & Risk Committee	Board Members
23	Education New Zealand	Richard Kyle, Business Development Manager
23	ITP International Directors	Will Tregidga, Chair
24	ITP International Quarterly Forum	ITPI International Directors
25	Toi Ohomai Institute of Technology Board Meeting	Board Members
28-30	All Staff meetings	Staff engagement at all campuses
28	International Education Peak Body	Peak Body National Representatives
30	Priority One	Nigel Tutt, Chief Executive

<b>To</b>	Toi Ohomai Board of Directors	<b>From</b>	Kieran Hewitson - Executive Dean, Academic Excellence
<b>Title</b>	Academic Committee Report	<b>Date</b>	25 June 2021

During this reporting period Academic Committee met on 29<sup>th</sup> April 2021 and 27<sup>th</sup> May 2021. A brief overview of discussion from these meetings:

## 29<sup>th</sup> April 2021

- Correspondence In: Exchange Scheme Approval MOE - An application was submitted and the Ministry has agreed to approve one overall Toi Ohomai Institute of Technology Tertiary Exchange Scheme for the institution until 31 December 2025. This approval covers the current exchange agreements in place as well as any agreements the institute sets up within the next five years.
- Graduates approved - 22<sup>nd</sup> April 2021
- Research Committee Minutes and Summary of meetings 11<sup>th</sup> March 2021 and 8<sup>th</sup> April 2021.
- Academic Programme Management Committee Minutes and Summary of meeting 1<sup>st</sup> April 2021

April meeting was short due to communication issues between Mokoia and Windermere Campus, which meant we became inquorate.

## 27<sup>th</sup> May 2021

- Approval of refresh to the Research Strategy.
- Get Job Ready Award Proposal – approval. Further work is required and Academic Committee to review Mock-up of Certificate. Record the completion of the following work ready activities:
  1. Curriculum Vitae (a completed CV)
  2. Cover Letter (a completed CL)
  3. Interview Skills workshop (participation in IS workshop)
  4. Work experience hours (programme delivery, community volunteering activities)

We are trialing this initiative across all level 3 programmes the following reasons:

- We can capture a majority of Youth Guarantee and Maori Pacific Trades Training students
- Most L3 programmes include outcomes of planning and preparing for study and/or career pathways
- Most L3 programmes already have C&E workshops built into their delivery structure
- Approvals of 100% Credit Recognition Student 27039929 and 30017270.
- Third Re-enrolment request Student 10011470 and 10002063.
- English Proficiency Results for online offshore international students approved. Example: Student 30043537 sat a PTE Pearson's test in 2019, valid until 29 April 2021, and was accepted on to the PG Diploma in Management (Business) studying online offshore course BMGT8001 Management Practice within the Programme and received a mark and grade of 81 A-. Student is intending to come to Toi Ohomai as soon as possible from the Philippines and continue studying.
- Information on NZQA Simplifying Qualifications – workshops for consultation.
- Faculty Reporting on EPI's – agreed each faculty report to highlight top three issues that have come through the EPI information and what is being done about them.
- Graduate Approvals 17<sup>th</sup> May 2021
- Research Committee Minutes and Summary meeting 13<sup>th</sup> May 2021.
- Academic Programme Management Committee Minutes and Summary meeting 7<sup>th</sup> May 2021
- Learning Quality and Standards Committee Minutes and Summary meeting 17<sup>th</sup> May 2021

- 2020 Academic Committee – Self-Assessment
- Te Pōari Akoranga update – verbal update from K Hewitson

## Agenda Item 8.5

<b>To</b>	Board	<b>From</b>	Anthony Robertson
<b>Title</b>	Financials	<b>Date</b>	14 June 2021

### Purpose

The purpose of this paper is to provide a key indicator summary of the actual financials for 2021 as at 31/5/21. Detailed management accounts can be found [here](#)

### Key Points

Key Performance Indicators	Year to Date				Full Year		
	Actual	Budget	Prior Year		Budget	Forecast	Prior Year
Income (\$m)	\$ 32.4	\$ 33.1	\$ 37.2		\$ 86.0	\$ 86.4	\$ 91.1
Expenditure (\$m)	\$ (35.5)	\$ (37.3)	\$ (37.1)		\$ (92.3)	\$ (92.2)	\$ (91.8)
Operating Surplus (Deficit) before exceptionals (\$m)	\$ (3.2)	\$ (4.1)	\$ 0.1		\$ (6.4)	\$ (5.8)	\$ (0.7)
Operating Surplus (Deficit) before exceptionals (%)					-7.4%	-6.7%	-0.8%
Staff Costs : Income					66.1%	66.9%	62.9%
Cash and Bank Balances at Year End					\$ 18.0	\$ 17.0	\$ 27.5
Net Current Assets (working capital)					\$ 4.0	\$ 8.8	\$ 15.6

### Year-to-date Performance

- Operating deficit is \$0.9m better than budget – both income & costs are lower predominately due to international activity
- Operating deficit is higher (worse) than prior year because prior year benefited from high international income at start of the year

### Full Year Budget & Forecast

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

Note – the forecast 2021 year-end cash position (\$17m) is reliant on income in advance at year-end of \$18.6m – predominately international student fees. If there is no indication of borders being open for 2022 and we do not receive these 2022 fees at end of 2021, then this will significantly impact our cash balances.

<b>To</b>	Toi Ohomai Board of Directors	<b>From</b>	Patrick Brus Executive Director Student and Staff Experience
<b>Title</b>	Health, Safety and Wellness Report	<b>Date</b>	25 June 2021

## Purpose

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

## Executive Summary

May's monthly report has a slightly updated format, which is more in alignment with New Zealand best practice standards. The report now includes appendices with more detailed information about Toi Ohomai's performance against a number of 'typical' health and safety measures. The report also includes detailed information about this month's incidents.

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

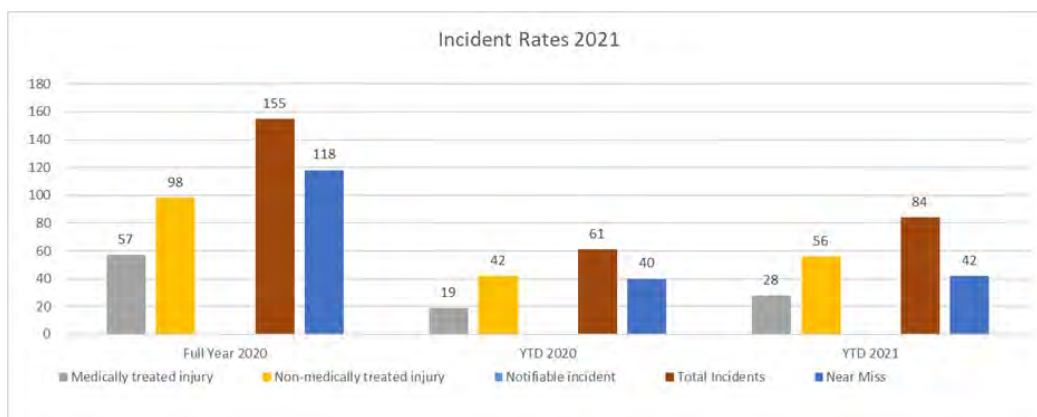
- A summary of Health and Safety incidents
- Update on the Waipa improvement notices
- Improvement plan as a result of the Board HS walk on 30 April 2021
- Wellness and health monitoring
- Appendices which covers more detailed info about incidents and performance tracking

## May 2021 reported incidents

For May there was a total of 26 incidents being reported, 12 Medical Treatment Injuries (MTI), 9 non-medical treatments and 5 near misses. Out of these incidents 1 ended up as a lost time injury (LTI), 1 was potentially dangerous event and 2 were minor incidents. The LTI was as a result of an employee from the Facilities team sustaining a lower back injury from lifting boxes, this incident resulted in 8 days of work, the employee has since returned to work.

In comparison to previous months May's reported incidents were notably higher, with May having an increase in medical treatment injuries. 87% of May's incidents were reported within the 24-hour timeframe which is positive.

Below compares the safety statistics for 2020 and 2021, it can be observed that all parameters are slightly higher for 2021 than 2020, resulting in 84 YTD incidents being reported, in comparison to 61 at the same time last year, with zero notifiable incidents for both years.



### **Waipa Sawmill - Improvement Notice**

WorkSafe NZ have removed the improvement notice at the Waipa Sawmill, Darren Vedder the WorkSafe Inspector acknowledged the significant amount of work that had been undertaken by the Waipa Machinery Safety Improvement team. The team worked diligently to implement the recommended corrective actions, providing robust and detailed evidence to WorkSafe NZ, which resulted in the improvement notice being lifted.

The Waipa Machine Safety Improvement team will continue to work together, as there are some further planned remedial works that have been identified and scheduled.

### **Board of Directors HS walk 30 April 2021**

As a direct result of the HS walk-around of the Mokoia Campus Engineering teaching area, a number of improvement areas were identified:

1. Environmental Monitoring – Ensure regular air monitoring checks are completed. This will include health monitoring of staff.
2. Emergency Stops – Additional emergency stops required. This is underway and the work will be completed within the next few weeks.
3. Workshop tidiness – Ensure materials are properly stored and general tidiness adhered to. Staff and technicians are reviewing best practice including monitoring to ensure practices are maintained.

An implementation plan has been drafted and the HSW Team are working directly with the Dean and Engineering management.

### **Wellness and Health monitoring**

The campus flu vaccinations are well underway and available for all staff and students. In regards to health monitoring all testing equipment has been purchased and a monitoring schedule has been planned with some testing already underway at the Waipa sawmill.

The Toi Ohoimai Wellness committee continue to meet on a monthly basis to ensure ongoing wellness initiatives are implemented.

### **Development of dashboard reporting**

In order to align Toi Ohomai's safety focus to NZ best practice, we have started to pull together some good practice measurements for health and safety monitoring, see appendices. The measures are very much a "starter for 10". It should be noted that it is good business practice to include a mixture of both Lag and Lead Indicators. Lag indicators are a measure of the past performance, while lead indicators are a measure of what people are doing, essentially measuring the positive. The aim is to complete the development of these measures including setting an agreed KPI's target and then transfer these into a live dashboard within the next two months.

### **Upcoming Focus for Health, Safety and Wellness Team**

Planned activities for June include:

- Embed incident investigation process into organisation. Focus on Incident investigations that have been reported. Ensuring that all relevant parties have been informed and a coordinated response is managed by the Health and Safety team (for all reported actual and high potential incidents)
- Health Monitoring to commence
- Consultation of Drug and Alcohol Policy and sign off
- Review of health and safety team structure and key functions
- Health and Safety system gap analysis and linkage into short term strategic plan/priorities
- Development of Health and Safety Dashboards

### **Appendices**

For further detailed information click here - [Link to appendices](#)

**2021 Board Work Plan**

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

## Agenda Item 9.1

<b>To</b>	Toi Ohomai Subsidiary Board	<b>From</b>	Clarke Raymond – Executive Director Strategic Projects & Development
<b>Title</b>	Strategic Partnerships Strategy Refresh – Business Development Roadmap	<b>Date</b>	16 June 2021

### Purpose

The purpose of this paper is to provide information on a refresh of the Strategic Partnerships Strategy as required by the Board work plan.

### Key Points

The Toi Ohomai Strategic Partnerships Strategy 2018 – 2022 has been guiding the organisation over the past three years in engagement and business development. The original strategy outlined 4 broad workstreams:

1. Engagement Framework
2. Te Kāhui Mātauranga
3. Toi Ohomai Business Development
4. Toi Ohomai Capability Uplift

The goals for workstreams 1 and 2 have largely been achieved. The focus for 2021-22 is on the implementation of a Business Development Framework and a Capability Uplift. The management of the relationship with Te Kāhui Mātauranga and Toi Ohomai now resides with the Tiriti Partnerships Directorate.

The current Business Development Roadmap represents a **strategy refresh** and provides focused objectives and actions for 2021-2022. The refreshed objectives are internally focused, but are designed to provide the resource and infrastructure to achieve our Strategic Intent and to align ourselves to the priorities of Te Pūkenga and RoVE.

The 2021 objectives are:

1. To have effective engagement and support systems:
  - Having **centralised visibility** of all Toi Ohomai engagement activity in the region and beyond.
  - Understanding existing **engagement structures, workloads and resourcing** across the organisation.
2. To have an embedded Business Development Framework in the institution:
  - Establishing a business development pathway **from opportunity identification to delivery** of new initiatives.



- Understanding **who is responsible** for tasks and decisions within the business development pathway.
  - Designing an approach to **proactively engage** with our community and stakeholders.
  - Establishing a **Business Development Unit**, with specialist capability and dedicated resource.
3. To have knowledgeable engagement capability and confidence within our wider staff:
- Have staff that are **confident and supported to assess, engage and deliver** on Toi Ohomai partnership commitments.

### **Contributors**

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Clarke Raymond and Anaru Timutimu – Head of Strategic Partnerships

### **Attachments**

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Business Development Roadmap 2021-22 - [here](#)

## Agenda Item 9.2

<b>To</b>	Toi Ohomai Board of Directors	<b>From</b>	Anthony Robertson, Executive Director – Corporate Services
<b>Title</b>	Campus Development Strategy – Implementation Update	<b>Date</b>	25 June 2021

### Purpose

The purpose of this paper is to inform Board of the actions taken and progress made on the Campus Development Strategy (as approved by Council in March 2018) and next steps.

### Key Points

Significant progress has been made on each of the campuses towards the Campus Development Strategy

- Windermere
  - The focus at the Windermere campus has been to absorb the delivery that was previously undertaken at the Bongard Centre – this, together with the recent increase in volume of delivery, has gone a long way to improving the utilisation of the teaching and non-teaching space at Windermere
- Bongard Centre
  - The Bongard Centre is a “surplus” asset and is now subject to a Crown asset disposal process
- Mokoia
  - In order to improve the utilisation at Mokoia we:-
    - Have consolidated delivery from Erueru Street in Rotorua CBD into the main Mokoia campus
    - Are responding positively to enquiries from TITOs regarding co-locating on the Mokoia campus
  - We are also working on immediate maintenance needs at Mokoia Campus
  - We are close to finalising the commercial partnership opportunity with Datacom to be located at our Mokoia Campus

- Taupō
  - We have completed the purchase of the Taupō land and are near completion of the planning & design of the new campus
- Tokoroa
  - We have entered into an agreement to lease with South Waikato Investment Fund Trust (SWIFT) to lease the new South Waikato Integrated Trade Training Centre currently being constructed
- Whakatane
  - We continue to upgrade the facilities at Whakatane including;-
    - consolidated our trades delivery with the construction of a carpentry workshop on the main Whakatane campus
    - construction of improved on-site parking

The future campus developments for Toi Ohomai will now be dependent on:-

- The new operating model
- The overall Capital Asset Management Strategy for Te Pūkenga
- Our ability to improve of financial performance to generate cash for capex on campus developments

## **1. Background**

The Campus Development Strategy was developed in 2017, with the assistance of TwentyTwo (independent property advisors) and approved by the then Council in March 2018.

The purpose of the Campus Development Strategy was to provide a planning framework to align future property investment decisions with Toi Ohomai's strategic objectives and long-term requirements. It was intended to allow Toi Ohomai to prioritise the specific steps required to transition the portfolio over time to ensure it better matches how it will operate in the future.

We have broadly followed the strategy for each campus, only changing the approach based on changing environment and opportunities.

## **2. Current Context and Current Direction**

There is now a new current context that will require us to re-think our campus development strategy.

### ***Te Pūkenga & the Reform of Vocational Education***

The Reform of Vocational Education (RoVE) will have a significant impact on our campus development strategy. Firstly, will be the development of the new Operating Model. This will inform what, where, how & how much we deliver our education. These elements are vital in informing a campus development strategy.

The consolidation of the TITOs into Te Pūkenga could/should also have an impact on our accommodation needs locally. In the simplest sense this could just be office space – but interlinked with the operating model, this impact could be more.

Moreover, Te Pūkenga forms a new central role. They are in the process of developing a Capital Asset Management Strategy. They are looking at a whole of sector approach. Whereas previously we would be focused on the priorities for our region, Te Pūkenga needs to take into consideration the needs and priorities of the whole sector.

### ***Operating in a post COVID environment***

The impact of COVID lockdowns has required a re-think in how we work (both teaching & support) which itself will have an impact on our accommodation needs. The nature and volume of campus space will be impacted on how/where we teach, working from home and the ability to easily respond to future crisis. All of this needs to be considered within the context of the new operating model above.

### ***Financial Viability***

Currently we (Toi Ohomai) are barely generating enough cash surpluses to maintain our current asset base. We are struggling to fund simple improvements let alone significant campus developments. Therefore, we need to significantly improve our operating performance before we can realistically consider major (and even some minor) campus developments.

### ***Conclusion***

All of this means that our current campus development strategy is to continue the present path and close out the current developments and improve “around the edges” where we can. Following that, as and when we are informed of the above influencing factors, we will then need to formulate a new campus development strategy.

### 3. Windermere

The key immediate strategy for Windermere was to ***improve utilisation of the teaching classrooms.***

This was progressed through the movement of all of the delivery activity from Bongard Centre to our Windermere campus. When University of Waikato (UoW) exited our Windermere and Bongard campuses for their new City Centre campus, we took this as an opportunity to both improve student/staff experience (facilities/services at Windermere were better than those in the Bongard Centre) and improve utilisation.

Whilst there were more students (EFTS) and staff (FTE) coming onto the campus from Bongard than were leaving (from UoW) Windermere, we did not need to build any more space on Windermere to accommodate this. In terms of teaching space, we created a couple of smaller classrooms from repurposing teaching staff workrooms. We redesigned the use of staff space in Maharaia (V Block) – including reducing the sizes of desks – significantly improving the use of that space.

The remaining “issue” was that of larger average classroom and lab/workshops. The remainder of the improvement was to come from increasing the number of EFTS on campus – part of the overall EFTS improvement strategy.

More recently we have experienced a growth in EFTS in Windermere, predominately fuelled by the TTAF free fees, which has further improved utilisation at Windermere – at times to capacity.

We continue to improve teaching and administration spaces where needed and funds allow.

### 4. Bongard

The original strategy for the Bongard Centre was to ***“Retain the building and redevelop to meet modern standards and Toi Ohomai’s future needs.”*** However, as discussed and agreed with the then Council, the withdrawal of UoW from our Windermere campus provided us with an opportunity to consolidate our Tauranga delivery onto the main Windermere campus. Not only did this enable us to improve the utilisation of the Windermere resource, it is also of significant benefit for the students who receive a far better experience at the Windermere campus than at Bongard (from free accessible car parking though to on-campus services).

We (Toi Ohomai) decanted from the Bongard Centre at the end of January 2019 with UoW exiting from April 2019 to September 2019. It has been empty since. Following discussions with TEC and as approved by Council in September 2019, the Bongard Centre was declared a surplus asset and is subject to a Crown Asset disposal process.

We have just (28/4/21) received notification that our Crown Asset Transfer and Disposal application has been approved. As part of this Ministers approved the disposal of the Bongard Centre and agreed that Toi Ohomai can retain 100% of the net proceeds of the sale. Retention of the full net proceeds of sale are subject to those proceeds being reinvested in capital asset projects identified in Toi Ohomai’s campus development plan. We are awaiting conditions for the disposal and the process herein after from the Ministry of Education.

## 5. Mokoia

The proposed high-level campus strategy for Mokoia was to ***increase the utilisation of the recently developed high quality buildings to reduce the need for medium term property investment and allow the removal of low-quality prefabs.***

Mokoia's space utilisation had been reasonable (although did worsen in 2018 & 2019 with the reduction in EFTS) being at or around sector average. Utilisation of the teaching spaces at the Mokoia campus is partly impacted by the start/end time of classes (no earlier than 9am, no later than 4pm) to enable transportation of students from/back to the regions (Taupo, Tokoroa, Whakatane). That said, the main impact on utilisation at Mokoia was the reduction in domestic EFTS over the years.

In the short term we have consolidated the activity that was in the Rotorua CBD (hairdressing at Eruera Street) which has now be delivered from the main Mokoia campus from 2019.

The main strategy to improve utilisation at Mokoia (to, and better than, sector average) will need to be increased EFTS – this is part of the overall EFTS improvement strategy and the portfolio review. This is even more pertinent for Mokoia as, on top of continued domestic EFTS reduction, it has suffered a significant reduction in student volumes with the loss of international students that are unlikely to return in the same numbers.

Moreover, part of the strategy was also to develop an ***“engaging student entrance that is easily accessible and welcoming to all students”***. We have initiated this by moving the student information centre from N Block to the main I Block entrance. Also, in line with the strategy we have ***“Upgrade[d] the layouts in I block to suit the modern, flexible workstyles of the executive staff that use it.”***

We are continuing to pursue the commercial opportunity with Datacom which would see them locate on our Mokoia campus. Not only does this bring with it the many social, economic and educational benefits, this partnership will also assist in maximising our space.

Further, acknowledging the under-utilisation of space, we are responding positively to enquiries from TITOs regarding relocating from their leased premises onto our campus. We see this as an important strategic element in the overall RoVE.

We have addressed, and continue to address, immediate maintenance issues across the Mokoia campus.

## 6. Rotorua – i-Site

The Campus Development Strategy referred to ***“Engaging with local tourism industry key stakeholders to gauge feasibility for a tourism training centre that provides opportunities for community engagement, learning and employment”***. From this we have developed the concept of a real-life café training facility at the i-Site building in the heart of the Rotorua City Centre. This has been developed and progressed in partnership with Rotorua Lakes Council.

The i-Site café is currently under construction and is due for completion November 2021.

## 7. Rotorua Thermal Holiday Park

The ‘Holiday Park’ consists of 2 operating business activities – Holiday Park and Student Accommodation – together with playing fields (not actively used by Toi Ohomai).

The Holiday Park and Student Accommodation were purchased by Waiariki in 2012. Waiariki’s goal in the purchase of the property was to provide quality student accommodation that may enhance student experience and achievement while studying in Rotorua. There was also a belief that the then profitable business could be further improved through more efficient management

The operations have operated at a combined loss until 2018 – however losses have progressively reduced from 2014. Both businesses are now operating profitably but there are still maintenance issues to be addressed in the Halls of Residence and Holiday Park – which are being addressed.

The Campus Development Strategy recommended ***“investigating the value and opportunity for retaining or exiting the Holiday Park.”***

Both businesses operate on the same leased parcel of land – with lease until 2027. Our ability to divest parts of the operation (e.g. Holiday Park) are limited by the lease covering the whole of the operations (Holiday Park, Student Accommodation, playing fields and parts of the land used as car park) and the land being transferred from Rotorua Council to Pukeroa Oruawhata Trust (on behalf of Ngati Whakaue). The lease has only 6 years remaining and is only renewable by the landlord – making it unattractive from a disposal perspective.

Once the land is returned to the iwi we can re-commence discussions to separate out the lease of the Holiday Park and Halls of Residence with renewal of lease options. From there we will be able to investigate disposal options for either or both operations.

With that in mind our short-term strategy continues to be:-

- Improve profitability of Holiday Park (maintain profitability of Halls of Residence)
- Improve the physical facilities of both the Holiday Park and Halls of Residence

## 8. Taupō

The key strategic priorities for Taupō were:-

- ***Complete purchase of the land adjacent to current site***
- ***Develop a plan for developing existing site and new land***

Following a protracted timeframe, we completed the purchase of the Taupō land on 11 March 2019. This was a great achievement considering the origins of the proposal some 5-6 years previous.

We have then undertaken the planning and design phase with project managers (Greenstone) and architects (MOAA) utilising focus groups with staff, management, students, local schools – looking at the functional designs. This stage is nearing completion.

With pressure on our cash balances we have decided that, once this planning & design stage is complete, we will place the project on hold. Then, once our operating performance and cash balances have improved, we will recommence the project and build the first phase of this campus. We intend to “pencil” this into the budget for the latter half of 2022, but will only make the decision when we feel we are confident to do so.

## 9. Tokoroa

The key strategic priority for Tokoroa was to ***“Undertake a feasibility study into consolidating the construction and trades courses onto main (Wānanga) campus.”*** This direction was based on the fact that our delivery in Tokoroa was distributed over 3 geographically separated sites.

Through partnerships, various iterations of model/location, and enabled by “shovel ready” funding, South Waikato Investment Fund Trust (SWIFT) are building a new single campus in Tokoroa. Toi Ohomai have signed an agreement to lease this new South Waikato Integrated Trade Training Centre which will enable the consolidation of all of our delivery onto that single site. Construction is scheduled for completion at the end of December 2022.

## 10. Whakatāne

The key strategic priority for Whakatāne was to ***“undertake a feasibility study about how to create a regional campus hub in a more desirable location closer to the CBD.”***

The original intention was to work with Te Whare Wananga o Awanuiarangi and their intended developments at their town centre campus. Whilst there was potential to accommodate some of our activity, there was not the ability to locate all of our classroom activity let alone any of our trades activity. From previous campus experiences we would not want to split provision.

Moreover, with limited capital resources in the medium term (and the prioritisation of the Taupō build and the fit out of the Tokoroa development) our immediate focus for Whakatāne has been to



consolidate offsite delivery onto the campus. This has seen the development of a carpentry workshop on the Whakatane campus which was completed early 2019. This removed the need for off-site rental for this activity, providing a quality facility, together with all of the on-campus benefits for students and staff. We have also reconfigured and concreted the driveway to prevent flooding and are working with the Council in respect of increased parking.

## **11. Summary**

In a relatively short period of time, we have made significant progress on the Campus Development Strategy on a number of fronts for each of our campuses. There are still a number of projects to completed in the short term, which are planned.

Any future Campus Development Strategy is dependent on:-

- The new operating model
- The overall Capital Asset Management Strategy for Te Pūkenga
- Our ability to improve of financial performance to generate cash for capex on campus developments

## Agenda Item 9.3

<b>To</b>	Toi Ohomai Board of Directors	<b>From</b>	Kieran Hewitson - Exec Dean Academic Excellence
<b>Title</b>	First Impressions Survey	<b>Date</b>	26 June 2021

### Purpose

The purpose of this paper is to provide an overview of the First Impressions Survey for Semester 1, 2021.

### Key Points

- The First Impressions survey was conducted on-line during March 2021.
- A total of 1429 responses were received, a response rate of 39% this was a decrease from 43% in 2020, this is due to the decrease of International students who are traditionally high responders to surveys.
- 62% of the respondents were female, 87% were domestic students, 23% were Māori with 3% Pasifika peoples.
- This year we have calculated a net promoter score and this came out with a 96.6% positivity score

### Key Findings

The survey was split into 5 areas the following is the key findings from each area as well as the key actions to address the areas for improvement.

#### Enrolment Experience

Statement	Survey Area	S1 2021	S2 2020	S1 2020	S2 2019	S1 2019
The first contact I had with Toi Ohomai staff made me feel positive about studying here	Enrolment	99%				
Enough information was available to help me choose a course I wanted to study*	Enrolment	98%	94%	94%	99%	92%
Finding out about the course I wanted to study was easy*	Enrolment	98%	92%	92%	99%	93%
I know how to get help with my enrolment when I need it	Enrolment	97%	94%	93%	99%	91%
I found the information in the "Enrolment Guide" helpful	Enrolment	97%	92%	90%		
I found it helpful tracking my application using "My Enrolments"	Enrolment	96%	90%	87%	97%	
I found it easy to create a "My Enrolments" account during application	Enrolment	96%	91%	88%	96%	
The chance I had to come in and meet the teaching staff (interview or engagement session) prepared me well for study	Enrolment	95%	90%	90%	98%	92%
The communication I received after being accepted into my course met my needs	Enrolment	94%				

\*minor change in question wording from 2020

There was improvement across the board in these questions from 2020, which is please to see that the work done to address issues identified last year have had an impact.

In saying that the comments still identify that there is a need to have correct information available especially around the course timetables.

There is also a high number of comments made about needing greater support in completing their StudyLink application.

### Key Actions

- Develop a “keeping warm” process for communicating with taurira between enrolment and the first day.
- Improve the day one letters to include more information on where to go, what to bring and what to expect

### Student Life

Statement	Survey Area	S1 2021	S2 2020	S1 2020	S2 2019	S1 2019
My campus reflects Māoridom in a positive way	Student Life	99%				
The campus I study at is noticeably bilingual/bicultural	Student Life	99%	95%	96%		
I was able to get on a computer and access online materials and services	Student Life	98%	94%	95%	94%	93%
I feel confident to access the available support when I need it*	Student Life	98%	93%	93%		
I was invited to attend the pōhiri (Māori welcome ceremony) for my course	Student Life	98%				
I was informed about the venue, date and time for the pōhiri	Student Life	97%				
I felt informed about what to expect during the pōhiri*	Student Life	96%	87%	89%	90%	88%
Finding my way around campus was easy	Student Life	96%	92%	91%	92%	90%
I feel connected to other students at Toi Ohomai	Student Life	96%	89%	89%		
I was able to get my student ID	Student Life	95%	93%	95%	93%	91%
I was told how to contact or where to find the learning support team eg, careers, academic and/or pastoral support*	Student Life	94%	92%	94%		
I was given guidance on how to study effectively	Student Life	94%	87%	89%	90%	88%
I was shown how to access the library*	Student Life	93%	92%	95%	91%	90%
I was informed where to get healthcare and counselling	Student Life	92%	89%	93%	89%	88%

\*minor change in question wording from 2020

Improvements across the board in this section too, although the responses are highly positive the comments identified there is still areas for improvement, especially around equity of access to services across all campuses and delivery modes. In saying that the Student Support and Library team did some focused work on getting services online and this has shown improvement.

There is further work to be done around the pōhiri and what to expect, this year there was little shelter and hot day this was raised as an issue that it would have been good to know it was outside.

Further work needs to be done around how support services are provided to those classes that are offered at nights and online.

## Key Actions

- Increase bilingual signage in the libraries and support staff to increase their use of Te Reo Māori.
- Increase the communication around what to expect on day one and to include more information about the pōhiri process and what to wear and bring (eg sunscreen)
- Student support to work with Te Kura and other programmes that deliver outside the traditional hours to develop and implement a student support orientation programme to suit the specific delivery modes
- Increase the communications around the services on offer and how to access these

## Programme Impressions

Statement	Survey Area	S1 2021	S2 2020	S1 2020	S2 2019	S1 2019
I understand what I will be learning about	Programme	99%	97%	96%	96%	96%
I believe I have enrolled on the right course*	Programme	99%	96%	97%	98%	97%
Teachers/kaiako were helpful and friendly	Programme	99%	97%	98%	98%	98%
My teachers/kaiako pronounced my name correctly	Programme	99%				
I was told when my assessments would be due	Programme	99%	95%	96%	96%	94%
I received or was shown how to access the Course Outline	Programme	98%	95%	95%	92%	90%
I have access to all the materials I need for my study	Programme	98%	96%	95%	94%	94%
I received information about my timetable and where I was supposed to be learning*	Programme	98%	94%	92%	94%	91%
My teachers/kaiako greeted our class in te reo Māori	Programme	85%				

\*minor change in question wording from 2020

The positive ratings are again high but the comments do tell a different story, the biggest amount of feedback is about timely timetabling information, there are repeat offenders who had the same comments last year so a targeted approach will be taken for those programmes to get an improvement plan.

The lowest positive rating was regarding kaiako using Te Reo Māori to greet the class, some of the comments indicated that the taura did not expect to be greeted in Māori which also may contribute to the lower score. What is clear is that further support and development for kaiako in this area is required.

## Key Actions

- A targeted approach is required to identify the programmes that have repeated negative comments about the clarity of information the taura receive.
- A project is underway looking at including delivery information including a timetabling information on the website
- The cultural competency framework is being developed and it will include expectations of staff to engage in Te Reo Māori upskilling.

## Orientation

The questions were changed from 2020 which is why there is not graph for this section. The changes were made due to the difference in activities depending on what mode i.e. online and night students do not really get to experience orientation the way campuses based taura do.

The two smallest delivery sites of Waipa and Road Transport has the least awareness of Orientation activities.

#### Key Actions

- Ensure there are activities offered that cater to non campus based tauira that still orientate the tauira to Toi Ohomai and all it has to offer.
- Ensure communication channels are effective and adapted to be campus and delivery mode specific

#### Sustainability

Owner	Statement	Survey Area	S1 2021	S2 2020	S1 2020	S2 2019	S1 2019
SAGE	Sustainability is important to me	Sustainability	98%				
SAGE	I see sustainability in action at Toi Ohomai	Sustainability	92%				

This year was the first year to have questions about sustainability, it is clear that sustainability is important to this cohort as it received a high rating but it also garnered a number of comments. The intention of adding these questions in was to test how important it is to our Tauira and to also test how the initiatives are being received and noticed.

There were a number of comments in this section about the food on offer at the cafes at Windermere especially around the unsustainable packaging and the quality of food on offer.

#### Key Actions

- Work with the Café operators at Windermere to identify opportunities to reduce waste and increase the range of food options.

#### Next Steps

Marketing have developed up “you said we did” posters and electronic posters to feedback to the tauira and the actions will be monitored through the various teams and committees.

#### Contributors

Business Insights Team

Michelle Farac

#### Attachments

The Te Ao Marama dashboard has the full data.

<https://edunetnz.sharepoint.com/sites/TeAoMarama/SitePages/First-Impression-Survey.aspx>

## Agenda Item 10.1

<b>To</b>	Toi Ohomai Board of Directors	<b>From</b>	Valda Bryson – Board Secretary
<b>Title</b>	Board Meeting Dates 2022	<b>Date</b>	25 June 2021

### Purpose

To agree Board meeting dates for 2022.

Meetings to be held from 9.30am to 12.30pm on the last Friday of the month, alternating between the two main campuses, with a 30-minute Health & Safety Walk scheduled pre-Board meetings 8.45am – 9.15am. Strategy Sessions will be held alternate months.

February 25	Windermere	Board Meeting	8.45am – H&S Walk
March 25	TBC	Strategy Session	
April 29	Mokoia	Board Meeting	8.45am – H&S Walk
May 27	TBC	Strategy Session	
July 01	Windermere	Board Meeting	8.45am – H&S Walk
<i>(Note June meeting proposed July 01 due to Matariki Friday 24<sup>th</sup> June being a Public Holiday in 2022)</i>			
July 29	TBC	Strategy Session	
August 26	Mokoia	Board Meeting	8.45am – H&S Walk
September 30	TBC	Strategy Session	
October 28	Windermere	Board Meeting	8.45am – H&S Walk
November 25	Mokoia	Board Meeting	8.45am – H&S Walk

A decision is also required as to when Finance, Audit & Risk Committees be held. Previously these meetings were held prior to the Board meeting but due to time constraints were moved to on-line meetings 8.30am – 10.30am on the Wednesday prior to the Board meeting.

Board to confirm date, time and format of these meetings.

### Note

Meetings for the Te Pukenga Council are scheduled:

03 February	08 June	11 October
15 March	19 July	22 November
27 and 28 April	30 August	

### **Recommendation**

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That the Board meeting dates for 2022 be approved as listed and the Board also agree dates for four Finance Audit & Risk meetings.

## Agenda Item 10.2

<b>To</b>	Toi Ohomai Board of Directors	<b>From</b>	Patrick Brus Executive Director Student and Staff Experience
<b>Title</b>	Te Pūkenga interim staff representation system and potential impact on the Toi Ohomai Board	<b>Date</b>	26 June 2021

### Purpose

The purpose of this paper is to provide an outline of the new Te Pūkenga interim staff representation system with a recommendation that the successful staff member would also join the Toi Ohomai Board as an Advisor.

### Recommendation

Although there are no requirements for the Staff Representatives to sit on our Board, to enable success in the role, management recommends that the representative join the Toi Ohomai Board as an Advisor.

This decision is at the discretion of each of the Boards of subsidiaries.

### Background

Te Pūkenga is committed to ensuring that our subsidiary ITP voices are heard across our various committees and platforms. Therefore, an Interim Staff Advisory Committee will be established that will work with the Te Pūkenga Council, consulting on significant matters relating to strategic direction at Te Pūkenga until the end of 2022. The Committee will represent the staff voice and help Council understand key matters across the subsidiary network in response to change.

The Education and Training Act (2020) outlines representation will align with the regional divisions established by Te Pūkenga. These divisions are yet to be determined, therefore the Committee will include representation from each subsidiary ITP.

Te Pūkenga has engaged with TEU and TIASA regarding the development of the Committee and feedback from the staff survey has also guided this process.

All subsidiaries are currently running an internal election process to nominate one representative to join the Interim Staff Advisory Committee. The dates are:

- Tuesday, 15 June – Communication rolled out and nomination process begins
- Friday, 18 June – Nominations close and voting commences
- Week beginning 28 June – Subsidiaries to advise representative appointment
- Week beginning 3 July – Initial Staff Advisory Committee Meeting, two Co-Chairs nominated
- Monday 2 August – Te Pūkenga Council (Nominated Staff Advisory Committee Co-Chair attends)

The Committee will meet 3 – 4 times a year. The expectation is that representatives would spend approximately 10 – 20 working days attending hui, wananga and attending staff representative matters. The term of the membership will be until 16 December 2022.

As well as advising the Te Pūkenga Council, the Interim Staff Advisory Committee will be tasked with designing and testing the Committee framework and processes, ahead of the creation of permanent Staff Advisory committee starting in 2023.

Nominations are open to all permanent staff. A representative can be either a teaching or general/allied staff member.



There are no requirements for the Representatives to sit on our Board, however to enable success in the role, Te Pūkenga encourage us to think about how we can best enable the representative to represent our institute to the best of their ability. This decision is at the discretion of each of the subsidiaries.

As part of the communication process to staff we have simply said “The elected representative will potentially also represent Toi Ohomai Staff on the Toi Ohomai Board. This is currently being reviewed and will be communicated as soon as it has been confirmed.”

We believe that by seating the Interim Staff Representative on the board that this will give them a transparent and clear picture of the direction that Toi Ohomai is moving. It will also enable the representative to table the staff voice to the board prior to channeling it through to Toi Ohomai.

Inversely, it will enable the Toi Ohomai Board to have another mechanism to share through to Te Pūkenga key success, opportunity and risk.