

Toi Ohomai Institute of Technology Limited

(the Company)

MEETING OF THE BOARD OF DIRECTORS

Date: 26 June 2020

Time: 11a.m. – 12.15p.m.

Venue: Room IO87, Mokoia Campus, Rotorua

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

Company Secretary: Anthony Robertson

Board Secretary: Valda Bryson

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

OPEN AGENDA

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.	Confirmation of Minutes - 1 May 2020
6	Actions / Matters Arising from the previous meetings
7.	Reports: 7.1 Chair of Council a. Summary notes from Board Strategy Day, 29 May 2020 b. Proposal for Board Strategy Day, 31 July 2020 7.2 Chief Executive 7.3 Academic Committee – No meetings in the reporting period 7.4 Financial Management Accounts 7.5 Health and Safety & Wellness
8.	Board of Directors - Work Plan 8.1 Strategic Partnership Strategy 8.2 Teaching and Learning Strategy 8.3 First Impressions Survey

9.	Presentations: 9.1 Te Ao Marama – Stephen Porteners, Business Insights Manager, Performance Analysis 9.2 Teams – Clarke Raymond, Strategic Projects Manager
10.	General Business

Resolution to exclude the public and move into the confidential agenda

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

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

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

1. Agenda Item 3 – Correspondence
2. Agenda Item 4 - Finance, Audit & Risk – Key Themes and/or decisions from meeting 26 June 2020
3. Agenda Item 5 - Issues Register
4. Agenda Item 5 – EFTS Update – 31 May 2020
5. Agenda Item 7 – Performance Monitoring
6. Agenda Item 8 – Electricity RFP
7. Agenda Item 9 - Board of Directors 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 19th Century, new karakia were written to acknowledge the Christian God and Jesus Christ. These karakia have been used since that time however there is a current move towards using more traditional karakia (which were often chanted or sung) which call upon many of our *Atua* (Gods/Guardians) for direction; these karakia are poetic and full of beautiful imagery and metaphor. It is important however to remember that there are not always appropriate English words which can fully reflect the essence of the Maori words used often literal translations need to be considered metaphorically.

TRADITIONAL KARAKIA TIMATANGA:

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

TRADITIONAL KARAKIA WHAKAMUTUNGA

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

Declaration of Interests for Subsidiary Board Members

Catherine Cooney

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

Leith Comer

Interest Declared	Nature of Business
Te Mana o Ngati Rangitihi Trust – Chairman	Te Arawa iwi organization
Rotorua Golf Club – Chairman	Organisation that leases part of the Arikikapakapa Thermal Reserve

Nga Pumanawa e Waru Education Trust – Chairman	A Rotorua education provider
Veteran’s Advisory Board – Chairman	Provide advice to Minister of Defence on support to verterans
Fallen Hero’s Trust – Trustee	Provides support to dependents of killed or wounded service personnel

Ripeka Evans

Interest Declared	Nature of Business
Director, Chair, Northland Polytechnic Limited	Tertiary education Provider
Ripeka Evans, Sole trader, Māori Development specialist	Provides consultancy services to government, private, iwi and Māori providers mainly but not exclusively in the economic development, health, media, finance, human rights sectors
Ripeka Evans, Consultant to Te Papa Atawhai – Department of Conservation, Ministry of Housing & Urban Development, Pharmacy Council of NZ – current contracts	Public policy, Strategic advice,
Te Ao Māori Panel Member, Reserve Bank of New Zealand	NZ central bank
FW & A Evans Whānau trust, Trustee	Whānau trust ancestral whenua Māori shares
Materoa Dodd (partner), Council Member, Te Whare Wānanga o Awanuiāranga	Tertiary Education Provider
Claimant, Wai 2260, Wai 381	Claimant to Waitangi Tribunal for Mana Wāhine Tai Tokerau, Mana Wāhine – Māori Women’s Claim

Tania Hodges

Interest Declared	Nature of Business
Digital Indigenous com Ltd – Managing Director and Shareholder	Provides consultancy services to providers mainly but not exclusively in the health sector
NZIST Council Member (Ministerial Appointment) effective 1 April 2020	NZ Tertiary Education Provider
Waikato Institute of Technology Ltd Director – effective 1 April 2020	Subsidiary of NZIST
Member of the Independent Whanau Ora Advisory Group (Ministerial Appointment)	Advisor to the Minister of Whanau Ora

Whanau.com Trust – Trustee	Family Trust
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Niwa Ranji Nuri

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

Ngaroma Tahana

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

OPEN MINUTES OF A MEETING OF THE BOARD OF DIRECTORS HELD ON FRIDAY 01 MAY 2020 VIA SKYPE FOR BUSINESS

PRESENT:

Cathy Cooney (Chair)
Ripeka Evans (Deputy Chair)
Leith Comer

Ngaroma Tahana
Niwa Nuri
Tania Hodges

IN ATTENDANCE:

Executive Team

Dr Leon de W Fourie (Chief Executive)
Brian Dillon
Patrick Brus
Jeni Fountain
Kieran Hewitson

Ana Morrison
Clarke Raymond
Anthony Robertson
Keri-Anne Tane
Bart Vosse

Valda Bryson (Board Secretary)

2. APOLOGIES

All members were present.

3. REGISTER OF INTERESTS/DECLARATION OF CONFLICTS

There were no additional interests or declaration of 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 Council Meeting – 27 March 2020

The minutes of the final Toi Ohomai Council meeting held on 27 March 2020 were received for information, having been approved via email 22 April 2020 (C COONEY / I MACRAE)

Resolution: TOI20/01

RESOLVED that the minutes of the final Toi Ohomai Council meeting held on 27 March 2020 be received.

C COONEY / N TAHANA

Toi Ohomai Institute of Technology Ltd Subsidiary Board Meeting – 02 April 2020

Resolution: TOI20/02

RESOLVED that the inaugural minutes of Toi Ohomai Institute of Technology Ltd Subsidiary Board meeting held on 02 April 2020 be approved.

N NURI / R EVANS

6. ACTIONS/MATTERS ARISING:

27 March 2020

Action 1: Give further consideration to the name 'Junction on Fenton' for the Rotorua Hospitality i-Site Facility. – The Junction on Fenton is located centrally on Fenton Street in Rotorua at the i-Site, an integral link for more than 1.2 million visitors per year. The site has also previously been a central point for the community - in a variety of capacities such as a Post Office and tourism offices.

28 February 2020

Action 1: Teaching & Learning Strategy – Due to the impact of COVID-19, the Teaching and Learning Strategy will be re-assessed in the context of a renewed shift towards Blended Learning Delivery Models. It is expected a draft will be provided to the Board of Directors at its July meeting.

7. REPORTS

7.1 Chair of Council

A summary of activities the Chair has been involved in over the past month was received, noting in particular the resolution under 7.1a to formally approve the two Board sub-committees and the advice that the Academic Committee is a sub-committee of NZIST Council, as well as special delegations and reporting requirements to the Toi Ohomai Subsidiary Board.

Finance, Audit & Risk Committee

Resolution: TOI20/03

RESOLVED that the Board endorse constitution of the Finance, Audit & Risk Committee with N Nuri as Chair, R Evans as Deputy Chair and members C Cooney, L Comer, G Naylor as an independent and T Hodges ex officio.

R EVANS / T HODGES

CE Remuneration Committee

Resolution TOI20/04

RESOLVED that the Board endorse constitution of the CE Remuneration Committee with R Evans as Chair and members N Tahana, C Cooney and T Hodges ex officio.

N NURI / L COMER

Finance Audit & Risk Committee Terms of Reference

The Finance, Audit & Risk Committee terms of reference were discussed at the meeting prior to the Board meeting with the proposal that they come to this meeting today for approval.

Resolution TOI20/05

RESOLVED that the Board endorse the Finance, Audit & Risk Committee terms of reference.

N NURI / R EVANS

Te Kahui Matauranga

Notice was provided to the Board in regard to the TKM Strategic Leadership Group which meets 3 or 4 times per annum with 2 or 3 Board members required to sit on this Group. Ngaroma Tahana provided a brief outline of the work of the group in honouring the Mana Ōrite relationship and interface between the Board and TKM so roles and aspirations are aligned.

At this point Niwa Nuri declared a conflict of interest with this discussion.

Board members interested in being a part of this group to email the Chair.

Action : All

Ana Morrison advised that the scheduled TKM meeting on the 18th March did not occur due to COVID-19 and this meeting will be rescheduled once the new appointments to the Committee are made.

The Chair's report and attachment was received.

7.2 Chief Executive

Dr Fourie presented his report which is aligned to the Strategic Intent of the institution, elaborating on COVID-19 and efforts taken to ensure staff and student wellbeing, and contact that has taken place with stakeholders around change to ensure they are kept up to date.

Dr Fourie advised the Board that Keri-Anne Tane, Executive Director: People, Engagement and Capability, is taking the sector lead in establishing common terms of reference for Subsidiary Remuneration Committees. Kieran Hewitson, Executive Dean: Academic Development, Innovation and Research has also received a two-year appointment to the NZIST Academic Board. In addition, Anthony Robertson is a member of the United Funding Working Group and Leon is on the Scenario Planning Group for Financial Forecasting. Congratulations were extended to all on these appointments.

7.3 Academic Board

Taken as read.

Ripeka Evans and Kieran Hewitson to have an off-line conversation around research and opportunities for building the portfolio across the sector.

Action : KH/RE

7.4 Financials

N Nuri drew attention to the pressure the Finance Team is under preparing accounts for the end of last year, preparation for the current set of accounts for the period January to March 2020, plus preparing monthly financials for the Board. He took the opportunity to acknowledge the Finance Team, Management and the previous Council who have put the institution in a good position going forward. Ripeka Evans endorsed these comments and stated coming in as a new Board member it was good to have the institution in such a stable and positive sustainable position.

Resolution TOI20/06

RESOLVED that the Financials for the period to 31 March 2020 be received.

N NURI / R EVANS

7.5 Health and Safety & Wellness

The Health and Safety & Wellness report was received and included a summary of the H&S incidents for the past month, progress against the HSW Plan 2020 and updates of key engagement with stakeholders. Keri-Anne Tane advised there were no particular incidents to report for March and it was likely April would be even 'safer', given the lockdown. She noted that some of the Waipa Saw Mill remedial work would commence next week.

Ripeka Evans drew attention to the risk of cyber security and whether there was a need for a focus on this in the H&S Plan. Keri-Anne Tane responded a comprehensive plan is in place, but this falls

under IT and the Finance, Audit & Risk portfolio. Prior to the lockdown, the institution was aware of cyber risk but immediately on lockdown the increased threat was recognised and a lot of comms have been going out to staff around cyber security and personal responsibility. Niwa Nuri mentioned that Cyber Security awareness and responsiveness is under consideration as part of the PwC Internal Audit programme of work.

Resolution: TOI20/07

RESOLVED that the reports from the Chief Executive, Academic Board and Health and Safety & Wellness, be received.

C COONEY / L COMER

8 BOARD WORK PLAN

8.1 Academic Quality & Assurance Report

A paper was received from Kieran Hewitson, together with the annual statutory declaration, updating the Board on the compliance of Toi Ohomai with the rules and regulations of NZQA.

7.2 International Strategy

A progress report on the International Strategy, approved by the Council in April 2018, was received. Patrick Brus advised that Toi Ohomai had been fortunate to have a large international pipeline at the beginning of the year and with China only making up 5% of our students, when the travel ban occurred it did not affect Toi Ohomai to the same degree as some other institutions. The Chair stated it was pleasing to see the spread of international students across our region. A paper on scenario planning going forward is going to the ELT next week prior to coming to the Board for discussion.

7.3 Maori Success Strategy

A report, providing an update on the progress towards the Maori Success Strategy milestones for the period July 2019 to May 2020 was received. Brief discussion followed on how Maori achievement links in with other strategies with Ana Morrison advising she would load further information on to Teams and was also open to meeting with Board Members to discuss further. **Action : AM**
Further discussion in relation to 'Equity' and 'Success for Maori Learners' will take place at the Strategy Day on 29 May.

7.4 Marketing & Communications Strategy

The Communication & Marketing Strategy was approved by Council in September 2018 and a report on the actions taken and progress made to date was received.

Significant work took place post-merger to connect with the community with branding and imagery the result of a lot of thinking around how to connect with communities. Ripeka Evans stated how much she liked the name 'Toi Ohomai' and the high price there is to pay for losing local identity. Tania Hodges said at this stage no decision on naming has been made by the NZIST Council, but once the IST brand is resolved further discussion will take place.

Dr Fourie spoke to the stakeholder survey and engagement score which in 2019 improved by 12.9%.

7.5 Youth & Community Engagement Strategy

An informative report on the actions of the Youth and Community Engagement Strategy for the period September 2019 to March 2020 was received, noting elements of this fit well with the Strategy Day discussions on 29 May.

7.6 Staff Engagement Survey: Update against priority actions

Keri-Anne Tane presented an update on the 2019 Staff Engagement Survey results and subsequent developments and work plans. Although the 2019 staff engagement results showed a very positive improvement on the 2018 and 2017 results, we still have staff that are struggling with change. Management continues to have a prioritized focus on improving staff wellness and strengthening resilience.

Resolution: TOI20/08

RESOLVED that the Academic Quality & Assurance Report, International Strategy, Maori Success Strategy, Marketing & Communications Strategy, Youth & Community Engagement Strategy and Staff Engagement Survey Update against priority actions, be received, noting progress which provides a strong platform going forward.

C COONEY / N TAHANA

8. GENERAL BUSINESS

NZIST

Tania Hodges reported the NZIST Tier 2 roles were being advertised through Sheffield this week and an announcement from the Ministers' Office in relation to the location of Head Office is expected next week.

RESOLUTION TO EXCLUDE THE PUBLIC AND MOVE INTO THE CONFIDENTIAL AGENDA

Resolution TO120/09

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

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

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

C COONEY / N NURI

Chairperson:

Date:

ACTIONS– 01 MAY 2020

Action	Action	Responsibility
1	TKM Strategy Group – Board members to email the Chair if they are interested in being a member of this group.	All
2	Research and opportunities for building the portfolio across the sector. Off-line discussion to take place between R Evans and K Hewitson	Kieran / Ripeka

3	Maori Success Strategy – Maori achievement link to other strategies – Ana to provide further information on Teams.	Ana
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OUTSTANDING ACTION– 27 MARCH 2020

Action	Action	Responsibility
1	Teaching & Learning Strategy – Final Report to June meeting of the Board.	Kieran

Board Meeting –Open

Open Actions

01 May 2020

Number	Actions	Response	Status
Action 1	TKM Strategy Group – Board members to email the Chair if they are interested in being a member of this group.	Leith Comer, Ngaroma Tahana and Tania Hodges will represent the Toi Ohomai Subsidiary Board of Directors on the joint TKM - Toi Ohomai Strategic Leadership Group.	Completed
Action 2	Research and opportunities for building the portfolio across the sector. Off-line discussion to take place between R Evans and K Hewitson	Kieran Hewitson met with Ripeka Evans – the Action required was clarified as gaining a better understanding of the Georgia State Model. Ripeka Evans subsequently (on the 30 th of May) forwarded to the Board of Directors a copy of a presentation that covers the Georgia State Model	Completed
Action 3	Maori Success Strategy – Maori achievement link to other strategies – Ana to provide further information on Teams	The following documents were added to the TKM Channel of the NZ Subsidiary Board on Teams: <ul style="list-style-type: none"> • Mana Ōrite Report 2020; • Mana Ōrite Papers - Mason Durie; • Maori Data Sovereignty - Kirikowhai Mikaere; • Kahui Matauranga Work Plan Overview; • 2019 signed Joint Submission to TEC on RoVE Proposal; and • Manatu Whakaaetanga Tiriti Relationship Agreement 	Completed

27 March 2020

Number	Actions	Response	Status
Action 1	Teaching & Learning Strategy – Final Report to June meeting of the Board	Included under Item 8.2 of the 26 of June 2020 Board Open Agenda Pack	Completed

To	Toi Ohomai Board of Directors	From	Cathy Cooney, Chair
Title	Chairs Report	Date	26 June 2020

PURPOSE

To provide a summary of the Chair's activity May and June 2020.

ACTIVITY

The focus of May & June 2020 has been on consolidating the set up phase of Toi Ohomai Institute of Technology Limited as a Subsidiary Board of NZIST; working with CEO Dr Leon Fourie in coordinating the Strategy Session held on 31 May and supporting the team during the COVID-19 response Levels. Four CEO/Chair 1:1 sessions have been held during this period.

NZIST Chairs Zoom Meeting 12 May

The May meeting outlined the work being done by the CEOs and CFOs on developing scenarios for the financial outlook for each ITP particularly due to the impact of Covid 19. There was also information on the Technology Access Fund and the status of International student numbers. Lastly we received advice pertaining to the acceleration of the implementation of the 15 interim Regional Skills Leadership Groups (being led out by MBIE and due to be established by the end of June/early July) along with the implementation of the six interim Workforce Development Councils (being led out by MOE) for an earlier go live date than was originally scheduled. The acceleration of these two key components of the RoVE is in largely in response to Covid 19 and requests from stakeholders.

NZIST Chair's meeting 29 July, Wellington

The June Chair's meeting did not proceed and this has been rescheduled as a face to face meeting to be held in Wellington 29 July. Minister Hipkins and TEC CEO Tim Fowler will be attending for part of the day. A written update in lieu of the 9 June meeting is provided in the confidential section of the agenda.

NZIST Board Induction Sessions via Zoom.

NZIST are holding three induction sessions for Subsidiary Board members with the first of these held on 25 May covering the Governance Framework, and the second on 11 June covering the legislative and regulatory responsibilities of Board members under the Companies Act and other relevant statutes. This included health and safety responsibilities and disclosure of interests management. The third session is TBC.

NZIST commencement of CEO Stephen Town

There will be a pōwhiri for Stephen in Hamilton 6 July as he commences in his CEO role.

Communications

Attached is the media statement issued 15 June along with the public release of the Toi Ohomai 2019 Annual Report.

I sent a message to staff via the intranet towards the end of Level 2 to thank them for their response to Covid 19 and to acknowledge their professionalism and learner-focus throughout the lockdown period and to also recognise their adaptiveness, innovation, cooperation and resilience as they collectively responded to the Covid 19 situation.

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

Monday, 15 June 2020

MEDIA RELEASE

Toi Ohomai in Strong Position for 2020 – Latest Annual Report Released

A laser focus on improving its regional delivery networks and capability that works for its learners, communities and businesses puts Toi Ohomai Institute of Technology in a strong position to capitalise on opportunities emerging from the Reform of Vocational Education (RoVE). Additionally, the institution is well positioned and ready to lead a Skills Response Plan for the region, post COVID-19.

A recent report by the Ministry of Education forecasts increases in domestic fulltime-equivalent students next year of 32 per cent for NZIST subsidiaries. In this context, Toi Ohomai is poised to retain and grow its domestic student base, thanks to targeted strategies and plans developed and implemented over the past three years.

The Institute has released its 2019 Annual Report, which highlights inspiring student and staff achievements, including an overall satisfaction rate of 92 per cent among international students, and the development of New Zealand's first immersion Māori Trades Academy courses. Additionally, the Institute received satisfaction rate of more than 91 per cent amongst employers who strongly indicated that Toi Ohomai meets their needs.

Toi Ohomai showed strong growth in net assets and a growth in cash operating surplus together with a reduction in its year-on-year operating deficit, despite declining domestic student numbers and a measure of uncertainty created by the impending changes to the Vocational and Education Training (VET) sector.

In a joint statement, Council Chairperson Cathy Cooney and Chief Executive Dr Leon Fourie say Toi Ohomai had recently successfully completed its own merger process, and then seamlessly and positively stepped into further national changes for the VET sector. They attribute this to a vibrant culture amongst its staff who continue to display professionalism and good-will that set a strong foundation for growth and learning.

“Our staff continue to do what they do best - teach, mentor and accomplish. Our incredible staff are the foundation on which we build our success and remain pivotal in ensuring our students get the best possible learning experiences and outcomes.

“Reflecting on 2019, we're proud that through changing times, employee engagement has improved a further 6.6 per cent; a year-on-year increase of more than 5 per cent over the past three years. We're pleased to continue to engage positively and to continue to lead out the RoVE change process to the benefit of our region.”

Ms Cooney says financial statements showed Toi Ohomai had grown its net assets by nearly \$20 million more than budget, which was achieved by increasing its total equity. The statements also showed Toi Ohomai received less government funding than in the 2019 financial year, and its total revenue dropped nearly 2 per cent from the previous year.

Dr Fourie added that as a result, the Institute recorded a net deficit of close to \$4 million, which was significantly less than the nearly \$6 million deficit recorded in 2018.

“We achieved an operating deficit, before redundancy costs, of \$2.9 million. This was still lower than our previous 2018 and 2017 deficits. Financially, we’re on the right track, and despite the COVID-19 challenges, we are on target to deliver a break-even budget for 2020. Moreover, Toi Ohomai has a \$34 million cash balance, an increase on the previous year and better than budget, because the Institute continues to manage its resources and expenditure.”

The report also celebrates non-financial highlights, including the launch of the Māori cultural intelligence app, Te Taupānga and enrolling a record number of students in Trades Academy programmes.

You can read the full [2019 Toi Ohomai Annual Report](#) here.

Other highlights from the report include:

- 11,875 enrolled students, representing 5,870 EFTS, supported by 974 staff. 92 per cent of students said they were satisfied with their Toi Ohomai experience.
- Release of the Māori Success Strategy 2019-2023: Ka mate kainga tahi, ka ora kainga rua. Toi Ohomai has the second highest number of Māori student enrolments for the 16 Institutes of Technology and Polytechnics (ITPs) in New Zealand.
- Won the Institution of the Year Award at the trans-Tasman Tertiary Education Management Conference, thanks to the efforts of the Facilities team.
- Developed and piloted New Zealand’s first bilingual and immersion Māori Trades Academy courses to support greater numbers of Māori learners who want to work in health sciences.
- Removed single use cups from campuses, stopping the annual flow of more than 140,000 discarded cups into landfills.
- A global graduate survey with 60,000 respondents in 15 countries showed overall satisfaction amongst international students at Toi Ohomai remains around 90 per cent. Overall, Toi Ohomai ranked first amongst NZ ITPs and first for ITPs globally in multiple categories such as orientation satisfaction; pre-arrival information; counselling and social activities.

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About Toi Ohomai Institute of Technology

Toi Ohomai Institute of Technology is one of the largest tertiary education providers in the Bay of Plenty and South Waikato regions, with more than 12,000 students studying across nearly 90 delivery sites in Rotorua, Taupō, Tauranga, Tokoroa and Whakatāne.

The Institute was designed to meet education and employment needs of people in the Bay of Plenty and South Waikato regions, while fostering innovation. Toi Ohomai is a sustainable organisation that supports students beyond their qualifications by building strong relationships with industry and community decision makers.

Toi Ohomai offers something for learners of all ages with more than 200 study options covering specialities in business, creative arts, engineering, forestry, health and nursing, hospitality, marine science, road transport, tourism, trades and more.

For further enquiries, please contact:

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Agenda Item 7.1a

To	Toi Ohomai Board of Directors	From	Clarke Raymond – Strategic Projects Manager Leon Fourie – Chief Executive
Title	Board Strategy Day – 29 May 2020	Date	26 June 2020

PURPOSE

To provide the Toi Ohomai Subsidiary Board of Directors with Summary Notes and an Action Summary from its Strategy Day on the 29th of May 2020 at the Mokoia Campus in Rotorua.

RECOMMENDATION

That the Board of Directors receive the Summary Notes and Action Summary.

Toi Ohomai Subsidiary Board of Directors and Management Team



Key Themes Emerging from Board Strategy Day

The Toi Ohomai Subsidiary Board of Directors identified the following key themes from its korero:

- Be brave and **set new benchmarks for equity and success** by unpacking the student learning journey into tangible actions, set against the backdrop of our values.
- **Move beyond statutory Investment Plan targets** by adding new measures for equity and success that create fundamental change for Toi Ohomai and also advocate for broader sector change
- **Leverage off the governance connection across Toi Ohomai, NorthTec and Wintec** and drive improved equity outcomes collectively across this network-of-the-willing.
- **We can't do equity alone**, partnership in its widest context is key, and for it to be meaningful it needs to be Māori-led rather than Māori-informed.
- **Make the case for innovative and strategic investment opportunities**, including Public/Private Partnerships, that enable us to be proactive in leading out a Skills Response.
- **Innovation in business operating models is encouraged** and needs to have improved outcomes for learners at the centre.

1. Equity at Toi Ohomai: What is our organisational approach to Equity? How do we operationalise Equity across the Institution? How are the impacts measured?

Key points:

- We are slipping in regards to Māori outcomes, both in terms of proportion of enrolments and declining Māori success rates. Equity for Māori is the burning platform for immediate response.
- The Board emphasises **urgency of action** and **prioritisation** – this issue should be as important as financial viability, etc. We have the right policies, strategies, frameworks, etc, there just seems to be a gap in terms of actions that lead to positive outcomes.
- There is an opportunity to accelerate by embedding in the post-COVID recovery effort and we must allocate resources to get action.
- Primary issue remains defining what success for Māori looks like (as Māori). We should no longer just look to “close the gap” with non-Māori.
- Understand the learner journey and their lives to focus efforts on effective interventions. Don't be organisation centric.
- This has to be a fundamental/disruptive systems change, not only interventions.

Actions:

- Prioritise and resource some key initiatives as part of the post-COVID change programme
- Collaborate with other providers and agencies, especially a Toi Ohomai, Northtec and Wintec partnership.
- Allocate responsibility at ELT.
- In the longer term, create/improve flexibility of entry and exit to/from study
- Define our Māori success metrics:
 - Define our “offer” or point of difference for Māori learners – what is Māori success at Toi Ohomai?
 - Accelerate work with TKM on success metrics and incorporate.
 - Values-based measures: use Toiohomaitanga as a guide for what equitable outcomes look like – define a “matrix of opportunity”.

- Hauora – understand who the learner is and look at individualised success measures and/or **self-reported success**.
- Employment - **Learning journey as an earning journey**
- Consider some longer-term monitoring – 3+ years?
- Learner for life – monitor ongoing relationship with the organisation (NZIST)
- Cohort-based outcomes for the rohe – e.g. Whanau Ora measures.
- Capture learners’ ‘baseline’ – aspirations, expectations, confidence, etc – in order to monitor improvement.

2. Are we engaged with Iwi/Māori, Regional Economic Recovery/Reset Plans to lead out the Skills and Training Response, that will put us in a position to deliver the right skills, in the right mode at the right time, in the right place, to the right industry/business/community?

Key points:

- Ensure we validate an expressed need in terms of scale and specific requirements. Also need to differentiate between jobs and formal training needs
- Connection/relationships with employers is key – who is taking our graduates? RSLGs will be important in this regard.
- Ensure any uptake in domestic enrolments is representative of our rohe and target (underserved) markets
- RoVE significant scaling up of apprenticeship/cadetship numbers – implications for capability (staff, org), physical resources
- Ensure our response reflects the region and not just the main urban centres (equity)
- Keep a broader view of Māori need than Te Kāhui Mātauranga/Iwi – ensure we have the hapū and community voice.

How can the board support a nimble response?

- Advocacy – facilitate opportunities to contribute on the national stage
- Hold us to account (positively)
- Help with prioritisation using a “What do we stand for?” lens
- Understand how the system creates barriers and help to remove or overcome

Actions:

- Investigate specific opportunities presented by environmental/conservation funding in Budget – Kaitiakitanga project with Iwi/Hapū?
- Develop a defined set of “innovation projects” in addition to BAU – based on the strategic opportunities/resourcing presented by the skills response. Focus on projects with long reach and include considerations from Equity question.

3. Are we preparing a change programme for Toi Ohomai to capitalize on the advantages of a (post-COVID) digitally enhanced business operating model?

Key points:

- **Work differently for different outcomes** – for learners and for the region. Create a platform for change that supports actions under previous questions.

- Focus on building **resilience** for change (now and future) – staff, students, communities
- Create or adapt a culture that reflects the positive learnings
- Willingness of Board to work *with* management to explore e.g. commercial opportunities for alternative income streams.
- Think of ‘us’ as NorthTec/WinTec/Toi Ohomai as one – resources, portfolio, expertise – to add value

Actions:

- Develop and implement change programme aligned to principles above.

As per previous commitment the following governance questions are addressed by means of discussion papers in the June 2020 Confidential Board of Directors’ Agenda under Item 9.2 a and b :

1. Are we well set up to make a leading contribution to a successful RoVE/NZIST transitioning?
2. Are we able to deliver a financially viable institution to the future configuration of NZIST in a desired end-state by the 1st of January 2023?

Action summary

Action	Progress	Next Steps
Equity		
Prioritise and resource some key initiatives as part of the post-COVID change programme	<ul style="list-style-type: none"> Initial planning underway in preparation for Paper at Board Strategy Day on 31 July 2020. 	<ul style="list-style-type: none"> Kaupapa of Board Strategy Day 31 July 2020
Collaborate with other providers and agencies, especially a Toi Ohomai, Northtec and Wintec partnership	<ul style="list-style-type: none"> CE discussions completed – all 3 institutions will be represented at the next Toi Ohomai Board Strategy Day ELT making contact with peers at Wintec and NorthTec to prepare for Board Strategy Day on 31 July 2020 	<ul style="list-style-type: none"> Kaupapa of Board Strategy Day 31 July 2020
Allocate responsibility at ELT level	Accountability held by CEO with implementation responsibilities shared by: <ul style="list-style-type: none"> Executive Director Student Experience & Engagement (Learner) Executive Director, People Engagement and Capability (Staff) Executive Director Strategic Partnerships & Māori Success (System) 	<ul style="list-style-type: none"> Map Learner/Staff/System responsibilities of ELT members
In the longer term, create/improve flexibility of entry and exit to/from study	<ul style="list-style-type: none"> T&L Strategy and Portfolio Review 	<ul style="list-style-type: none"> Continue to support calls for changes to regulatory and funding environment
Define our Māori success metrics	<ul style="list-style-type: none"> Delivery of Iwi Success Measures within Te Kāhui Mātauranga Toi Ohomai internal project in preparation for Paper at Board/TKM Joint Planning on 25 September 2020 	<ul style="list-style-type: none"> Kaupapa of Board/TKM Joint Planning Workshop on 25 September 2020
Skills Response		
Investigate specific opportunities presented by environmental/conservation funding in Budget – Kaitiakitanga projects with Iwi/Hapū?	<ul style="list-style-type: none"> Initial discussions with Te Whare Wānanga o Awanuiārangī re joint opportunities Beginning to engage our Iwi/Hapū connections re interest in joint projects 	<ul style="list-style-type: none"> Formulate an internal working group to streamline our ability to proactively and efficiently engage in Kaitiakitanga Project opportunities
Develop a defined set of “innovation projects” in addition to BAU – based on the strategic opportunities/resourcing presented by the Skills Response	<ul style="list-style-type: none"> Various innovative Skills Response Projects currently under consideration with multiple regional partners that could lead to opportunities for strategic investment – examples listed in the June CE Report 	<ul style="list-style-type: none"> Where an investment opportunity materializes a business case will be developed accordingly and submitted for consideration
Operating Model		
Develop and implement change programme aligned to principles above	<ul style="list-style-type: none"> Principles for changes to operating model developed & endorsed by Leadership Initiated a trial of possible changes as we begin to operate under Alert Level 1 Draft update of Flexible working procedures under review Discounted IT purchases for staff & salary advance for purchase being enabled 	<ul style="list-style-type: none"> Review trial for different operating models to consider impact & benefits Programme Portfolio review to have more emphasis on how we deliver

Agenda Item 7.1b

To	Toi Ohomai Board of Directors	From	Leon de W Fourie, Chief Executive Clarke Raymond, Strategic Projects Manager Ana Morrison, Executive Director – Strategic Partnerships
Title	Proposal for Board Strategy Day, 31 July 2020	Date	16 June 2020

Purpose

This paper outlines proposed themes and approaches for the next Board strategy day scheduled for July 31st.

Key Points

We propose to address two key themes on the day:

1. Setting and Achieving new Equity Benchmarks for VET – a collaboration of the willing between Toi Ohomai, Wintec and NorthTec
2. The learnings, successes and future direction of the BOP Tertiary Partnership.

Session 1 – Equity for Māori

The purpose of this session is to (a) understand the equity approaches/initiatives at each institution, and (b) identify opportunities to collaborate

We propose to include the following in this session:

- Governance – Toi Ohomai Board of Directors (noting the Chairs of Wintec and NorthTec are also Toi Ohomai Directors)
- Senior Leadership – Executive Leadership representation from each institution (CEO)
- Equity Experts – Organisational portfolio holder for Equity/Ōritetanga (as applicable)

The desired outcome of the session is an in-principle agreement from the Toi Ohomai Board of Directors on setting expectations in developing a collaborative programme of work to achieve equity for Māori. *Noting that the Chairs of Wintec and NorthTec will need to gain endorsement from their respective Subsidiary Boards post this session.*

The proposed session would be as follows:

- **Scene Setting by Chairs:** Opening comments from the 3 Chairs on the nature and strategic aspirations of the coalition of the willing (10-15 mins)

- **Equity from the NZIST perspective:** 5-minute summary of how equity is framed and evolving from the NZIST perspective.
- **Equity at Our Institutes:** 5-minute summary from each institute of the key aspects in their Equity Background Paper that the organisation considers (a) a strength to scale up, and (b) a gap to be filled (*15 mins*)
- **Equity Collaboration Ideation:** Using the material presented, Toi Ohomai Board of Directors discuss and agree on the direction and indicative scope of the Collaboration (*45-60mins*)
- **Summary & Next Steps:** (*5mins*)

Session 2 – Bay of Plenty Tertiary Partnership (BoPTEP)

The purpose of this session would be to introduce the Board of Directors to the BoPTEP and gain some initial insight into the directions the Board would like the partnership to pursue.

We propose to include senior representatives from each of the partner institutions in this session, including the CE of Te Whare Wānanga o Awanuiārangi (TWWoA), Wiremu Doherty and Senior Deputy Vice-Chancellor of University of Waikato (UoW), Alister Jones. Both these leaders have agreed to making themselves available and to contribute to this session.

The proposed session would be in 4 parts:

- **Scene Setting:** A scene setting section will cover off the nature of the relationship and some of the successes to date – 10-15 minutes.
- **Envision Future Collaboration:** a 5-10 minute session where the 3 tertiary institutions can envision and outline new and emerging collaboration strands.
- **Directors Hui – shaping expectations:** Using the material presented, Board Directors provide initial thoughts on the potential of the partnership – 45-60 minutes.
- **Summary:** Next Steps – 5 minutes

Background

The Equity session follows directly from the key outcomes of the previous strategy day in relation to our organisational approach to Equity (see Item 7.1a of the Open Agenda).

The Bay of Plenty Tertiary Partnership comprises Toi Ohomai, Te Whare Wānanga o Awanuiārangi and The University of Waikato and is formalised under a Deed of Cooperation originating in 2006 and most recently updated in 2017.

Next Steps

Feedback from the Board will be incorporated into a final proposal and programme for the July Board Strategy Day, which will be submitted to the Board Chair for approval, and subsequently disseminated to Board Directors in mid-July.

Agenda Item No. 7.2

To	Toi Ohomai Board of Directors	From	Leon de W Fourie Chief Executive
Title	CE Report	Date	26 June 2020

PURPOSE

- To provide an overview of key activities and outcomes since the 1st of May Board meeting
- To highlight current issues for the Board

RECOMMENDATION: That the Board receive the Chief Executive report covering the period 01 May – 26 June 2020

1. People

Promising engagement results from our Staff Lockdown Pulse Survey: A pulse survey completed during the COVID-19 lockdown with our staff identified:

- 84% agreement from staff regarding our response, support and communications to COVID-19
- 74% of staff agreeing that they have enjoyed learning new skills or a new way of working that they would like to continue as a practice
- 82% of staff agreed that their wellbeing and resilience were at least 'good' or better.

The survey provided a good check-in with our people and supported continued efforts we were making to remain connected with our staff and apply a balanced approach to productivity and home dynamics.

Quarterly Leadership Forum: On the 3rd of June, at the Mokoia campus, 33 of our senior managers reconnected post lockdown as we shaped key areas of focus for us for the remainder of the year. We recognised that there are operational challenges to address in some delivery areas, but with a new-found sense of Toi Ohomaitanga developed amongst us during lockdown, there was a great positivity and intent on our focus for learner outcomes in a refreshed way (thanks to the experience of online and shifts in programming). The sharing of key themes emerging from the Board Strategy Day, particularly with regards to equity development, was greatly welcomed and provided for some energising discussions.

2. Stakeholder Engagement and Building Partnerships

Leading out a Skills Response: Toi Ohomai has been engaged with various stakeholders and partners in developing tailor-made skills response plans that meet industry and community specific needs. Opportunities that have progressed since reported in May, include:

- **Te Arawa Group Holdings (TAGH):** *Type: Delivery - Stage: Analysis - Impact: Training 320 employees to enhance workforce flexibility across multiple tourism sector businesses in Rotorua.*

This post COVID staff retain and retrain opportunity was initiated by TAGH as owners of Waiotapu Thermal Wonderland and Wylie Court Motel to protect their staff who are facing possible redundancies due to the economic downturn. The project intends to explore external funding models from Te Puni Kōkiri, MSD and the PDU, whereby staff will receive additional wage subsidies whilst studying on the Toi Ohomai delivered New Zealand Certificate in Study and Career Preparation (Level 3). TAGH has consulted with the wider Tourism and Hospitality sector and early support for this project has been received from Skyline Skyrides and Te Puia. The project has been endorsed by the honorable mayor Steve Chadwick who will explore additional funding support.

- **Kainga Ora and Ngāti Whakaue Tribal Lands Inc:** *Type: Skill/workforce development pan-Construction - Stage: Analysis - Impact: Skills development from entry level to supervisor/management, to support RLC/Kainga Ora housing development over next 10 years.*

Kainga Ora intends to work alongside Tribal Lands to build 2500 houses over the next 5 to 10 years, as well as partnering with Rotorua Lakes Council (RLC), Scion and Toi Ohomai. This project will include the regeneration of Ford Block and Western Heights. Currently there are 36 new builds on the cards and 300 for next year. A key outcome is to pathway local people into the trades and

support local small businesses. Ultimately the intent is to grow Maori capability and capability to become independent through this skills development initiative, and with the added real potential to set up their own businesses.

Adams Impact Consulting was appointed by RLC to flesh out a strategy for this initiative to develop local capability, which will also provide more detail in relation to skills needs, volumes and timing.

- **Whakatāne Marine Technical Training Centre (MTTC):** *Type: Delivery - Stage: Analysis - Impact: The MTTC will be part of the Whakatane harbour development and contribute the Marine precinct aspect of this.*

We are working with Toi EDA and Extreme Boats to get delivery underway by February 2021 through the Secondary-Tertiary-Pathway arrangement with a boat-building focus. In the longer term our offering will include more wider aspects of boat building & marine engineering.

- **Tamaki Village (a Tauhara North Tourism co-investment):** *Type: Delivery - Stage: Ready for delivery - Impact: Broader skills for staff.*

Tamaki Village approached us about training staff who have had hours reduced post-COVID. First offering starts June 22 with Level 2 Primary Industries programme. Also, in discussion in relation to Road Transport training.

- **Construction for Rangatahi:** *Type: Delivery - Stage: Analysis - Impact: To be clarified.*

Approached by the Provincial Development Unit on behalf of Whakatohea (Opotiki), & Tauranga Moan iwi re Construction training. We need to clarify what outcomes they want - i.e. quals, jobs, further training. Any initial offering likely to be at PreTrades' entry level.

- **Te Kapua Whakapipi Hapū Healthcare Workforce:** *Type: Delivery - Stage: Triage - Impact: Training 22 hapū members as Health Care Assistants to support the marae and hapū based health service delivery and health workforce development aspirations of Ngāti Tūwharetoa.*

Opportunity to support Ngāti Tūwharetoa with health workforce development plan they are collaborating with LakesDHB on. Initial opportunity is to support the training of a cohort of hapū Healthcare Assistants.

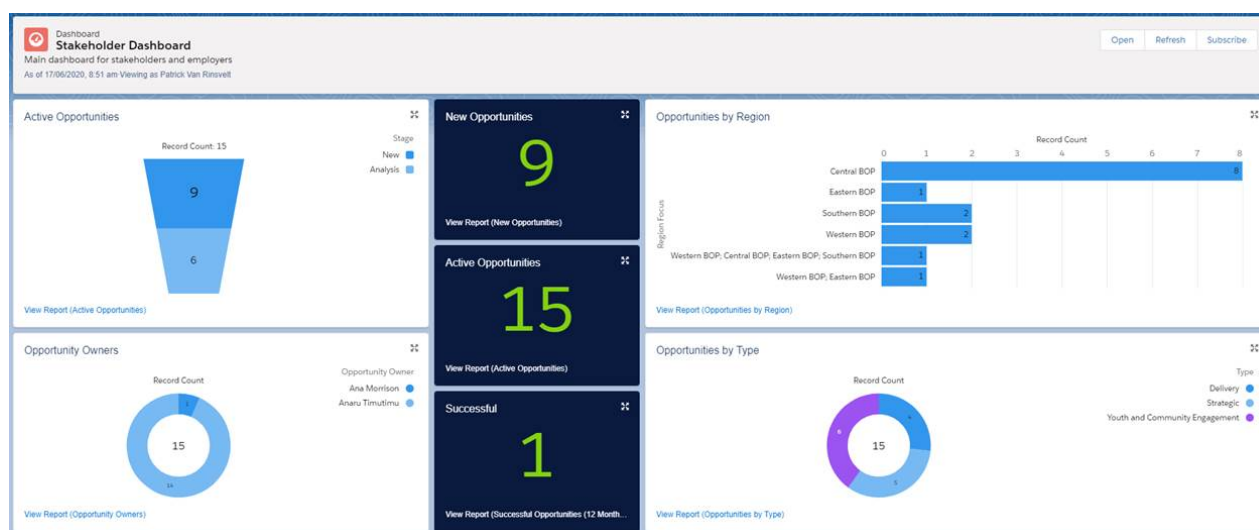
- **Te Arawa Fisheries Aquaculture Workforce:** *Type: Strategic - Stage: Triage - Impact: Developing a flexible and scalable iwi aquaculture workforce model.*

Supporting the development of current operations staff in retail and aquaculture. Discussions being re-establishment post-COVID. Currently in triage stage of our opportunity pipeline.

- **Te Arawa Economic Green Projects:** *Type: Strategic - Stage: New - Impact: 78 iwi members obtaining qualifications in a work/learn model that supports the kaitiakitanga aspirations of iwi & hapū on land and water.*

Initial discussion with Te Arawa Lakes Trust CEO and provision of information to support their Green Projects which have 78 positions for wetland and waterway restoration, and aquatic and land-based pest management. Further discussions planned with project leader to ascertain opportunities to support with Targeted Trades and Apprenticeship funded programmes and ACE programmes.

We have recently launched the live CRM to track these opportunities, a screenshot of the dashboard is below. Further details of the workplan in relation to this are set out in agenda item 8.1b - Strategic Partnerships Strategy Update – Appendix B.



Partnering with the NZ Police Managers’ Guild Trust: The COVID-19 pandemic has increased pressure on New Zealand families and has isolated victims more than usual. The Government announced a \$183 million package for Family Violence Services as part of The Wellbeing Budget: Rebuilding Together. It will fund crisis response services for victims of family violence and provide support services for those experiencing elder abuse, and treatment and help for family violence perpetrators. Funding is also provided for refuge safe houses. We're proud to support the NZ Police Managers’ and their efforts to fight domestic violence – their resources are now also available on our website.

Partnering with Womens Refuge: Toi Ohomai has partnered with Women’s Refuge in its Shielded Site Project. The tool – hosted on our website - is used to provide a space for victims of abuse to ask for help without fear of it showing up in their browser’s history or an abusive partner ever seeing it. More info on the website: <https://shielded.co.nz/>

Positive Media Exposure: There have been many positive articles that have been published recently. Our relationships with our media partners are strengthening and enabling us to front-foot stories, and add value to local media reporting. Of note are the following articles:

- [Toi Ohomai and fee’s free trades training](#)
- [Toi Ohomai bucks the trend with strong international intake](#)
- [From the Chief Executive's – business & our economic future](#)
- [Te Kaha horticultural enterprise leads to 59 Maori students studying at Toi Ohomai](#)
- [Toi Ohomai partnership with Bay of Plenty Rugby providing ‘Balls For All’](#)

3. Learner Centred

Hardship Funds and Engagement Support: The student support team has been busy implementing two government supported Hardship funds.

- **Technology Access Fund for Learners (TAFL)** was announced by the Government on 2 May. This fund is to be used for students in hardship with particular focus on IT connectivity – Toi Ohomai

received \$231,000. A strategy and needs analysis process were quickly developed and we have so far assisted 162 students with devices following 231 student discussions.

- **Hardship Fund for Learners (HAFL)** to the amount of \$431,000 was received from the Government on 25th May. This fund is aimed at any domestic student facing suffering, deprivation or hardship related to hardship as a result of Covid-19. The strategy and approach to this fund was announced to students and staff on 12 May. In addition to the individual requests, we are planning a number of separate initiatives with this fund, including: free flu vaccines, food bags, increased counselling and Mental health workshops.

Progress with both funds are being closely monitored to ensure we maximise the learner outcomes from these funds.

Progress on launching our commercial café in partnership with Rotorua Lakes Council: In partnership with Rotorua Lakes Council, Toi Ohomai is to open a top-end commercial café in the Rotorua iSite building. It will be managed and operated by a highly trained and experienced team, providing top quality service at what will be a destination café space for tourists and the local community. The story behind this café is unique, in that it will also provide a learning hub for Toi Ohomai hospitality and tourism students, who will be rostered on to work in the café to gain essential commercial experience.

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

Toi Ohomai is establishing the café to provide a learning environment, not to make a profit. However, recovering costs will be paramount. All profits will be returned to education, for example, to course materials and resources, and by supporting training for staff. Given that Toi Ohomai is establishing the café as a means to provide learning opportunities for students, RLC will support the initiative by providing the premises lease-free for the first five years until the café has recovered establishment costs.

The latest update is that:

- As a result of COVID-19 the project completion date is pushed out to 1 September 2020
- Project budget is on target
- Lease is signed and rent-free period will start upon opening
- Staff recruitment will commence early July
- All branding and marketing collateral are on target.

A new date for the launch of the project will be determined. We are mindful that we would need to give careful consideration to how we communicate this project as many businesses are struggling due to the economic downturn and therefore there is a greater risk for this initiative to be seen as additional competition in an already struggling market.

Innovatively teaching Farming Skills during COVID-19 lock down: Rachel Nash, farming tutor, kept busy during self-isolation with jobs on her lifestyle block. She also reached out to practitioners in the agriculture sector to show students farming skills in action. This year's farming cohort started at Toi Ohomai on 9 March, two and-a-half weeks before New Zealand entered Alert Level 4 in response to the COVID-19 pandemic. The core of the agriculture course is experiences and getting students out on the farm. During lockdown this gap was bridged using technology. Rachel used Toi Ohomai online learning resources such as Moodle, and also created a Messenger group on Facebook for her class. She tapped industry contacts and other Toi Ohomai farming tutors, adding them to the group so they could share videos of their work. Rachel

contributed her own videos on a dairy farm doing practical demonstrations which the students found extremely helpful.

Virtual Events for Students: During lock down our Event Management students planned and delivered an epic week-long programme of virtual events for other students to participate in, which will help them tick off some of the practical experience they require as part of the course.

The events include everything from amongst other a bingo night, to a cultural cooking show and a quiz night!

NZ Virtual Careers Expo: Toi Ohomai, in partnership with Media Design School, joined the first NZ Virtual Careers Expo on 18 and 19 June! This interactive online event supported potential students on their decision-making journey as they explore learning pathways, interact with our tutors and ask questions.

Culinary Arts students giving back to community: In May our culinary arts students partnered with Rotorua Whakaora to pack 420 meals to help feed the Rotorua community. Our students cooked 420 portions gourmet takeaways and delivered it to Love Soup Rotorua for people that are in need during these challenging times.

Student Bubble Survey: Toi Ohomai researchers conducted a Student Bubble Survey that will be used to help inform future education pandemic planning. The survey closed on the 14th of June. A total of 2276 responses were received, 67% female and 33% male – the three largest ethnic groups were made up of 17% Maori, 56% European and 16% Indian. Of the respondents 28% indicated that they fell in the essential worker category.

The research team will conduct their analysis of the responses to the questions posed over the coming weeks and expect to deliver various research reports and management proposals subsequently.

Connecting with young minds: Toi Ohomai has partnered with Young Enterprise Trust (YET) to help growing young student minds in Rotorua and South Waikato towards out-of-the-box thinking, innovation and developing entrepreneurial skills. In 2020 we have recorded a 43% increase in participating student numbers. Rotorua Boys High School and Forest View High School in Tokoroa have come onboard as regional participants, along with our returning schools, Taupō nui a tia, Tauhara, Tokoroa High and Western Heights High School. Last year's National Young Enterprise Scheme Runner-Up, Olivia Moore from Tauhara College, is back for her third successive year as a participant.

Ngati Toi Ohomai Facebook Group: We recently created the Ngati Toi Ohomai Facebook group to awhi our Māori students by keeping them informed and engaged with learning support services. The purpose of the platform is to introduce students to our support staff, the services available to them and how these can support their learning. To view page go to: <https://www.facebook.com/groups/NgatiToiOhomai/>.

4. Innovation and Supporting Innovation

Toi Ohomai Communications Team wins Silver medal at the PRINZ Awards: We are very proud to report that Toi Ohomai reached the finals in the 2020 Public Relations Institute of New Zealand (PRINZ) Awards, in the 'Internal Communications' category for amongst other our work on the content and launch of our intranet Te Aka. We were awarded the Silver medal (Highly Commended) at the Awards Gala. The awards recognise outstanding work in public relations and highlight the impact of great communications across every aspect of society.

A major achievement if we consider that the 25 finalists, selected by senior public relations and communications professionals, included the likes of BNZ, Kathmandu, New Zealand Police, Vodafone,

REINZ, Porter Novelli, and BP Oil. See Sunlive story here <https://www.sunlive.co.nz/news/245352-toi-ohomai-gleans-top-honours-at-industry-awards.html>

5. Sustainability

Business Continuity – COVID-19 Lockdown: Our Business Continuity Team has continued to meet on a weekly basis to facilitate continued operations and manage the transitions from Alert Levels 4 to 3 to 2 and now to 1. We have also championed the consideration of, and move to, new operating models – with some areas already adopting these when returning under Alert 1.

We are now moving from Business Continuity to Business Reset – Building Back Stronger - in relation to building our domestic enrolments and responding to the economic needs of our region and New Zealand. To that effect we have held our final Business Continuity Team meeting on 12 June, with now a focus on enrolments through a newly formed 'Market Alignment Working Group' which has a particular focus on responding to post-COVID economic recovery initiatives and/or funding opportunities, as well as monitoring the applications and enrolments for the rest of 2020.

International EFTS and impact of COVID: This time last year we had enrolled 77% of our year-end out-turn of international students, now we have already enrolled nearly 114% of our international budget. This is as result of our strong pipeline from 2019 into 2020 and a record February 2020 intake. Whilst obviously great news, given the border restrictions resulting from COVID-19 lockdown, in terms of international EFTS, this is now what is needed to achieve our budget as we can no longer rely on subsequent in-year international enrolments. This is not the case across the sector who would be relying on further in-year enrolments to achieve budget.

Border restrictions are likely to remain in place for at least the remainder of 2020. We can therefore assume that international students are unlikely to be able to enter NZ until probably the end of the first quarter of 2021. That said, we are undertaking initiatives to attract international students for the rest of the year, targeting either international students already in country or overseas online programmes. The initiatives we are looking at include:

Short-term (mid-year and later 2020 intakes)

- Reduce the international fee for semester two and later 2020 intakes for new onshore or returning onshore students, \$17500 + levy for 120 credit L5-7 and \$18500 + levy for L8-9.
- Promote 6 monthly fee-payments to support onshore international students returning to study.
- Deliver targeted 15 or 30 credit courses online to offshore international students.
- Develop online/remote delivery programme 'taster' experiences to promote late 2020 and 2021 international student enrolments.

Longer-term (2021)

- Ensure 2021 international prospectus is released to the market in a timely manner.
- Provision for 2021 intakes and corresponding EBS set up mid-year 2020.
- Support development of programmes identified as having niche offshore revenue opportunities and/or meet NZ skill shortage needs.
- Develop business cases for possible international student quarantine options, including support from local Mayors. We have received support from both Tauranga and Rotorua Mayors to be approved host cities for the international student quarantine process.

EXTERNAL STAKEHOLDER AND INTERNAL STAFF ENGAGEMENTS

(A summary of key engagements between the 01 May 2020 – 30 June 2020)

Date	Institution/Group/Agency/Forum	Represented by
May		
01	Finance, Audit and Risk Committee (FARC)	FARC Board Members
01	Subsidiary Board of Directors Meeting	Toi Ohomai Board Members
01	NZIST Subsidiaries CE Meeting	Subsidiary Chief Executives
01	Education New Zealand	Grant McPherson, Chief Executive
04	Ministry of Business, Innovation and Employment	Carol Ngawati, Provincial Development Unit
04	Connect Bay of Plenty (BoP)	Various BoP stakeholders and partners
05	NZ Trade and Enterprise	Lionel Crawley, Customer Director
05	Subsidiary Board of Directors	Cathy Cooney, Board Chair
06	Rotorua Chamber of Commerce	Bryce Heard, Chief Executive
07	Ministry for Social Development	Brent MacDonald, Regional Labour Market Manager
08	Immigration New Zealand	Brendon Gardner, Relationship Manager
11	Eastern Bay of Plenty - COVID Recovery Group	Kiri Allan, Labour List MP and various partners and stakeholders
11	Eastern Bay of Plenty Mayors	Judy Turner, Whakatane District Council - Mayor Malcolm Campbell, Kawerau District - Mayor Lyn Riesterer, Opotiki District Council - Mayor
11	BoP District Health Board	Simon Everitt, Chief Executive
11	Whakatohea Maori Trust	Dickie Farrar, Chief Executive
12	Rotorua Chamber of Commerce Board	Chamber Board Members
12	Tertiary Education Committee	Esther Calley, Relationship Manager
13	Priority One	Greg Simmonds, Chief Operating Officer
13	PPC Consulting	William Seymour, Director
14	Wintec	Dave Christiansen, Chief Executive
14	Rotorua Lakes Council	Jean-Paul Gaston, GM: Corporate Planning and Governance Manager
14	Rotorua Lakes Council - Economic Recovery Plan	Geoff Williams, Chief Executive
15	NZIST Subsidiaries CE Meeting	Subsidiary Chief Executives
15	BoP Rugby	Mike Rodgers, Chief Executive
18	TEU	Michael Gilchrist, National President Lois France, Branch President Megan Morris, Branch Organizer
18	Tauranga Chamber of Commerce Board	Chamber Board Members
19	Subsidiary Board of Directors	Cathy Cooney, Board Chair
19	Connect Bay of Plenty (BOP)	Various BoP stakeholders and partners
19	Education New Zealand	Richard Kyle, Business Development Manager
20	Tourism New Zealand	Bjoern Spreitzer, General Manager
20	Rotorua Economic Development	Fraser Hungerford, Business Development Manager
21	Whole of Government Economic Response Group	Various stakeholders and partners
21	Ministry for Social Development	Mike Bryant, Regional Commissioner
21	Enterprise Great Lakes Taupo	David Trewavas, Mayor Kylie Hawker-Green, General Manager
22	NZIST Subsidiaries CE Meeting	Subsidiary Chief Executives
22	EBOP Chamber of Commerce & Seedling Advisors	Karl Gradon, EBOP President and Managing Director

25	University of Waikato	Alister Jones, Senior Deputy Vice Chancellor
25	Otago Polytech	Phil Ker, Chief Executive Megan Gibbons, incoming Chief Executive
25	BoP Tertiary Partnership	Wiremu Doherty, Chief Executive TWWoA Alister Jones, Senior Deputy Vice Chancellor
25	Rotorua Economic Development	Rebecca Wright, Executive Manager – Investment, Growth and Intelligence
25	NZIST	NZIST Subsidiary Chief Executives and CFOs
26	Priority One	Nigel Tutt, Chief Executive
26	Whakatane District Council	Steph O’Sullivan, Chief Executive
27	Infometrics	Brad Olsen, Senior Economist
28	Whole of Government Economic Response Group	Various stakeholders and partners
29	Subsidiary Board of Directors - Strategy Session	Toi Ohomai Board Members
29	NZIST Subsidiary CE Meeting	NZIST Subsidiary Chief Executives
June		
01	Queens Birthday	-
02	Rotorua Daily Post	Felix Desmarais, Reporter
02	Tauranga Chamber of Commerce	Matt Cowley, Chief Executive
02	Connect Bay of Plenty (BoP)	Various BoP stakeholders and partners
02	Zespri	Michael Fox, Head of Communications and External Relations
02	NZ Avocado	Jen Scoular, Chief Executive
02	Te Awanui Hukapak	Te Horipo Karaitiana, Chief Executive
03	Leadership Strategy Development Workshop	Toi Ohomai Leadership Group
03	NZ Kiwifruit Growers	Nikki Johnson, Chief Executive
04	Ministry for Primary Industries	Rebecca Lyon, Development Manager
04	Te Arawa Holdings Group	Julie Kerry, People and Capability Manager
04	Toi EDA	Barbara MacLennan, Manager Workforce Development
05	University of Waikato	Alister Jones, Senior Deputy Vice Chancellor
05	NorthTec	Wayne Jackson, Chief Executive
05	NZIST International Project Working Group	NZIST Subsidiary Chief Executives
08	Kainga Ora	Darren Toy, Regional Manager Jean-Paul Gaston, GM: Corporate Planning and Governance Manager
08	NZIST Subsidiary CE Meeting	NZIST Subsidiary Chief Executives
09	Rotorua Chamber of Commerce	Chamber Board Members
09	Rotorua Economic Development	Michelle Templar, Chief Executive
10	NZIST Subsidiary Board	Cathy Cooney, Board Chair
10	Toi EDA	Barbara MacLennan, Manager Workforce Development
10	Te Whare Wananga o Awanuiarangi	Wiremu Doherty, Chief Executive
11	NZIST	NZIST Subsidiary Chief Executives
11	BoP Rugby	Mike Rodgers, Chief Executive
12	Wintec and NorthTec	Dave Christiansen, Chief Executive Wayne Jackson, Chief Executive
12	NZIST International Project Working Group	NZIST Subsidiary Chief Executives
15	NZIST Subsidiary CE Meeting	NZIST Subsidiary Chief Executives
15	Tauranga Chamber of Commerce	Chamber Board Members
16	Connect Bay of Plenty (BoP)	Various stakeholders and partners
16	NZTE	Bodean Peters, Customer Manager - NZTE Maori Business Team
16	NZ Ministry of Foreign Affairs and Trade	Mathew Molloy, Export Services Manager

16	Export NZ	Catherine Beard, Executive Director
16	NZIST	NZIST Subsidiary Chief Executives
17	University of Waikato	Alister Jones, Senior Deputy Vice Chancellor
18	NZIST International Project Working Group	NZIST Subsidiary Chief Executives
19	Tauranga City Council	Tenby Powell, Mayor
22	NZIST Subsidiary CE Meeting	NZIST Subsidiary Chief Executives
22	South Waikato District Council	Jenny Shattock, Mayor
23	Department of Corrections	Helen Dale, Senior Advisor
23	Eastern Bay REAP	Ryan Morrison, Chief Executive
23	NZIST Subsidiary Board	Cathy Cooney, Board Chair
24	Priority One	Nigel Tutt, Chief Executive Greg Simmonds, Chief Operating Officer
25	Rotorua Chamber of Commerce	Bryce Heard, Chief Executive
26	Toi Ohomai Finance Audit & Risk Committee	FARC Members
26	Toi Ohomai Subsidiary Board Meeting	Subsidiary Board Members
29	Toi Ohomai All Staff Meetings	Toi Ohomai Staff – Whakatane
29	NZIST Subsidiary CE Meeting	NZIST Subsidiary Chief Executives
30	Connect Bay of Plenty (BoP)	Various stakeholders and partners
30	Toi Ohomai All Staff Meetings	Toi Ohomai Staff – Tokoroa and Taupo

July – a selection of upcoming engagements in the next month		
01	Toi Ohomai All Staff Meetings	Toi Ohomai Staff – Waipa, Rotorua and Tauranga
02	Whole of Government Economic Response Group	Various stakeholders and partners
03	NZIST International Project Working Group	NZIST Subsidiary Chief Executives
06	NZIST Subsidiary CE Meeting	NZIST Subsidiary Chief Executives
07	Connect Bay of Plenty (BoP)	Various stakeholders and partners
08	TEU	Lois France, Branch President Megan Morris, Branch Organizer
09	Rotorua Economic Recovery Group	Various stakeholders and partners
10	Wintec and NorthTec	Dave Christiansen, Chief Executive Wayne Jackson, Chief Executive
13	NZIST Subsidiary CE Meeting	NZIST Subsidiary Chief Executives
14	Rotorua Chamber of Commerce	Chamber Board Members
16	NZIST International Project Working Group	NZIST Subsidiary Chief Executives
17	Tauranga Chamber of Commerce	Matt Cowley, Chief Executive
20	Trimester 2 - Student Pohiri	Staff and Students
20	NZIST Subsidiary CE Meeting	NZIST Subsidiary Chief Executives
21-22	Executive Leadership Team (ELT) Planning Days	ELT Members
23	NZIST International Project Working Group	NZIST Subsidiary Chief Executives
27	NZIST Subsidiary CE Meeting	NZIST Subsidiary Chief Executives
27-29	Toi Ohomai All Staff Meetings	Toi Ohomai Staff
30	NZIST International Project Working Group	NZIST Subsidiary Chief Executives
30	Taupo Business After 5 - Hosting	Taupo stakeholders and partners
31	Toi Ohomai Subsidiary Board Strategy Day	Subsidiary Board Members

Agenda Item 7.4.

To	Toi Ohomai Board of Directors	From	Anthony Robertson – Executive Director, Corporate Services
Title	Financials Summary	Date	17 June 2020

Purpose

The purpose of this paper is to provide a key indicator summary of the actual and forecast financials for 2020 as at 31/5/20. Full management accounts can be found [here](#)

Key Points

Key Performance Indicators	Year to Date				Full Year		
	Actual	Budget	Prior Year		Budget	Forecast	Prior Year
Income (\$m)	\$ 37.2	\$ 37.4	\$ 32.8		\$ 91.1	\$ 90.3	\$ 90.5
Expenditure (\$m)	\$ (37.1)	\$ (37.5)	\$ (35.8)		\$ (92.3)	\$ (93.6)	\$ (93.4)
Operating Surplus (Deficit) before exceptionals ¹ (\$m)	\$ 0.1	\$ (0.0)	\$ (2.9)		\$ (1.2)	\$ (3.4)	\$ (2.9)
Operating Surplus (Deficit) before exceptionals ¹ (%)					-1.3%	-3.7%	-3.2%
Staff Costs : Income					62.4%	62.5%	65.5%
Capex (\$m) ²					\$ 9.7	\$ 9.7	\$ 4.7
Cash and bank balance at year end (\$m) ²					\$ 31.3	\$ 31.7	\$ 33.8

Year to Date performance

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

Year End Forecast Out-turn

- Forecast deficit (before guaranteed income), or underlying deficit, is \$3.4 million due to lower domestic delivery income and lower trading & other income (Holiday Park, Saw Mill, i-Site) together with higher expenditure on international agents commission (in relation to higher international income) offset by lower staffing costs
- The guaranteed government funding returns the forecast deficit of \$3.4 million to just over break-even (which is actually higher than budgeted deficit of \$1.2 million)

Notes

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

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

Agenda Item 7.5

To	Toi Ohomai Board of Directors	From	Keri-Anne Tane Executive Director PEC Marie Dennis HSW Manager
Title	Health, Safety and Wellness Report	Date	16 June 2020

Purpose

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

Executive Summary

The HSW report for the month of May presents:

- a summary of H&S incidents for the past month;
- progress against the HSW Plan 2020 (inclusive of both leading and lag indicators); and
- any updates of key engagement with stakeholders.

Monthly H&S Incidents

As to be expected, comparison of incident reporting against previous reporting (last month, and month of the previous year) is reflective of our organisation transitioning from off-site delivery to on-site as we progressed down through the levels of restrictions of COVID-19 Level 3 and Level 2. Of note, those teams that have returned to on-site delivery are some of those engaged in high risk activities such as trades, wood manufacturing and facilities.

HSW Plan 2020

The primary H&S focus for the month of May was on the continued development of resources and communications in support of our response to COVID-19, as well as preparation and management for on-site activity during Alert Level 3, and Alert Level 2.

Specific to the HSW Plan 2020, the H&S team have continued momentum with the development of policies, procedures and training development that are now progressively being launched as staff return to site. This included an online health and safety induction for staff returning to site under level 2 restrictions and the commencement of the flu vaccinations taken up by 127 staff to date.

A review of the workplan for the remainder of the year is to be undertaken over the next month to ensure prioritisation of delivery against the reduced timeframe.

Key Engagement with Stakeholders

There were no stakeholder updates for the month of May.

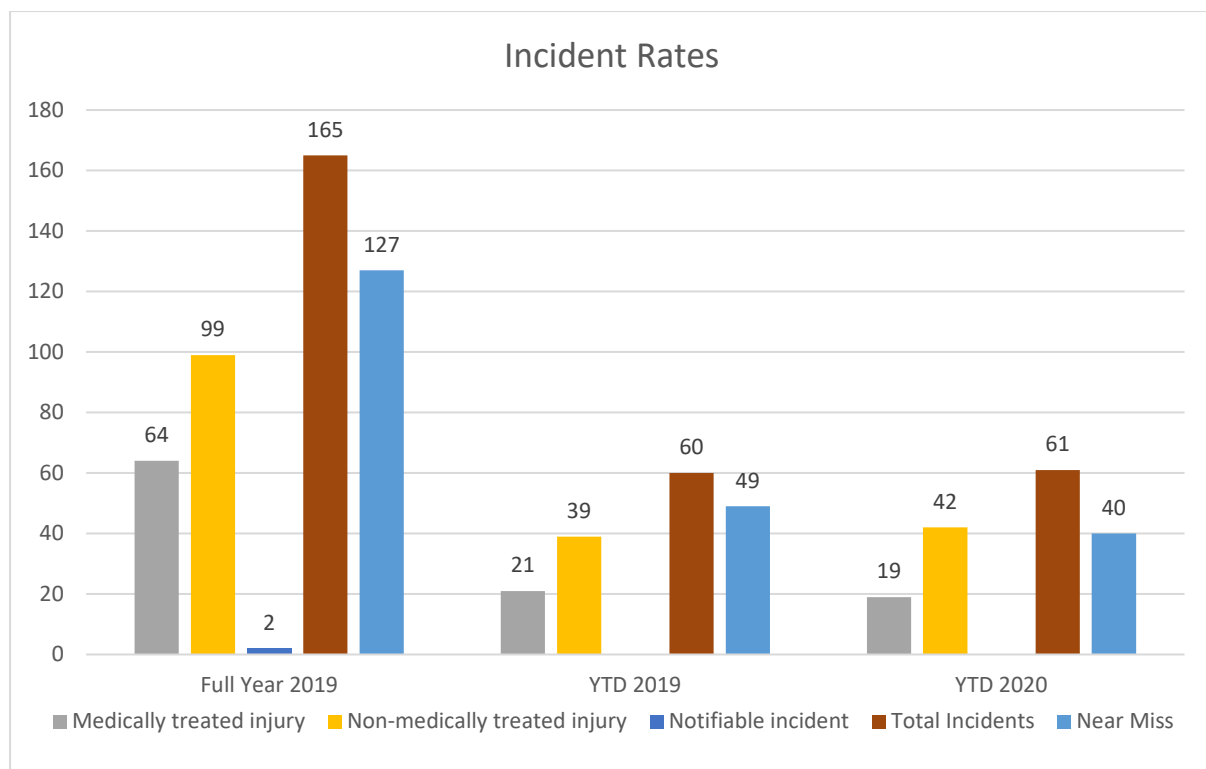
Monthly Incident Report

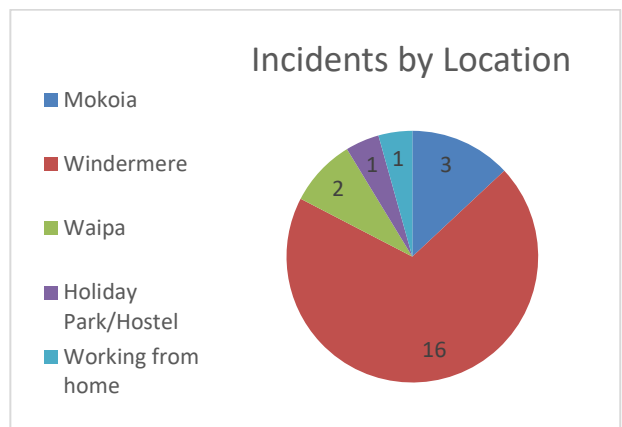
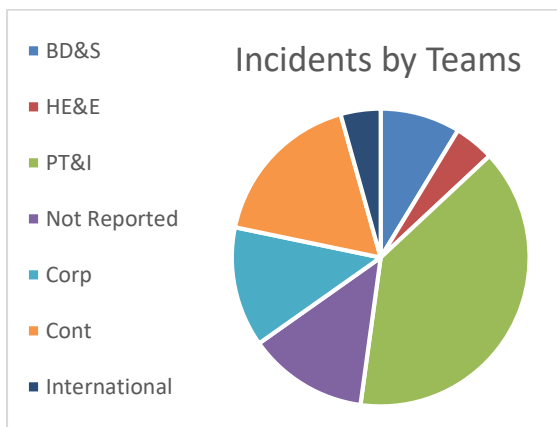
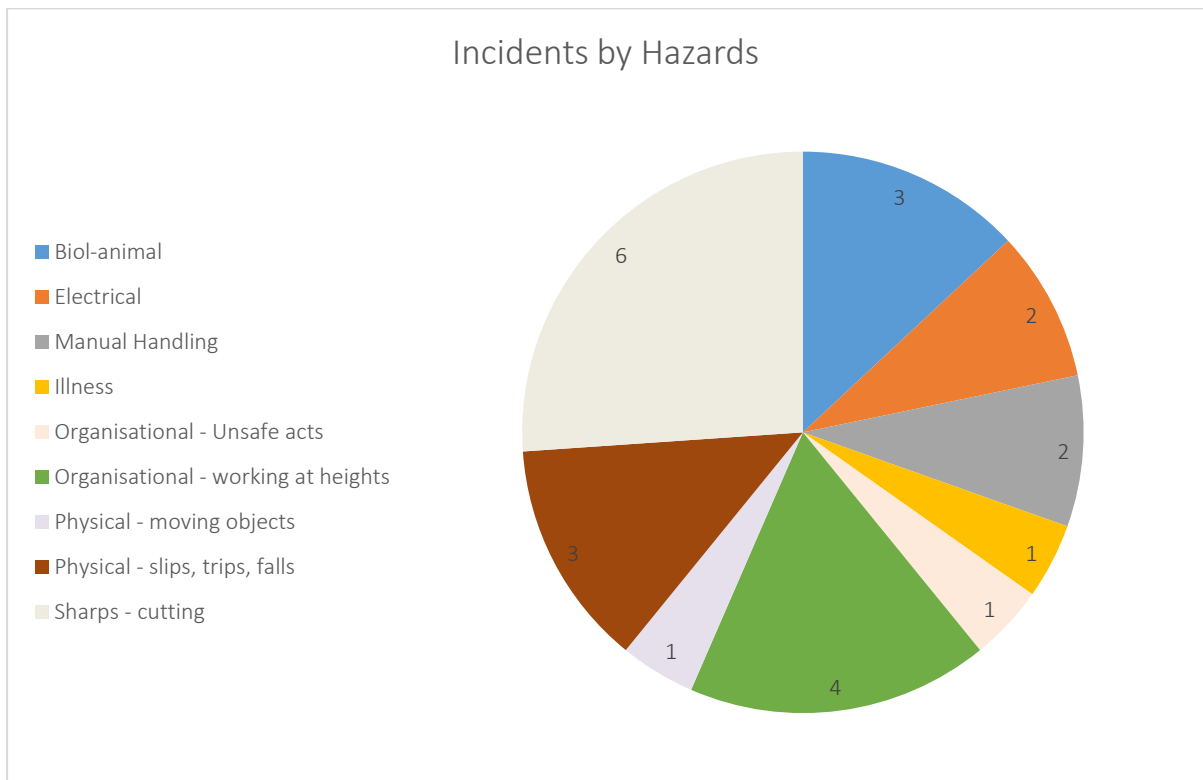
A total of 23 incidents were reported for the month of May. These consisted of eight near misses, 11 non-medically treated injuries and four medically treated injuries. Seven incidents were associated with Facilities with four of those involving contractors. Our incident numbers are similar to the same time last year.

Of note, a review of practice and commitment to our H&S procedures is underway with one Contractor associated with three reported incidents this past month, all of which involved working at heights. We have already engaged them in refresher training, toolbox meetings and a review of their and our SOP's (including Controls).

The majority of staff returning to site in May were those involved in practical work such as the Trades, Primary Industries and Hospitality. The Waipa Mill also returned to full production during May. All of these areas carry considerable risk and require reasonable levels of competency to ensure safe practice. Similarly to trends we see post Semester break, upon return to practice, there has been a decline in competency resulting in a higher than normal number of sharp injuries (six) associated with hospitality and trades, and three animal bites in animal care.

There was only one incident reported by a staff member whilst working from home - this was a minor slip.





Health, Safety and Wellness Plan 2020

Focus Area (PwC Audit)	Key Initiative	Progress		
		RAG	Indicator	Commentary
H&S Strategy and Planning	Refresh Plan	Good progress	HSW Plan 2020 completed	Plan implemented.
	Refresh Risk Matrix		Risk Matrix 2020 completed	Risk Matrix draft prepared for H&S Rep review currently.
H&S Reporting	Refresh Report	No concerns	HSW Report 2020 implemented	
	Increase awareness of HS reporting/ dashboard		Management access to HS dashboard established Quarterly staff communications on HSW reporting implemented	
H&S Procedures	Consistent H&S practice and application	No concerns	100% completion of all area inspections for all campuses 100% standardization of SOPs Standard H&S Manual implemented	H&S Manual completed PPE Procedure prepared and out for staff consultation.

			Student PPE Procedure to be developed and implemented for consistent application.	
Waipa Mill Campus	Address public access Full Risk Assessment completed	Good progress	Public access-ways fully fenced and all signage displayed Full Risk Assessment completed by an independent assessor	All signage installed. Fencing installation in progress.
H&S Structure	Set out structure for H&S roles and responsibilities Improve engagement with H&S	No concerns	Finalise and publish H&S structure, roles and responsibilities 80% attendance at H&S Representative meetings	Structure, roles and responsibilities established.
H&S System	Establish access to reporting Establish ownership of reporting Develop reporting of H&S	Delays – but progressing	Refer H&S Reporting All incident outcomes reported to author	Review of H&S system underway
Incident Management	Improve incident reporting to management and teams Engage staff with incident investigations Establish FRT organisation-wide	No concerns	Refer H&S Reporting Incident investigations to be shared with teams FRT on each campus All FRT members trained in CIMs training	FRT established for each campus. FRT training schedule in development.
Contractor Management	Implement improved sign-in for Contractors Conduct regular contractor audits	No concerns	100% Contractor inductions completed before commencement Establish annual audit schedule of all Category A contractors. Complete 6 spot audits for all other contractors.	Induction process established. Audit process in development. Spot audits well underway.
Training	Implement H&S industry training for academic staff	No concerns	100% staff completion of H&S training Specialist industry training completed for academic staff as relevant 100% academic staff completion of First Aid training/ certificate	Developing on-line option for all staff. First Aid training progressing well. 100% of all staff returning under Level 2 Covid-19 completed a H&S re-induction to site (496 in total).

Focus Area (other)	Key Initiative	Progress		
		RAG	Indicator	Commentary
Safe Driving	Support staff with safer driving practice to and from work locations. Implement safe driving programme for all regular van drivers	No concerns	100% vehicles serviced on time Reduced speeding incidents Reduced insurance incident claims for vehicles 100% attendance of registered van drivers on safe driving programme	Safe Driving Procedure completed.
Safe Behaviour	Deliver 'safe behaviour' training programmes for Academic/ front-line and FRT staff members	No concerns	100% attendance of all academic staff on 'safe behaviour' training Complete review of Student Conduct/ Disciplinary Policy and Procedures	Review of Policy/ Procedures underway. Training programme in development.
Well-being	Deliver Well-being Plan	No concerns	Reduced EAP visits for unsafe behaviour at work Increased flu vaccinations	Flu vaccination delivery begun under Level 3 Covid-19 with 127 vaccinations given to date.

			100% completion of health monitoring assessments for 2020 Increase engagement score of Safety question in engagement survey	Health Monitoring schedule being developed Wellbeing central to Covid-19 communications. Wellbeing Plan finalised.
Emergency Response	Implement Emergency Response & Business Continuity Plan Complete ER drills consistently on each campus, with good briefing sessions to establish learnings and engagement	Good progress	ERBCP completed and implemented 5 Emergency Response Drills completed on each campus (2x Fire, 2x Lockdown, 1x Earthquake)	ERBCP first draft completed. 1x Lockdown Procedure implemented at Mokoia. Briefing identified opportunities for improvement for next campus.

Engagement with Key Stakeholders

There were no stakeholder updates for the month of May.

2020 Toi Ohomai Institute of Technology Ltd Board Work Plan

To April 2020

Post April 2020

	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
	Council/ Strategy	Council	Council	Strategy	Council	Strategy	Council	Strategy	Council	Council	
Annual Report and Accounts											
Approval Annual Report and Accounts			•								
Strategy and Framework Updates											
Strategic Framework (including annual KPIs)			•								
Annual Environmental Scan	•										
Campus Development Strategy		•									
International Strategy			•								
Marketing & Communications Strategy			•								
Student Experience Framework							•				
Research Strategy		•									
People Engagement and Capability Strategy		•								•	
IT Strategy							•				
Youth and Community Engagement Strategy			•								
Maori Success Strategy			•						•		
Sustainability Framework									•		
Strategic Partnership Strategy					•						
Teaching & Learning Strategy	•				•						
Workload Model							•				
Monitor Performance											
Progress against Statement of Service Performance (Annual Report)			•								
Q1 Performance Report - 2019 results and progress against EPIs		•									
Q2 Performance Report - First Student Survey and the Graduate Survey					•						
Q3 Performance Report - Second Student Survey							•				
Q4 Performance Report - Staff Survey and Stakeholder Survey										•	
People and Safety											
Annual Health and Safety Workshop										•	
Staff Engagement Survey - Updates against Priority Actions			•							•	
Governance											
Annual Council Self Evaluation											
Annual Risk Register Assessment - to Audit & Risk Committee					•						
Chief Executive Report, including NZIST and RoVE Reporting	•	•	•	•	•	•	•	•	•	•	
Investment Plan 2021-22											
Audit and Risk Committee (1 May, 26 June, 28 August, 27 November)			•		•		•			•	
Remuneration and Appointment Committee (Feb, Nov) – (R Evans, N Tahana, C Cooney & T Hodges ex officio)											
Council & Te Kāhui Mātauranga Biannual Planning Workshop (25 September)	•							•			
Te Kahui Matauranga SLG meetings (20 July or 27 August (TBC) and 26 Nov) (N Tahana, L Comer, T Hodges)										•	
Mana Orite Quarterly Report			•			•					
Finance											
Approve 2021 Budget										•	
Approve Delegations Manual										•	
Approve Tuition Fee Increase					•					•	
Academic											
Academic Board Reporting		•	•		•		•		•	•	
Academic Quality & Assurance Report			•								

Agenda Item 8.1

To	Toi Ohomai Board of Directors	From	Ana Morrison – Executive Director, Te Haeata - Strategic Partnerships and Māori Success
Title	Strategic Partnerships Strategy Progress Report	Date	18 June 2020

Purpose

As per the Board Work Plan, this report provides an annual update on the implementation of the Strategic Partnerships Strategy for the period 20 November 2019 to 18 June 2020.

Summary Report Contents

The main contents for this board strategy update are:

- New Head of Strategic Partnerships recruited March 2020
- Planning and Action pivot for Strategic Partnerships
- 2019 Strategic Partnership Strategy priorities closed out
- New focus on implementation with 2020 Workplan
- Challenges for 2020

Background

The Strategic Partnerships strategy (Strategy) sets the approach in which Toi Ohomai supports the social and economic development of the region through partnering with iwi, industry and communities to deliver innovative education. The over-arching intent is that the Strategy supports Toi Ohomai to be:

1. A trusted partner to iwi in our region; and
2. A trusted partner to industry in our region; and
3. Staff feel empowered to contribute to partner and stakeholder engagements.

The Strategy describes bicultural partner and stakeholder engagement practices that will enable Toi Ohomai to fulfil its strategic intent and achieve its vision of empowered people and their communities. The Engagement Framework provides a high level, organisational view of why Toi Ohomai engages or partners with stakeholders, what our stakeholder engagement approaches will be and what analysis tools will be used to support decisions around who are our partners and stakeholders. It also provides consistency on how we measure the quality and impact of engagements.

The success of the Strategy is enabled by positive internal partnerships and collaborations across Toi Ohomai to build the organisation's understanding:

- of the aspirations and needs of all of our stakeholders, particularly iwi, Māori and industry;
- of how to co-design and co-develop Mana Ōrite in practice that elevates mātauranga Māori, te reo Māori and tikanga as well as prioritising regional iwi/Māori/hapū aspirations;
- of how staff can be successful partners and engage with stakeholders meaningfully and in alignment with the organisation's values and objective.

A copy of the Strategy is available [here](#) for your reference.

New Head of Strategic Partnerships

Anaru Timutimu was recruited as replacement for Dr Parehau Richards in February 2020. Anaru commenced employment on 31 March during Alert Level 4 Lockdown.

Anaru is of Ngāi Te Rangi, Ngāti Ranginui and Tūhoe descent and will be based out of our campus in Tauranga where he resides. Anaru recently held roles at PGG Wrightson, Callaghan Innovation and Te Tumu Paeroa and brings a background in relationship management, business development and strategic advisory in multiple industries and sectors, as well as commercial iwi governance in primary industries

Planning and Action Pivot for 2020

A change in focus to 'Implementation' across the organisation of an engagement and business development framework has been adopted for the Strategic Partnerships Strategy for 2020 and the underlying workplan, priorities and deliverables are constructed towards this. The focus on business process, systems and leadership was signalled in the November 2019 council update. This change in focus has incorporated insights from the NZIST Employer and Community Engagement workstream (Interim Report available [here](#)) and COVID-19 economic recovery responsibilities within and for the region.

In order to close off the 2019 Strategy priorities and actions, a detailed table of how this was handled is provided in [Appendix A](#). Table 1 below provides a summary.

2019 Strategic Partnerships Strategy Deliverable	Detail and close off actions
Engagement Framework: Develop and implement a Toi Ohomai Engagement Framework.	Targets, such as communication of the strategy and stakeholder framework, largely contained within new 2020 Workplan – Project 1. CRM that was planned has been implemented and 'Opportunities' module now being used and further developed.
Te Kāhui Mātauranga: Implement the unique Te Kāhui Mātauranga Mana Ōrite Tiriti relationship.	Deliverable to be led by Executive Director – Strategic Partnerships and Māori Success for 2020. Supported by Te Kāhui Mātauranga Secretariat. Workplan refresh underway to respond to priority changes as a result of COVID-19 and the developing NZIST Tiriti Excellence workstream.
Toi Ohomai Business Development: Develop a Toi Ohomai Business Development Framework 2018-2020.	Targets largely contained within new 2020 Workplan – Project 1. A full end-to-end view of engagement and business development being implemented.
Toi Ohomai Capability Uplift: Collaborate across Toi Ohomai units to develop a Stakeholder Framework capability uplift workplan.	The Toi Ohomai Capability focus for Strategic Partnerships for 2020 is training and implementation of new engagement practices and business processes.

Table 1 : 2019 Deliverable Close off

2020 Strategic Partnerships Workplan

As stated, urgency has been placed on implementation of engagement and business development roles, systems and business processes (the framework) for 2020 to embed the Toi Ohomai partnerships and engagement model so that existing partner and stakeholder relationships are maintained and strengthened through the NZIST transition.

Four small-to-medium sized projects form the main 2020 Workplan, and one 2019 deliverable has been carried over into 2020. This is a slightly different approach used in the past where now one project may satisfy achievement of multiple strategic deliverables.

The detailed annual workplan is provided in [Appendix B](#) and summary table 2 outlined below.

2020 Project	Workplan	Success Indicator (Project Outputs)	Success Outcomes	Targeted Outcome
1. Implement Toi Ohomai Engagement and Business Development Framework		<ul style="list-style-type: none"> Organisation engagement framework in place Organisation business development framework in place CRM for engagement and partnerships implemented Regional partnership framework and resourcing in place Toi Ohomai staff engagement capability training programme run Engagement framework is consistent and aligned with NZIST philosophy and activity 	<p>Toi Ohomai staff feel empowered to lead partner and engagements.</p> <p>Toi Ohomai staff are confident and are supported to develop business opportunities.</p>	10% Completed
2. Develop new Toi Ohomai partnerships for 2020		<p>Engage and establish a controlled number of new partnerships of high value and quality using the new framework.</p> <ul style="list-style-type: none"> Three new partnerships established end-to-end through new framework (Māori, Iwi, Industry, Community) 	<p>Toi Ohomai is a trusted partner in our region.</p> <p>Toi Ohomai has confidence that the new framework and systems work .</p>	10% Completed
3. Maintain and enhance current Toi Ohomai partnerships		<ul style="list-style-type: none"> All partnerships mapped (recorded in CRM) All identified stakeholders mapped (recorded in CRM) All current 'opportunities' and 'contracts' (formal relationships) recorded in CRM All formal partnership agreement actions and review dates recorded 	<p>Toi Ohomai is a trusted partner in our region.</p> <p>Toi Ohomai knows and follows through on contractual and relationship commitments.</p>	20% Completed
4. Setup engagement framework reporting, review and continuous improvement processes		<ul style="list-style-type: none"> Organisational engagement reporting framework is implemented A continuous improvement approach for engagement is implemented 	<p>Toi Ohomai staff have oversight over all engagement and business development activity and partnering commitments.</p> <p>Toi Ohomai staff have systems are in place to continually improve the process.</p>	10% Completed

Table 2. **Key:** Green = On Track; Amber = Delayed; Red = At Risk

A two-page slide of the 2020 Workplan outputs, activities and challenges is also provided in [Appendix C](#).

Challenges for 2020

A number of internal and external forces will make an impact on how the Strategic Partnerships Strategy will be implemented and how Toi Ohomai engages externally for 2020. The major issues, challenges and opportunities are:

- Establishment of NZIST and expectations set in May 2020 in regards to Te Titiri o Waitangi, equity for Māori and lifting leadership practice and effective partnering. This will be co-led with the Māori Success Team.
- The rebuild of the NZ economy coming through the Covid-19 pandemic and partnering opportunities presented by Māori, regional communities, government funding agencies looking at satisfying capability and job skill uplift needs. The Board was briefed in May 2020 on the current state,¹ and ongoing will be regularly updated via monthly CE Report,
- The internal review of our Programme and Course portfolio, and identifying strengths and weaknesses in our 'product' line is critical to a successful work plan 2020, and
- The implementation of resourcing and processes for better management, delivery and engagement in the regions, outside our main campuses in Rotorua and Tauranga is critical to a successful work plan 2020.
- The execution of a bicultural partnerships approach to stakeholder engagement and business development. Close connection with the developing Tiriti Excellence workstream will support this.

We anticipate these and other issues to challenge how we execute the workplan for this year.

Contributors

Anaru Timutimu

¹ [BoD Strategy Day May 2020 - Engagement with Economic Recovery Paper](#)

Appendix A: Strategic Partnerships Strategy Progress Report – 2019 Actions Closed Off

1.0 Engagement Framework			
<i>OBJECTIVE</i> - To develop and implement a Toi Ohomai Engagement Framework.			
<i>SUCCESS INDICATOR</i> - Toi Ohomai clearly understands what it is to be a partner and why it is important to engage with stakeholders in innovative and sustainable ways.			
Strategy Actions 2019	2020 Update and Actions Ahead	Division Lead/s	Status
1. To identify current partners and stakeholders	All partners and stakeholders can now be recorded in CRM. Business processes to be put in place for new stakeholder and contact recording and edits. 2019 action to be superceded by 2020 New Business Process initiative.	Strategic Partnerships	Close – Contained in new plan
2. To analyse and map stakeholders using Criteria	New mapping and categorisation of stakeholders to be implemented within CRM. 2019 action to be superceded as above.	Strategic Partnerships	Close – Contained in new plan
3. To set out and align existing strategies and new strategies that contribute to excellent partner and stakeholder engagements	Business processes and new practice to be implemented in 2020. (eg. Engagement Playbook) 2019 action will be superceded as above.	Strategic Partnerships	Close – Contained in new plan
4. To socialise SP Strategy	Strategic Partnerships Strategy is currently being socialised alongside the 2020 Workplan. Marketing, Faculty Leadership, Te Haeata are all divisions have had workshops this year to discuss.	Strategic Partnerships	Close – Contained in new plan
5. To communicate development of the stakeholder engagement framework	Action will be included as part of a wider implementation plan and training for staff involved in engagement roles.	Regional Programme Delivery Committee	Close – Contained in new plan
6. To implement a Stakeholder Framework communications plan	No formal communications plan in place for stakeholders. Communications plan will be scoped and initiated for 2020.	Strategic Partnerships & MarComms	Close – Contained in new plan
7. To develop a CRM investment proposal	CRM is implemented and under development. System walk through for the 'Opportunities' process is scheduled with ELT for week of June 22.	IT & Strategic Partnerships	Closed - Complete

2.0 Te Kāhui Mātauranga

OBJECTIVE - To implement the unique Te Kāhui Mātauranga Mana Ōrite Tiriti relationship.

SUCCESS INDICATOR - Toi Ohomai is a trusted partner to iwi in our region.

Strategy Actions 2019	2020 Update and Actions Ahead	Division Lead/s	Status
1. To organise 2 Council Joint Planning Workshops and 2 SLG hui	Planning and strategy workshops for 2020 as follows: <ul style="list-style-type: none"> TKM SLG Meeting in the afternoon of Thursday 30 July in Tauranga or Thursday 27 August in Tauranga (tbc by TKM) TKM/BoD Joint Strategy Workshop on Friday 25 September (venue tbc by TKM) TKM SLG Meeting in the afternoon of Thursday 26 November in Tauranga 	Strategic Partnerships and Māori Success	Closed
2. To enable the establishment of a Te Kāhui Mātauranga Secretariat	Secretariat for Te Kāhui Mātauranga established and contracted to Te Arawa Lakes Trust: 3 year contract to 31 December 2022 to ensure stability of the kaupapa, and enhance trust and confidence.	Strategic Partnerships	Closed
3. To establish a mana ōrite committee structure	Action outstanding, target for 2020 Maori Success team's workplan. Informed by NZIST Tiriti Excellence workstream.	Māori Success	To be planned
4. Three mana ōrite projects implemented	Action completed in 2019. Iwi Success Measures Project pivoted to be incorporated into the Iwi Chair's instigated Te Waiariki Regional Economic Recovery Plan 2020.	Māori Success & Strategic Partnerships	Closed

3.0 Toi Ohomai Business Development

OBJECTIVE - To develop a Toi Ohomai Business Development Framework 2018-2020.

SUCCESS INDICATOR - Toi Ohomai is a trusted partner and stakeholder to iwi and Māori industry and enterprises

Strategy Actions 2019	2020 Update and Actions Ahead	Division Lead/s	Status
1. To map iwi/Māori, industry and community aspirations and needs	To be contained in new action plan for 2020. Three approaches to be considered: <ul style="list-style-type: none"> Construct broad based business intelligence framework (as outlined in 2019 Regional framework report) from external data sources Gather aspirations and needs within new engagement business processes as opportunities arise or are presented Proactively engage with Māori, industry and community 	Strategic Partnerships and Māori Success	Closed – Contained in 2020 workplan
2. To understand and lead the intersect points with Faculties	To be contained in new action plan for 2020 New Business Processes.	Strategic Partnerships and Teaching & Learning	Closed – Contained in 2020 workplan

3. To understand the social and cultural success factors for each industry	To be contained in new action plan for 2020 New Business Processes.	Strategic Partnerships and Teaching & Learning and MarComms	Closed – Contained in 2020 workplan
4. To understand the values and connections needed for success and effective implementation	To be contained in new action plan for 2020 New Business Processes.	Strategic Partnerships and Teaching & Learning	Closed – Contained in 2020 workplan
5. To work with a range of partners and stakeholders to develop cadetships, apprenticeships and internships and jobs	Initiatives underway. Action superseded by new workplan project, 'Develop new Toi Ohomai partnerships for 2020'	Strategic Partnerships and Teaching & Learning	Closed – Contained in 2020 workplan

4.0 Toi Ohomai Capability Uplift

OBJECTIVE - To collaborate across Toi Ohomai units to develop a Stakeholder Framework capability uplift workplan.

SUCCESS INDICATORS - Toi Ohomai staff feel empowered to contribute to Toi Ohomai partner and stakeholder engagements & Toi Ohomai is an employer of choice.

Strategy Actions 2019	2020 Update and Actions Ahead	Division Lead/s	Status
1. To work with Māori Success & PEC to develop PD/training plan	Completed for 2019.	Strategic Partnerships & Māori Success	Closed
2. To work with Māori Success team to develop resources that support staff to engage with iwi partners	Within 2020 Workplan, decision support tools and creating the engagement 'Playbook'	Strategic Partnerships & Māori Success	Closed – Contained in 2020 workplan
3. To support staff requests to attend iwi/Māori and industry meetings	Regarded as business as usual and normal operations.		Closed

Appendix B: Strategic Partnerships Strategy Progress Report – 2020 Workplan

1.0 Implement Toi Ohomai Engagement and Business Development Framework			
<p>OBJECTIVE - To implement an engagement and business development framework, standards and practice for all of Toi Ohomai by the end of 2020. This project looks to establish a support system for Toi Ohomai staff who engage externally and develop initiatives internally to meet formal partnership needs.</p> <p>SUCCESS INDICATOR – Organisation engagement framework in place, Organisation business development framework in place, CRM for engagement and partnerships implemented, Regional partnership framework and resourcing in place, Toi Ohomai staff engagement capability training programme run, Engagement framework is consistent and aligned with NZIST philosophy and activity</p>			
Actions for 2020		Division Lead/s	Status
1. Create and set high level engagement business process	To be presented at ELT meeting on June 23.	Strategic Partnerships	In progress
2. Create and set high level business development business process	To be presented at ELT meeting on June 23.	Strategic Partnerships	In progress
3. Demo CRM pilot System Alpha and walk through (with reporting)	Set for ELT meeting on June 23.	Strategic Partnerships	In progress
4. Use CRM System for managing new opportunities and contracts	As of June 1, 2020 all known Opportunities are being recorded and tracked in CRM using basic functionality. Static Opportunity Register now redundant and decommissioned.	Strategic Partnerships	In progress
5. Identify and make changes for CRM System Beta	Customisation of CRM functionality underway. Rapid development techniques being adopted.	Strategic Partnerships	In progress
6. Scope regional partnership framework	Regional engagement resourcing and framework proposed to ELT with agreement in principle gained 9/6/2020. The proposal is to shape roles that are fit for purpose and dedicated to regional engagement only, and have supporting processes, oversight and line management.	Strategic Partnerships	In progress
7. Implement regional partnership framework	Aim to implement the regional partnership framework by the end of September 2020.	Strategic Partnerships	In progress
8. Create & deliver engagement/ business development training programme for staff (Launch Playbook)	Due from July to September 2020.	Strategic Partnerships	In progress
9. Identify and create toolset for each stage (Prospect, Assess, Develop, Implement)	Opportunity Decision Matrix under development. Business Intelligence framework to be scoped and created (later in 2020). Development Plan template to be developed.	Strategic Partnerships	In progress

2.0 Develop new Toi Ohomai partnerships for 2020

OBJECTIVE - Engage and establish a controlled number of new partnerships of high value and quality using the new framework

SUCCESS INDICATOR – x

Actions for 2020		Division Lead/s	Status
1. Engage with new partner (Māori, Iwi)	Work in progress as framework is developed. Review at end of year for engagements conducted.	Strategic Partnerships	In progress
2. Engage with new partner (Industry)	Work in progress as framework is developed. Review at end of year for engagements conducted.	Strategic Partnerships	In progress
3. Engage with new partner (Regional / Community)	Work in progress as framework is developed. Review at end of year for engagements conducted.	Strategic Partnerships	In progress

3.0 Maintain and enhance current Toi Ohomai partnerships.

OBJECTIVE - Maintain and enhance current strategic partnerships through the year and transition post Covid-19 lockdown. Conduct a stock take and information update of current relationships. Provide reporting to show a current state of partners and stakeholders for Toi Ohomai for 2020.

SUCCESS INDICATOR – x

Actions for 2020		Division Lead/s	Status
1. Check and update current partners' and stakeholders' details into CRM	618 Accounts recorded on CRM. Accounts and contacts to be created for all Opportunities and Non-Financial Contracts.	Strategic Partnerships	In progress
2. Backfill and enter past opportunities known for the last 12 months	17 recorded and all future Opportunities will be entered and tracked in CRM. All registered past Opportunities recorded in CRM.	Strategic Partnerships	Complete
3. Quality check current contracts and current formal arrangements in CRM	Work to be conducted.	Strategic Partnerships	In progress
4. Review functionality to record and monitor contract commitments (responsibilities, actions)	Review to be conducted.	Strategic Partnerships	In progress
5. Find/Design and implement solution for contract monitoring	Review to be conducted.	Strategic Partnerships	In progress

4.0 Setup engagement framework reporting, review and continuous improvement processes

OBJECTIVE - x

SUCCESS INDICATOR – x

Actions for 2020		Division Lead/s	Status
1. Setup engagement and business development reporting from CRM	Dashboard created for Contracts in CRM. Dashboard to be created for Opportunities in CRM (due June 22)	Strategic Partnerships	In progress
2. Setup engagement and business development reporting for management	To be created	Strategic Partnerships	In progress
3. Implement continuous improvement and quality assurance systems for the engagement framework	To be created	Strategic Partnerships	In progress

Appendix C: Strategic Partnerships Strategy Progress Report – 2020 Workplan Overview

Strategic Partnerships Strategy Update June 2020



2020 June Current State – Our Position Now

- Strategic Partnerships Strategy 2018-2022 set in place
- New Head of Strategic Partnerships recruited
- New focus on implementation with 2020 Workplan
- Te Kāhui Mātauranga workstream reassigned freeing up for implementation focus
- Faculty Realignment structure transitioned in 2019 and building in 2020
- Coordination of activities with resourcing for Regional Delivery, Faculty management, the Marketing team, the Youth and Community Engagement Team and Research.



2021 Future State – What we are working towards

- Having confident staff that can clearly articulate what we do, what we don't do and how we can help
- Systems in place **providing visibility of all engagement and business development** activity and formal partnership arrangements
- **Continuous development of decision support tools** and systems to support staff and great practice
- Toi Ohomai **proactively strategising engagement** with Māori, Industry and the Community
- Toi Ohomai's reputation increasing as **being a positive organisation to engage with** and can follow through to develop business with

2020 Strategic Partnerships Workplan



Approach

- Implement a 2020 workplan of activity that develops Toi Ohomai engagement infrastructure from the inside out
- Create pragmatic and tangible solutions
- Make small, iterative and fast changes
- Adopt cross functional discussion and wide collaboration
- Ride the bike as we build it



People

- Establishing the 'Facilitator' as a key role for all engagement
- Execute 'Engagement and Business Development' training programme and support for staff
- Finding the right resourcing for regional engagement

Systems

- Implement CRM system that match Toi Ohomai engagement business processes
- Build decision support tools to assist staff and at key screening and approval points for development

Business Process

- Build and operationalise business engagement practice across Toi Ohomai
- Develop the Engagement Playbook
- Create screening, decision and approval points



Risks, Dependencies and Challenges

- Buy-in needed across the organisation for new procedures
- Elevating good engagement practice against Covid Response focus
- Dependency on Programme Portfolio Review and Regional Delivery framework

Agenda Item 8.2

To	Toi Ohomai Board of Directors	From	Kieran Hewitson, ED Academic Development Innovation & Research
Title	Te Toi Roa: Draft 2020 – 2023 Teaching and Learning Strategy	Date	26 June 2020

Recommendation

The Toi Ohomai Board of Directors take note of the Te Toi Roa Draft 2020-2023 Teaching and Learning Strategy

Purpose of the Strategy

The purpose of the teaching and learning strategy is to give effect to the development, delivery and support of quality and excellence in teaching and learning between 2020 and 2023. The strategy has been created using the Toi Ohomai values as a lens to guide us in its delivery. It contributes to our strategic intent which sets our commitment to the social, cultural, environmental and economic wellbeing of the Bay of Plenty and South Waikato regions.

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

At Toi Ohomai we have sought to systematically and continuously adapt to ensure that our delivery is relevant; that our technology, systems and processes are innovative; that our staff capability and culture embraces these developments for the right purpose; that our physical asset base is transferable to future learning needs; and that we have a specific focus on improving access to education and enabling employment opportunities for, and throughout our region. There has been good progress, however more interventionist and disruptive change and innovation is needed to our teaching, learning and delivery if we are to be a viable and sustainable organisation able to meet future changes, growth and the adaptations that will certainly come with the advent of RoVE.

This strategy informs, and is informed by, several other strategies including the Māori Success Strategy, the Research Strategy and the Information Technology Strategy.

Our Context

A range of factors at local, national and international levels will inform and influence this strategy. Education globally is undergoing disruptive change, primarily driven by new technologies. Learners

have high expectations of better outcomes about future careers and opportunities. Employers and government are demanding economic relevance and high value.

Provider performance in recent years has been influenced by these increased expectations from students and stakeholders and compounded by falling domestic enrolments. This has been heavily influenced by high employment rates, and the proliferation of providers which give learners a range of options to choose from. The government has determined that a Reform of Vocational Education (RoVE), a widespread system change, is necessary to ensure the ongoing quality, attractiveness and sustainability of vocational education delivery in New Zealand, in line with the NZIST Charter

Strategic Goals

Our Toi Ohomai values Whanaungatanga, Kotahitanga, Manaakitanga, and Toitūtanga act as pou (pillars) of this strategy by providing a frame in which to sit each of the goals of this strategy. The authentic application of these values into our teaching and learning practice reflects our commitment to Te Tiriti o Waitangi and our exemplary bicultural approach thus enabling a unique Toi Ohomai approach to our programmes design and delivery.

Our Values	Our Strategic Goals
<p>Whanaungatanga</p> <p>We build and nurture relationships and connections to ensure our programmes are relevant and sought after.</p>	<p>1. Have enriching partnerships to ensure excellence in teaching and learning</p> <p>1.1 Nurture existing partnerships and grow relevant new partnerships with Iwi, Māori communities, industry, businesses and other tertiary organisations.</p> <p>1.2 Seek new collaborative opportunities to grow our programme portfolio to meet the constantly changing needs and aspirations of our region.</p>
<p>Kotahitanga</p> <p>We are united in our shared purpose to ensure the best possible experience for our Kaiako/tutors and taura/learners</p>	<p>2. Provide excellent learning experiences</p> <p>2.1 Support Kaiako to develop excellent teaching practice and learning strategies so they are at the forefront of their discipline with skills and knowledge.</p>

	<p>2.2 Ensure our teaching practice is creative, interactive, current, responsive and relevant and characterised by contemporary and innovative approaches.</p> <p>2.3 Enable greater capability and confidence in the use of digital technologies.</p>
<p>Manaakitanga</p> <p>We uphold and strengthen the mana of our tauira, staff and communities to ensure our graduates are capable, work ready, future focused, and sought-after.</p>	<p>3. Support our graduates to go on to do great things</p> <p>3.1 Ensure our graduates are capable, work ready, future focused, sought-after practitioners.</p> <p>3.2 Recognise and respond to the diverse needs of our tauira</p> <p>3.3 Resource and encourage our Kaiako to be research active so that their practice is informed by local, national and international best practice.</p> <p>3.4 Promote excellence in teaching and learning by celebrating tauira and staff success.</p>
<p>Toitutanga</p> <p>We are courageous and humble in our pursuit of excellence and ensure learning occurs in the right place, at the right time and in the right way.</p>	<p>4. Design and deliver a balanced programme portfolio that meets the needs of our stakeholders</p> <p>4.1 Develop new and innovative delivery models that offer flexible learning opportunities at the right time and in the right way</p> <p>4.2 Develop a transformative praxis that makes a positive impact on Māori participation and success rate</p> <p>4.3 Ensure the utilisation of efficient and highly effective academic quality systems and processes.</p>

Strategic Goals

Strategic Goal 1: Build enriching partnerships to support excellence in teaching and learning

1.1 Nurture existing partnerships and grow relevant new partnerships with Iwi, hapu, māori communities, industry and businesses, schools and other tertiary organisations.

To achieve this goal, we will:

- Strengthen and extend existing partnerships and actively seek new relationships that are mutually beneficial, which add value to the taura experience, and which meet current and future needs of employers.
- Develop and implement an effective regional delivery model to align to the regional skills requirements to ensure we meet the education needs of communities and learners who reside away from the main campuses.
- Identify key strategic partners and prioritise clearly defined engagement activities with these groups.
- Continue to grow mutually beneficial relationships with our tertiary partners to best meet the needs of the Bay of Plenty region

1.2 Seek new collaborative opportunities to enhance our programme portfolio to meet the constantly changing needs and aspirations of our region.

To achieve this goal, we will:

- Collect and contribute to regional reports, publications, and industry data and actively utilise these to follow-up opportunities and explore potential new partnerships.
- Ensure that each industry/discipline area develops and implements a specific and clearly defined stakeholder engagement plan.
- Continue to establish and maintain sound secondary/tertiary partnerships to enable seamless transition into tertiary pathways
- Utilise stakeholder engagement plan to inform regional delivery, as part of our overall provision.

Strategic Goal 2: Provide excellent learning experiences for our taura

2.1 Support our Kaiako/teachers to develop excellent teaching practice so they are at the forefront of their discipline skills and knowledge.

To achieve this goal, we will:

- Design a relevant and useful learning and teaching induction programme for all permanent and fixed term kaiako who engage in the teaching environment with taura
- Ensure all Kaiako are provided with development opportunities to gain the skills and knowledge to give effect to high quality teaching and learning
- Provide kaiako with a wide range of contemporary professional development opportunities.
- Create learning environments that enrich the learning experience.

2.2 Ensure our teaching and learning is relevant and characterised by innovative future-orientated approaches.

To achieve this goal, we will:

- Enhance opportunities for taura and kaiako to give and receive constructive feedback about their teaching and learning, that enables an improved experience.
- Support Kaiako to evaluate teaching practices for relevance and future focus
- Ensure that a range of engaging teaching and learning resources and practices, are used in delivery
- Design and develop relevant learner-centric assessment

2.3 Enable greater kaiako capability and confidence in the use of digital technologies

To achieve this goal, we will:

- Establish best practice principles for the use of digital technologies.
- Provide opportunities for staff to develop capabilities to be competent in the use of appropriate digital technologies.

2.4 Promote excellence in teaching and learning by celebrating taura and kaiako success.

To achieve this goal, we will:

- Attract and provide scholarships that recognise and reward taura success
- Recognise and reward kaiako for exemplary teaching practice

- Establish mechanisms for the sharing of best practice

Strategic Goal 3: Produce graduates that can add value to the cultural, environmental, and economic wellbeing of societies and communities

3.1 Ensure our graduates are capable, work ready, and in demand by employers

To achieve this goal, we will:

- Develop and enable Toi Ohomai graduate attributes
- Create work-based learning experiences for tauira which are informed by the distinctive fields of work and practice they will move into.
- Ensure curricula has employability skills embedded throughout.
- Equip tauira with the digital capabilities required to excel in contemporary workplaces.
- Provide a range of opportunities for tauira to engage in collaborative projects that solve real world issues.

3.2 Recognise and respond to the diverse needs of tauira

To achieve this goal, we will:

- Enhance our capability in the use of analytics to inform and identify opportunities to achieve equitable outcomes.
- Design and apply effective recruitment and retention initiatives
- Resource and implement strategies that target needs of our priority tauira.

3.3 Encourage and resource kaiako to be research active and consumers of research to inform currency of teaching and learning.

To achieve this goal, we will:

- Support staff to actively engage with national and international scholarship to inform their practice.
- Establish a community of practice for the dissemination of best practice examples of research-informed teaching and curriculum design.

Strategic Goal 4: Design and deliver a balanced programme portfolio that meets the needs of our stakeholders

4.1 Have innovative delivery models that offer flexible opportunities to taura to ensure learning occurs in the right place, at the right time and in the right way.

To achieve this goal, we will:

- Evaluate our current portfolio of provision, to inform future provision
- Develop a framework to guide the design and implementation of innovative delivery models
- Engage with stakeholders to ensure we are meeting evolving industry and community expectations

4.2 Develop a transformative praxis that has a positive impact on Māori participation and success.

To achieve this goal, we will:

- Develop success measures.
- Establish Toi Ohomai mātauranga Māori best practice principles for teaching and learning
- Embed mātauranga Māori and bicultural competencies into teaching and learning practice.

4.3 Ensure the utilization of efficient and highly effective academic quality systems and processes.

To achieve this goal, we will:

- Develop academic quality systems that are transparent, user friendly, and digitally enabled.
- Embed a culture of continuous improvement and accountability that is cognizant of our exemplar bicultural aspirations and needs of our stakeholders.

Next Steps

1. Distribution to Academic Leaders to inform implementation plan
2. Implementation plan entered in strategy tracker
3. Progress will be communicated as per the council workplan

Glossary

Kaiako- Tutors

Tauira-Students

Ōritetanga-equitable outcomes

Transformative Praxis- Theory based practice that transforms the status quo for more equitable outcomes

Matauranga Māori- Māori ways of knowing, doing and being

Implementation Plan (to be completed once the strategy has been approved)

This implementation plan sets out the activities that will be established and monitored over the life span of this strategy. The Executive Dean Academic Development, Innovation and Research will have primary responsibility for monitoring the activities associated with this strategy. The responsible people or their delegates will have responsibility for the measure being achieved.

Goal 1 Build enriching partnerships to ensure excellence in teaching and leaning		
Action	Responsible	Due Date

Goal 2 Provide excellent learning experiences for our taura		
Action	Responsible	Due Date

Goal 3 Support our graduates to go on and do great things		
Action	Responsible	Due Date

Goal 4 Design and deliver a balanced programme portfolio that meets the needs of our stakeholders		
Action	Responsible	Due Date
4,1.1 Undertake the Portfolio Review Project	Deans	Nov 2020

Agenda Item No.8.3

To	Toi Ohomai Board of Directors	From	Kieran Hewitson – ED Academic Development Innovation & Research
Title	2020 First Impressions Survey	Date	26 June 2020

Purpose

As per the Board Work Plan this paper provides an analysis of the First Impressions Survey.

Recommendation

The Board receives the First Impressions Survey analysis.

Key Points

- The First Impressions survey for Semester One (S1) was conducted between 09th and 23rd March 2020.
- The net promoter score/positive response rate for the survey was 90%, a 3% decrease from S2 2019 and a 1% decrease from S1 2019.
- A total of 2,120 responses were received. Using a distinct count of student IDs, our overall response rate was 36%.
- Some programmes requested early access to the First Impressions survey this year. For those programmes, the 2019 survey questions were used and these results are not included here.
- The survey covered:
 - The enrolment process,
 - The Student Handbook,
 - First days on campus,
 - The first experience in the programme of study, and
 - O-Week
- Key findings of the survey:
 - Students continue to have high first impressions at Toi Ohomai.
 - A feeling of whanaungatanga and positive relationships with staff and other students continues to rate highly.
 - The new enrolment process and adoption of My Enrolments did not score as well as in S2 2019 but is still showing improvements compared to S1 2019.
 - Awareness of O-Week, a focus from last year, has increased compared with S1 2019.
 - Responses decreased in number as students moved through the survey sections.
 - Themes from negative comments included lack of organisation and availability of correct and timely information.

Information

The overall positive response rate for the survey was 90%, a 3% decrease from S2 2019 and a 1% decrease from S1 2019. The overall rate for 2019 was 92%.

13 of the 23 questions that were asked in both the last two surveys showed a decrease in the positive response rate between S2 2019 and S1 2020, while the rest recorded an increase.

While responses related to the enrolment process had the greatest positive shift between S1 and S2 2019, this was not carried over to S1 2020. This may be reflective of the different results seen before between S1 and S2 in a number of different areas. Comparisons between S1 2019 and S1 2020 are more difficult as only half the questions have remained the same, however several of these questions showed a positive increase between S1 2019 and S1 2020; those that were down were by less than -2%.

The highest shift in individual question positive response rates were for the questions “I was aware of O-Week social activities for on-site students” (+18%) and “I found it helpful tracking my application using “My Enrolments” (-10%).

Overall 3,364 responses were made in the comments sections of the survey (the number of comments is greater than respondents as students were invited to make a comment after each section of the survey). To help with coding, comments were submitted through an Azure Natural Language Process algorithm to determine the positive or negative sentiment of each comment.

Overall, the First Impression comments gained a sentiment score of 66% (where 0% is completely negative and 100% is completely positive). This is the same as the S1 2019 result and 1% higher than the S2 2019 result.

All comments were also reviewed and grouped into themes manually. The results of this manual analysis are noted throughout this report.

Next Steps

- The actions to address areas of concern from the support services – such as concerns in relation to the enrollment process, lack of organisation, and lack of timely information - have been developed and monitored via the Student Engagement and Experience Directorate.
- The actions to address areas of concern related to faculty are under consideration and development. A programme of work will be submitted to the Learning Quality Standards Committee for ongoing monitoring.

The Graduate Destination Survey is going out at the end of June, and will be submitted to the Board of Directors for its August meeting.

Attachments

- The data report of the survey, including comments, is available on Te Ao Mārama: <https://edunetnz.sharepoint.com/sites/TeAoMarama/SitePages/First%20Impressions%20Survey%202020.aspx>
- Full Report [Full report](#)



2020 SEMESTER 1 FIRST IMPRESSIONS REPORT

Krista Chemis
TOI OHOMAI INSTITUTE OF TECHNOLOGY



Individual Question Responses:

Question	Survey Area	S1 2020	S2 2019	S1 2019
Teachers/kaiako were helpful and friendly	Programme	98%	98%	98%
I feel I have enrolled on the right programme of study	Programme	97%	98%	97%
I understand what I will be learning about	Programme	96%	96%	96%
The campus I study at is noticeably bilingual/bicultural	Campus	96%		
I was told when my assessments would be due	Programme	96%	96%	94%
I was able to get my student ID	Campus	95%	93%	91%
I was able to get on a computer and access online materials and services	Campus	95%	94%	93%
I have access to all the materials I need for my study	Programme	95%	94%	94%
I received or was shown how to access the Course Outline ***	Programme	95%	92%	90%
I was shown how to access the library and learning services*	Campus	95%	91%	90%
Enough information was available to help me choose a programme that suited me	Enrolment	94%	99%	92%
I was told how to contact or where to find the learning support team	Campus	94%		
I feel confident to access the support available when I need it	Campus	93%		
I know how to get help with my enrolment when I need it	Enrolment	93%	99%	91%
I was informed where to get healthcare and counselling*	Campus	93%	89%	88%
Finding out about the programme I wanted to study was easy	Enrolment	92%	99%	93%
I received information about my timetable and where I was supposed to be	Programme	92%	94%	91%
Finding my way around the campus was easy	Campus	91%	92%	90%
The chance I had to come in and meet the teaching staff (interview or engagement session) prepared me well for study**	Enrolment	90%	98%	92%
I found the information in the "Enrolment Guide" helpful	Enrolment	90%		
I was given guidance on how to study effectively	Campus	89%	90%	88%
I feel connected to other students at Toi Ohomai	Campus	89%		
I felt informed about what to expect at the pōhiri (Māori welcome ceremony)	Campus	89%	90%	88%

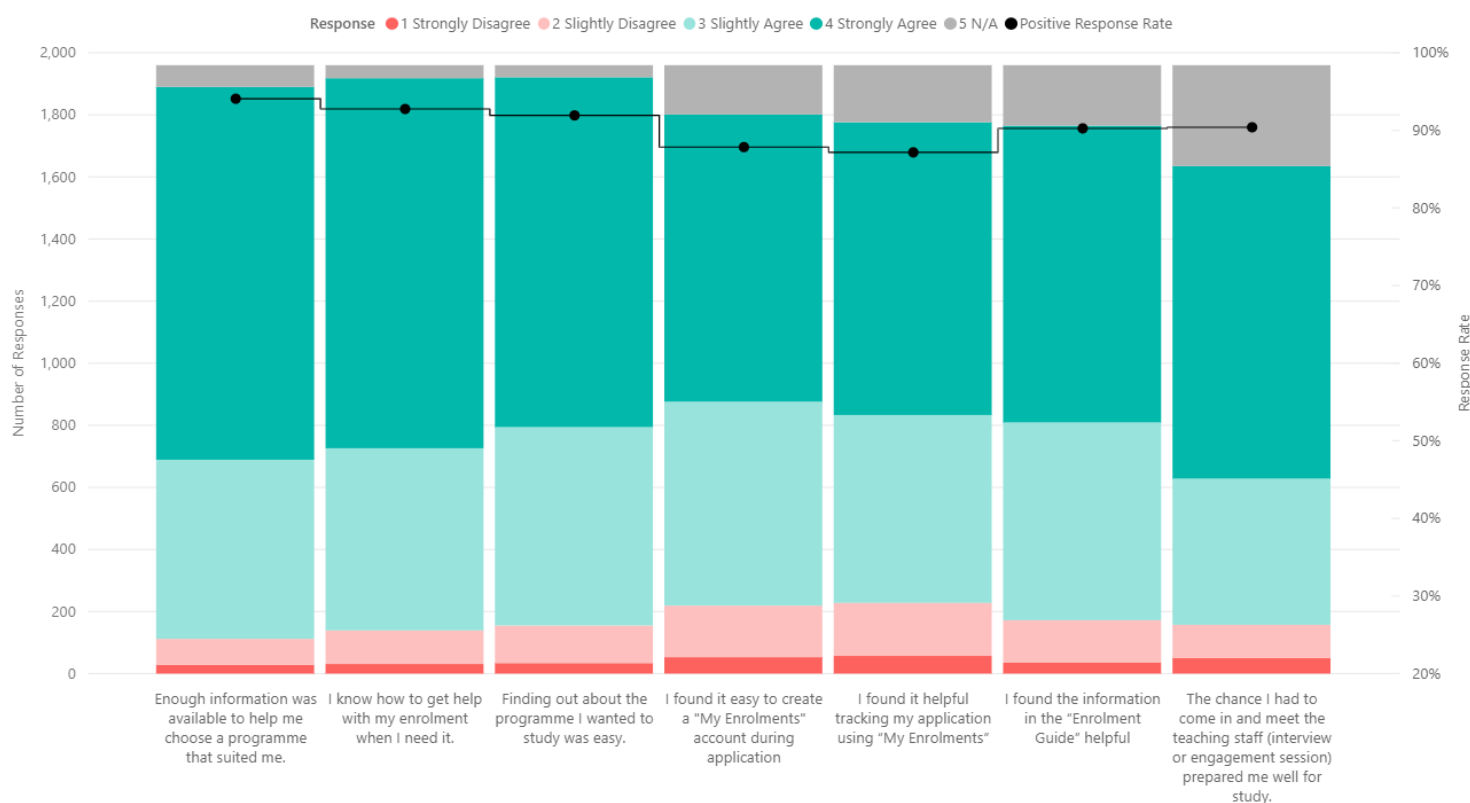
Question	Survey Area	S1 2020	S2 2019	S1 2019
I found it easy to create a "My Enrolments" account during application	Enrolment	88%	96%	
I found it helpful tracking my application using "My Enrolments"*	Enrolment	87%	97%	
I enjoyed the O-Week activities	O-Week	82%	70%	80%
I was aware of O-Week social activities for on-site students	O-Week	73%	55%	70%
The Toi Ohomai Student Handbook provided useful information for my first few weeks	Handbook	65%		
I received the student handbook	Handbook	64%		

* minor changes to question wording from 2019

** in 2019 this question was "The programme pre-enrolment interview or meeting met my needs"

*** in 2019 this question was "I received or was shown a Student Programme Handbook or Course Outline"

The Enrolment Experience:



There were a number of changes to questions in the enrolment section for the 2020 survey. One new question ("I found the information in the "Enrolment Guide" helpful") was added and four questions were removed. Questions that were removed covered using the website for information or applications, the ease of the enrolment process, and the helpfulness of enrolment staff. Whether or not support was needed for StudyLink applications was removed from the Likert scale and posed as a separate Yes/No question. The question relating to the interview/engagement sessions has been reworded slightly from S2 2019, focusing on preparation for study rather than meeting the respondents needs.

The overall positive response rate for this section was 91%.

The positive response rate for individual questions ranged from 94% ("Enough information was available to help me choose a programme that suited me") to 87% ("I found it helpful tracking my application using "My Enrolments").

Enrolment questions showed the greatest negative shift of the survey compared with S2 2019 results (between -5% and -10%) after recording the greatest positive shift between S1 2019 and S2 2019 (between +4% and +8%). However, S1 2020 results were similar to S1 2019 results, recording differences of between +2% and -2%.

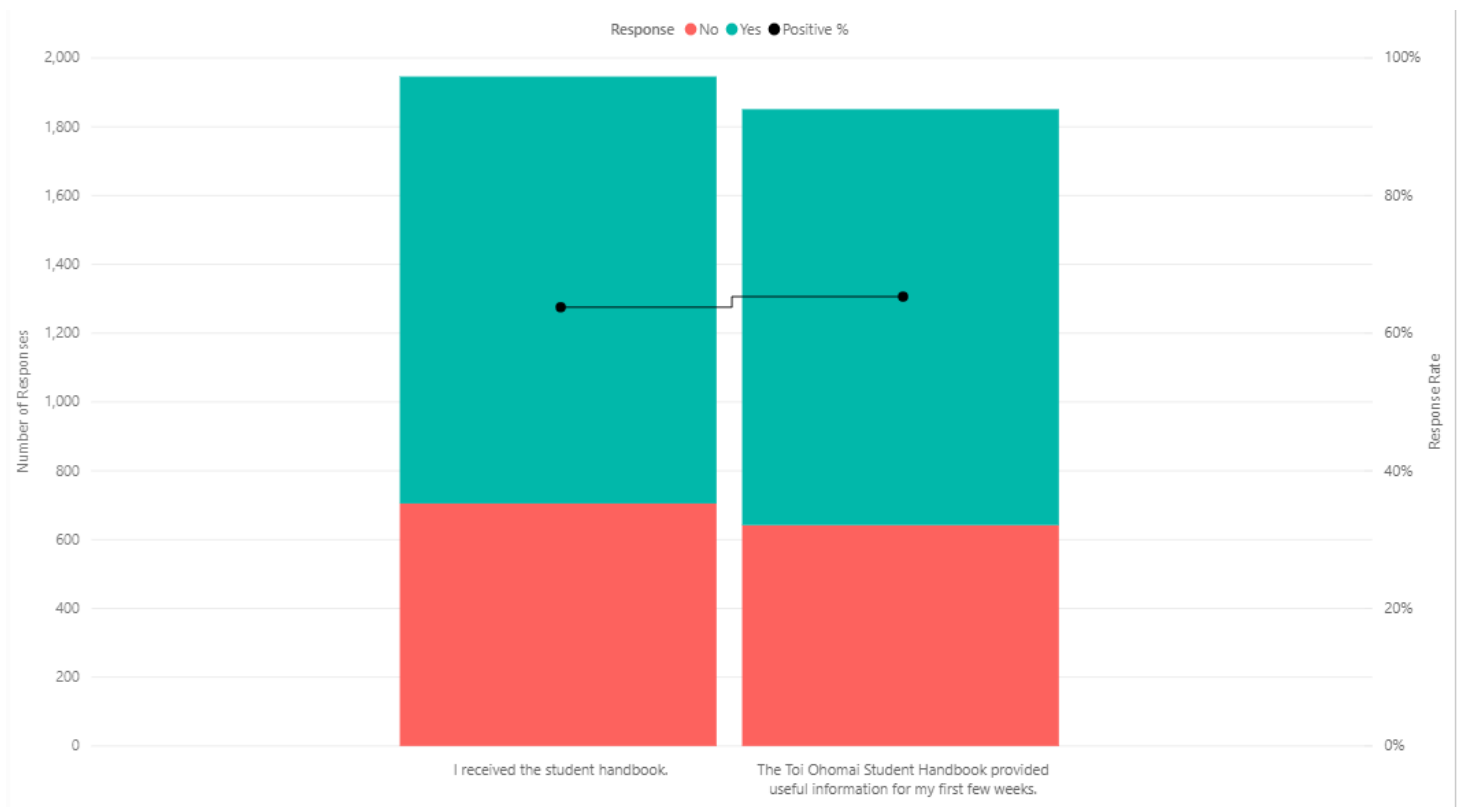
The two questions relating to "My Enrolments" had the highest amount of negative responses.

Whether or not a student needed help with StudyLink was this year asked as a Yes/No question with 41% of respondents indicating they needed help. Students needing help were more likely to be at one of the Rotorua campuses.

221 comments were made on the enrolment experience; 58% of these were positive and 14% were neutral. Positive comments were mostly about staff, or the enrolment process, or general positive comments not specifically related to enrolment. Negative comments show issues with communication, timeliness of processes, correct course information being available, lack of or incorrect timetable information, issues with interview and engagements sessions and help with StudyLink.

Comments made indicate that some respondents considered the first few weeks of study to be part of their enrolment experience.

Student Handbook:



The Student Handbook section was new for the 2020 survey. The two questions asked were “I received the student handbook”, and “the Toi Ohomai Student Handbook provided useful information for the first few weeks”. Both questions required a Yes/No response.

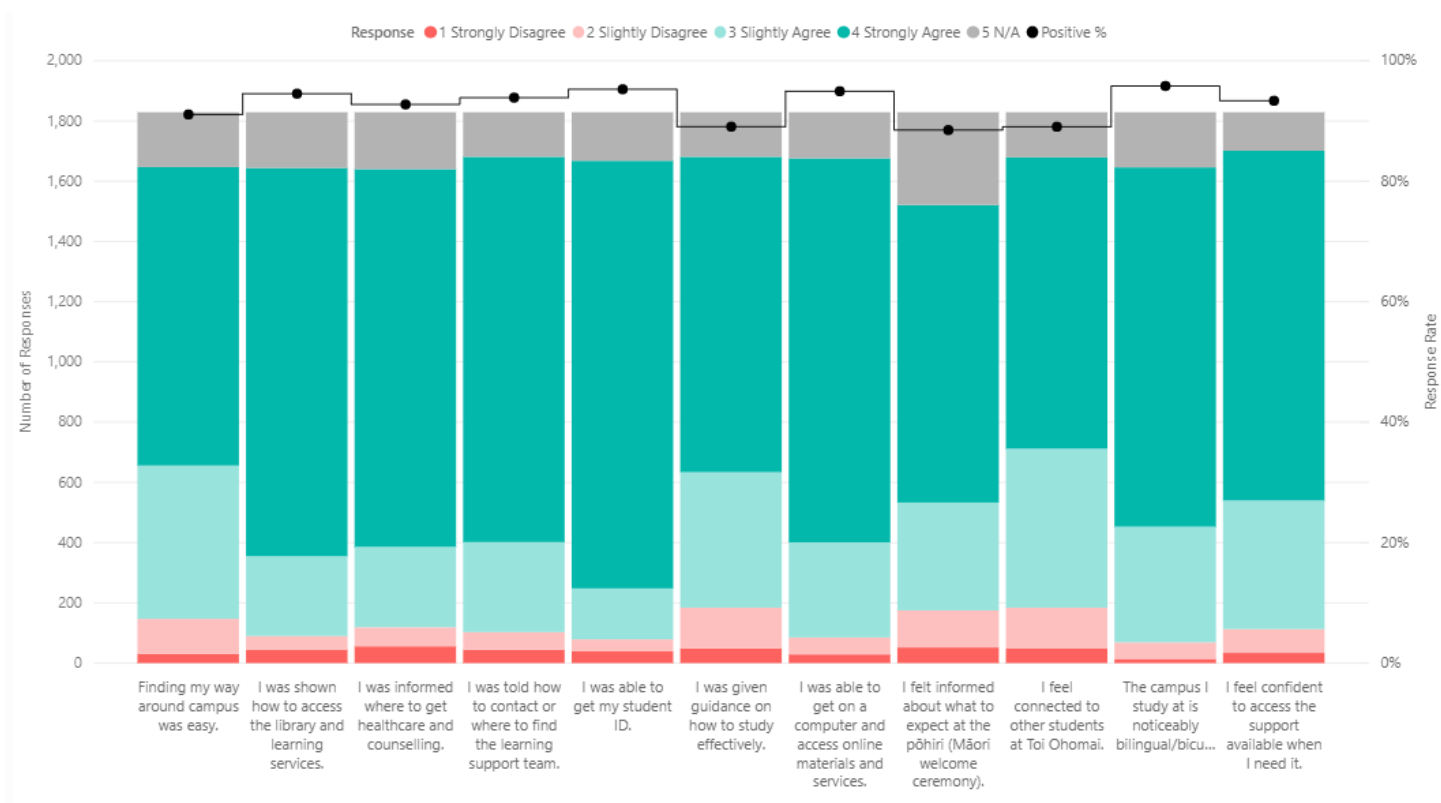
64% of respondents said they received a student handbook, while 65% said it provided useful information. These two questions were ranked the lowest out of all survey questions, however this will be influenced by the type of question response required.

The overall positive response rate for this section was 65%.

Whakatāne, Windermere and online students were less like to have received the handbook.

153 comments were made regarding the Student Handbook; 35% were positive or neutral. Negative comments mostly related to not receiving a handbook, or the timeliness of receiving. A smaller number of comments related to the format or content of the handbook, or statements that the handbook had not been used.

First Days on Campus/Student Life:



As with the enrolment section, there were a number of changes to questions in the first days on campus section of the 2020 survey. Four new questions were added, two were reworded slightly and one (“Staff were helpful and friendly”) was removed. The four new questions were:

- The campus I study at is noticeably bilingual/bicultural
- I was told how to contact or where to find the learning support team
- I feel confident to access the support available when I need it
- I feel connected to other students at Toi Ohomai

A further question about feeling welcome was moved out of this section to the general comments at the end.

The overall positive response rate for this section was 93%, the same result as S2 2019.

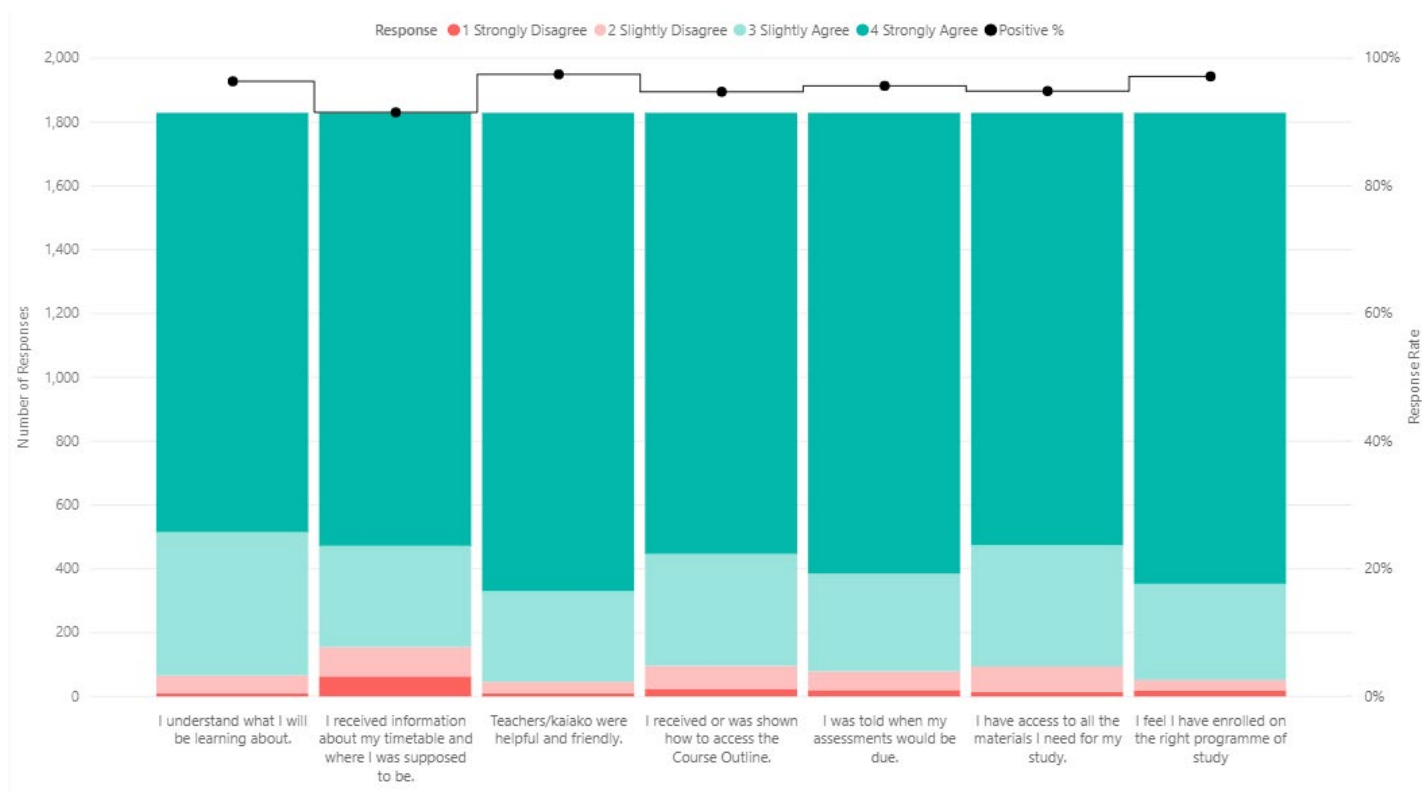
The positive response rate for individual questions ranged from 96% (“The campus I study at is noticeably bilingual/bicultural”) to 87% (“I felt informed about what to expect at the pōhiri (Māori welcome ceremony)”).

First days of campus questions received similar positive response rates to previous surveys. Comparisons to S2 2019 results show changes from between +4% to -2%, while comparisons to S1 2019 show overall improvements of between +1% and +5%.

The questions with the highest amount of negative responses related to advice on how to study effectively, feeling connected to other students, feeling informed about the pōhiri, and campus navigation.

117 comments were made in regards to the first days on campus; 55% of these were positive and 15% were neutral. Positive comments related mainly to the feeling of whanaungatanga and the friendliness and helpfulness of staff (including learning advisors). Negative comments related to receiving student IDs, navigating the campus, as well as other issues not relating specifically to first days on campus, such as enrolments issues. A small number of negative comments relating to booking learning advisors, wifi/logins, events and general support were also received.

First Impressions of the programme:



There were no new questions to this section this year, however two questions (“I was able to access my online course materials” and “I received or was shown a Student Guide”) were removed. The question “I received or was shown how to access the Course Outline” was also reworded from previously referencing a Student Programme Handbook or Course Outline.

The overall positive response rate for this section was 95%, and increase of 1% from S2 2019 and 2% from S1 2019.

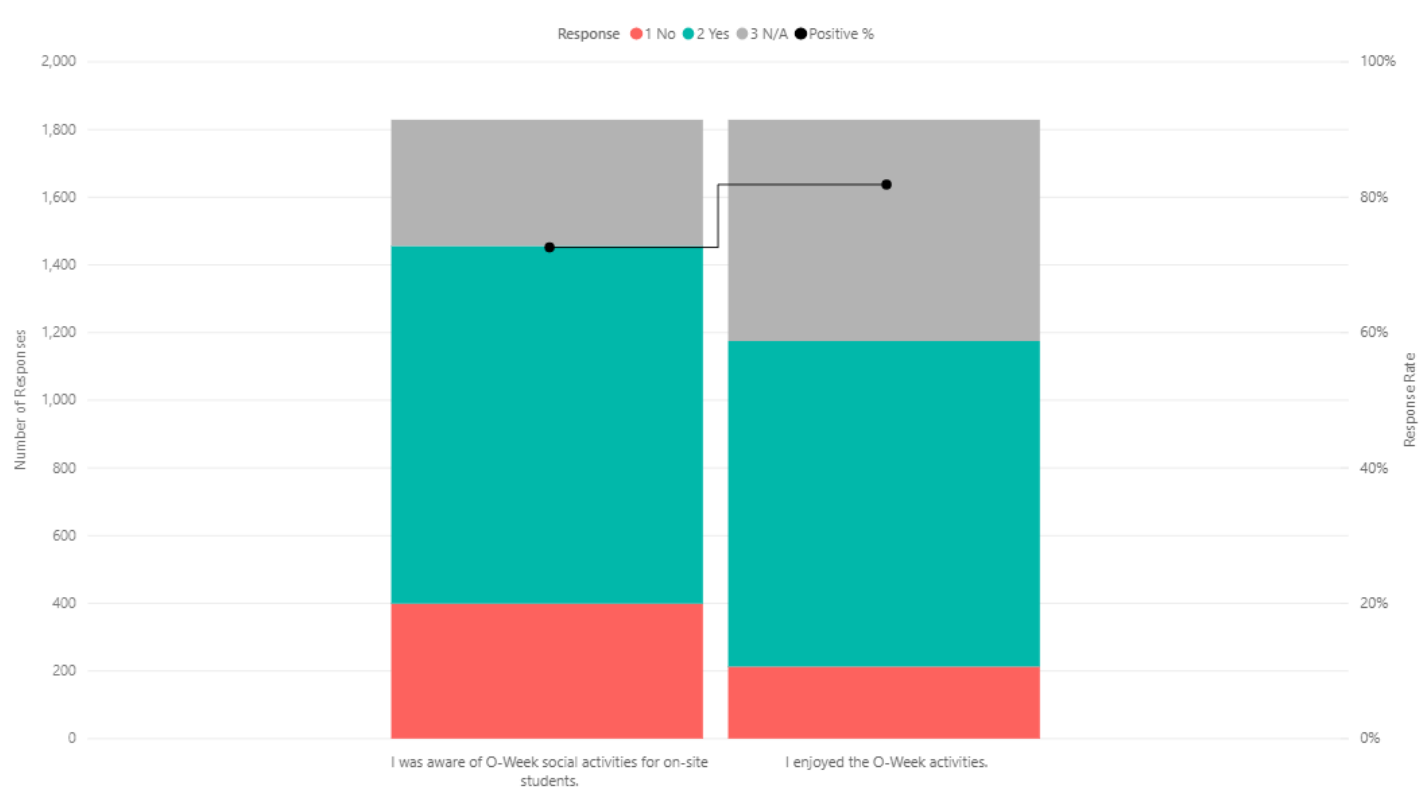
The positive response rate for individual questions ranged from 98% (“Teachers/kaiako were helpful and friendly”) to 92% (“I received information about my timetable and where I was supposed to be”).

Programme questions received similar positive response rates to previous surveys. Comparisons to S2 2019 results show changes from between +3% to -2%), while comparisons to S1 2019 show changes of between -1% and +5%.

Questions about timetabling, having access to study materials, receiving a Course Outline, and assessment information received the highest amount of negative responses.

112 comments were made relating to programme first impressions; 54% of these were positive and 6% were neutral. Positive comments relate mainly to the staff or how much students are enjoying their course. Negative comments mostly relate to organisation or information received, the course content or delivery of the course, or access to resources (physical or online).

O-week:



Both O-Week questions required a Yes/No response.

73% of respondents said they were aware of O-Week activities, while 82% enjoyed O-Week. Compared to other questions in the survey these only ranked higher than the student handbook section, however this will be influenced by the type of question response required for both this and the student handbook questions.

The overall positive response rate for this section was 77%.

S1 responses to O-Week regularly score higher than S2 results. These two questions showed between 12% and 18% increases compared to S2 2019, but importantly also showed a 2 to 3% improvement on S1 2019.

Students were most likely to find out about O-Week via #oncampus (34%), social media (21%), or posters (10%).

136 comments were made relating to O-Week; 40% were positive, and 5% were neutral. Positive comments were mostly general comments about enjoying O-Week; other comments related to activities and food.

Negative comments focused on not being aware of or being unable to attend O-week, as well as comments on length of O-Week and the activities/information available.

Overall impression and comments:

Students were asked if they felt welcome at Toi Ohomai; 97% agreed they did. This is a slight decrease from S2 2019 (98%) but the same result as S1 2019.

A previously asked question asking if students would recommend study at Toi Ohomai was not asked as it is covered in other surveys later in the year.

Overall comments:

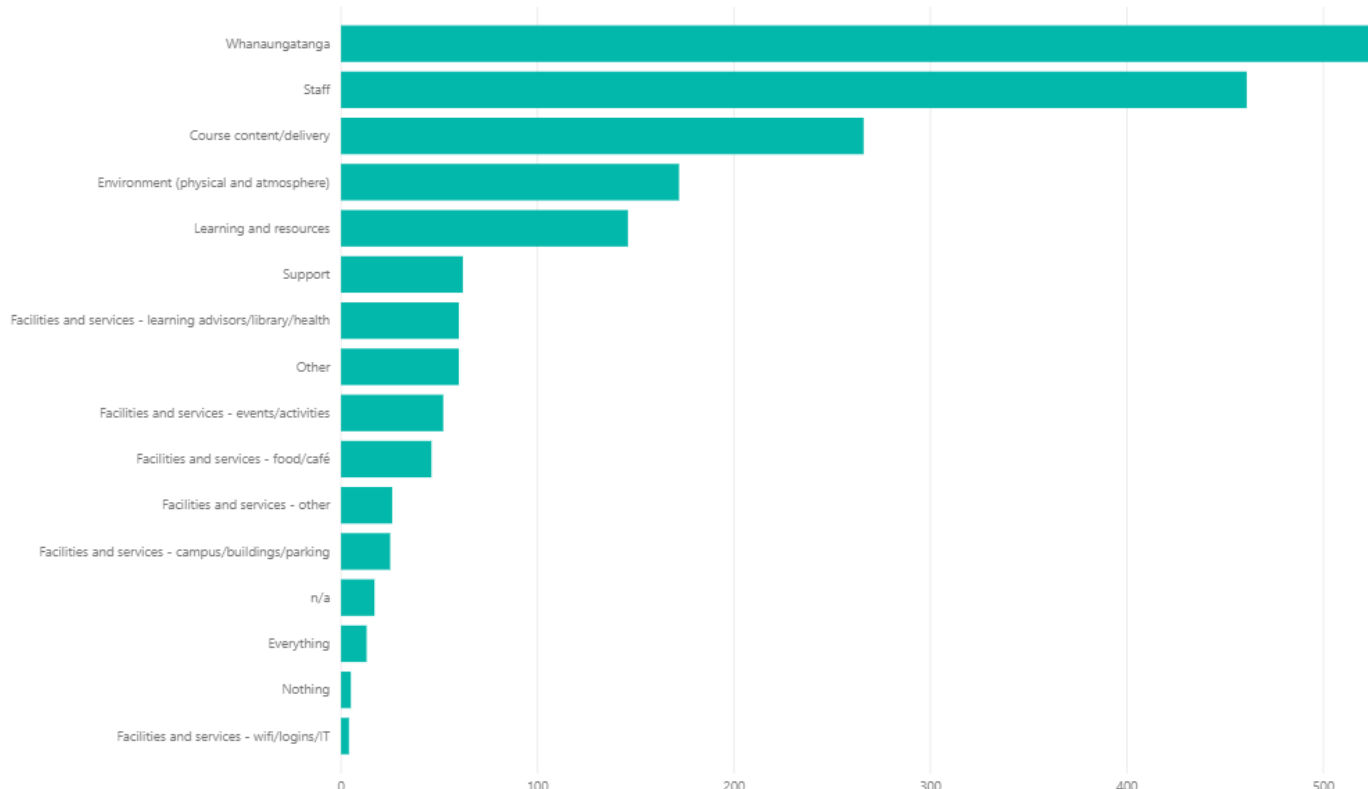
Students were asked two open questions at the end of the survey. All comments made are stored in the Overall Comments tab of the First Impressions 2020 survey in Te Ao Mārama. Security has been applied so that comments can only be seen by those from the relevant subject, or support area.

What is the best thing about your experience at Toi Ohomai?

1,422 comments were received in response to this question. As with other institute-wide surveys a feeling of whanaungatanga (37% of comments) and positive relationships with staff (32%) ranked highly. Whanaungatanga comments include meeting people and making friends.

The next three highest ranked themes are course content/delivery (19%), environment (physical and atmosphere) (includes learning environment and campus atmosphere) (12%), and learning and resources (both course specific and general; includes Moodle) (10%).

Note, comments may have more than one theme.



Overall, most positive comments were about staff, making friends, support available and offered, and how welcoming the campus was. Food and the cafés featured, as did the biculturalism of the campus.

Biculturalism has not featured in previous survey comments, however in this survey a specific question was asked ("the campus I study at is noticeably bilingual/bicultural") which may have prompted additional comments.

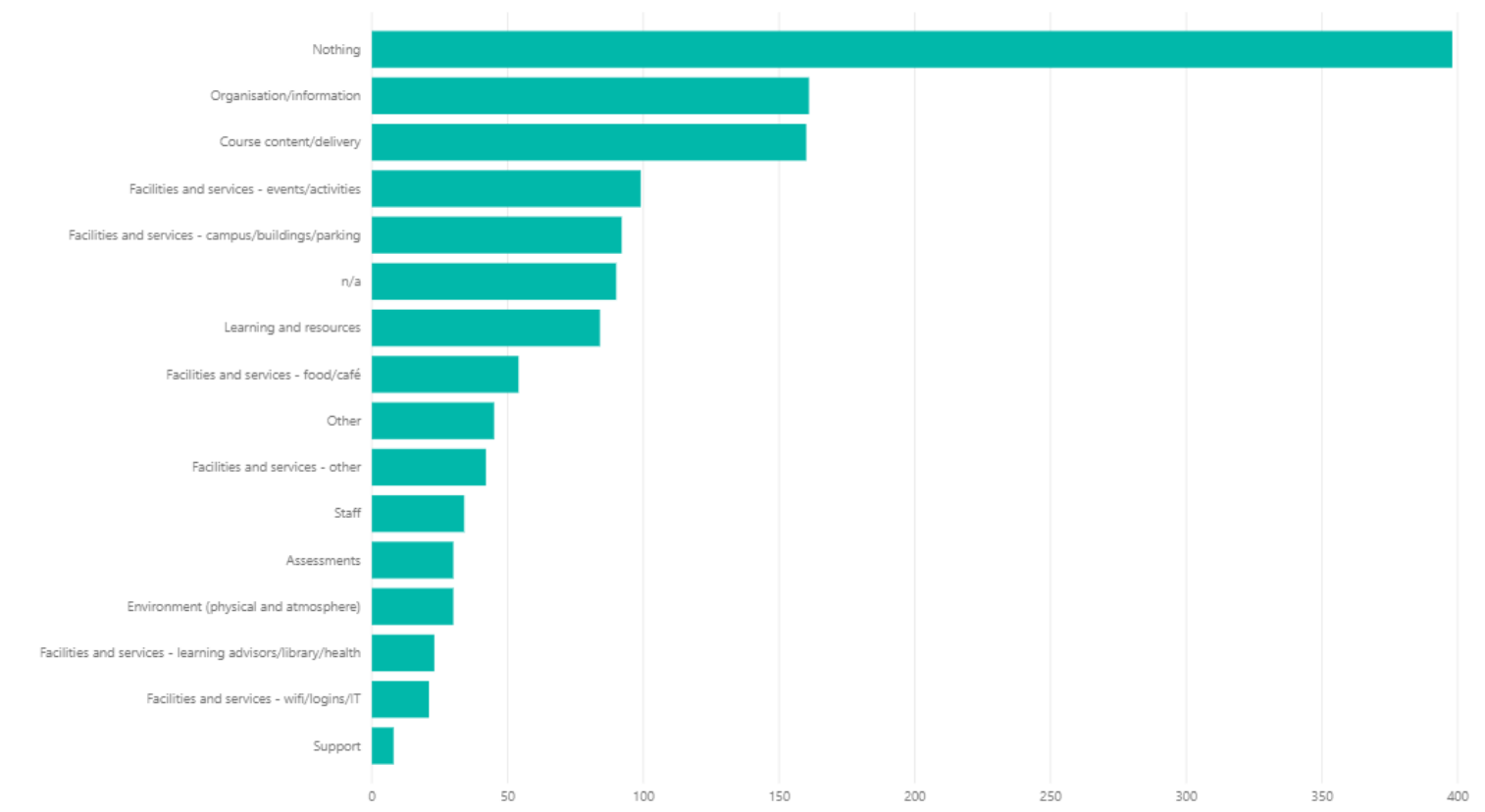
What could Toi Ohomai do differently to improve your initial experience?

1,203 comments were received in response to this question. A third of comments indicated there was “nothing” Toi Ohomai could do differently.

For those with suggestions for improvement the five main themes were:

- Organisation/information (13%)
- Course content/delivery (includes references to class sizes) (13%)
- Facilities and services – events/activities (includes pōhiri, organised events and requests) (8%)
- Facilities and services – campus/buildings/parking (includes buses) (8%)
- Learning and resources (both course specific and general; includes Moodle) (7%)

Note, comments may have more than one theme.



Overall, and as with other surveys, most negative comments were about organisation, and the accuracy and timeliness of information. Requests for more free or cheaper food, reduced class sizes, more bus routes and increased parking also featured, as did requests for additional O-Week and/or lunchtime activities, sports groups/events and clubs. Requests for more campus maps also featured; these were generally interpreted to mean for personal use, rather than more campus signs.

Concerningly there were also a small number of racist comments made regarding international students.

First Impressions Survey 2020

Survey Responses

Semester

2020 Semester 1

2120

Started Surveys

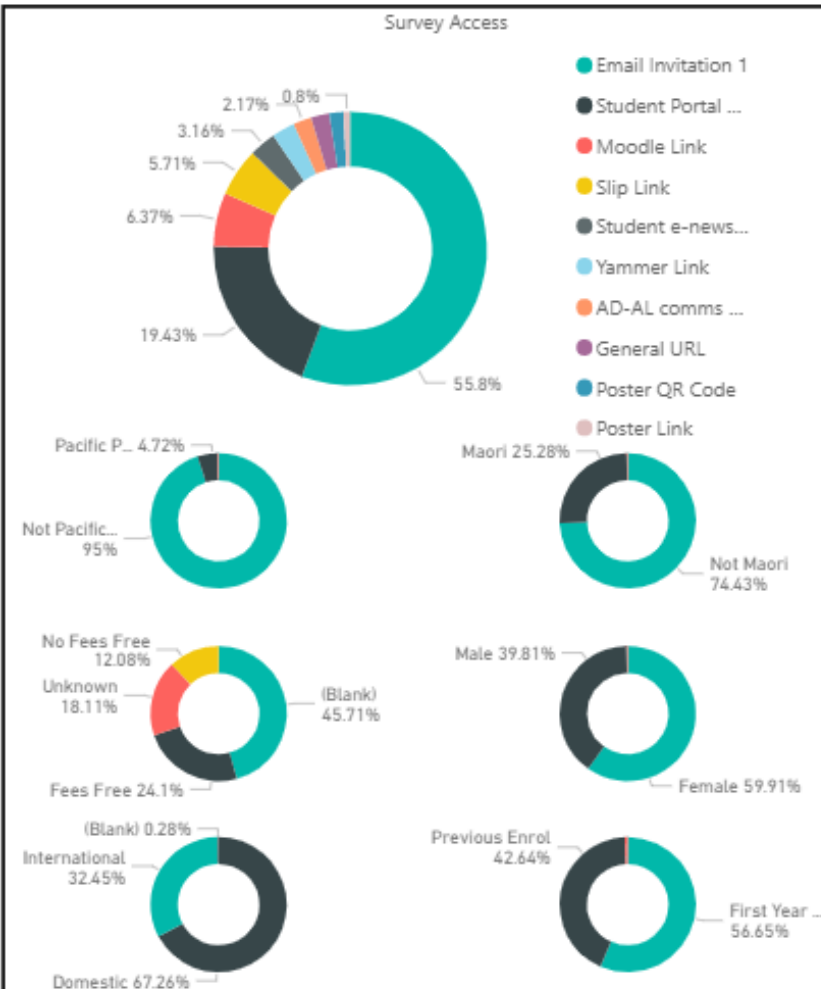
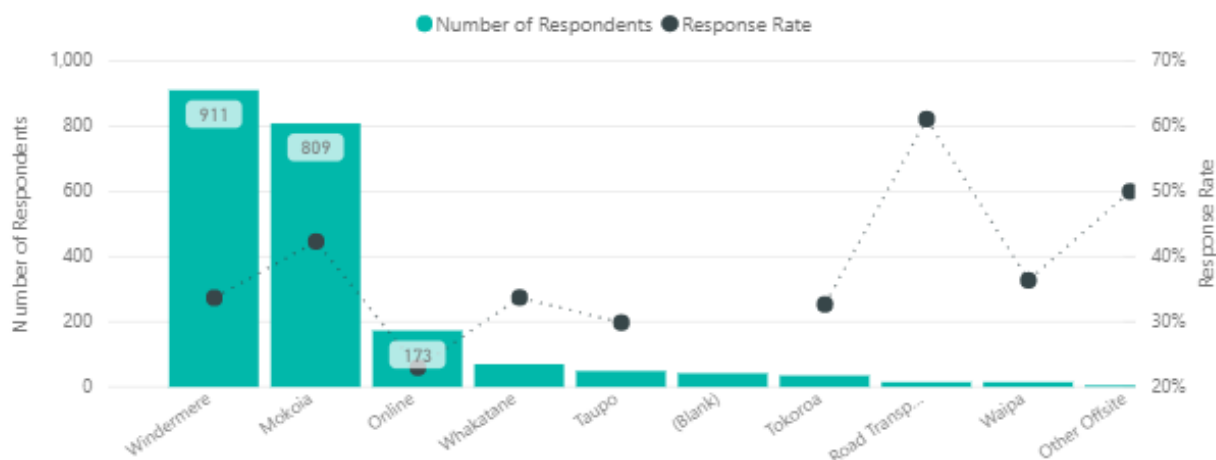
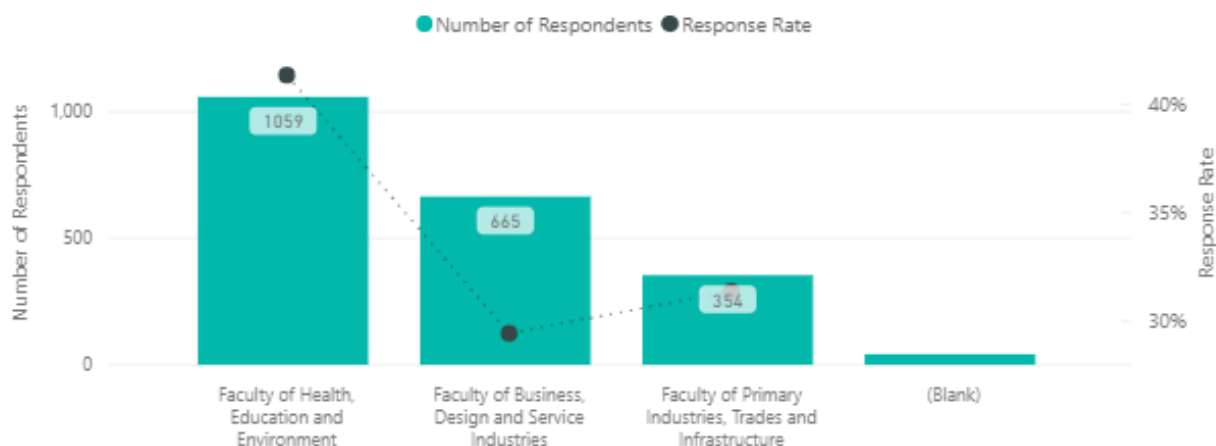
1960

Completed Surveys

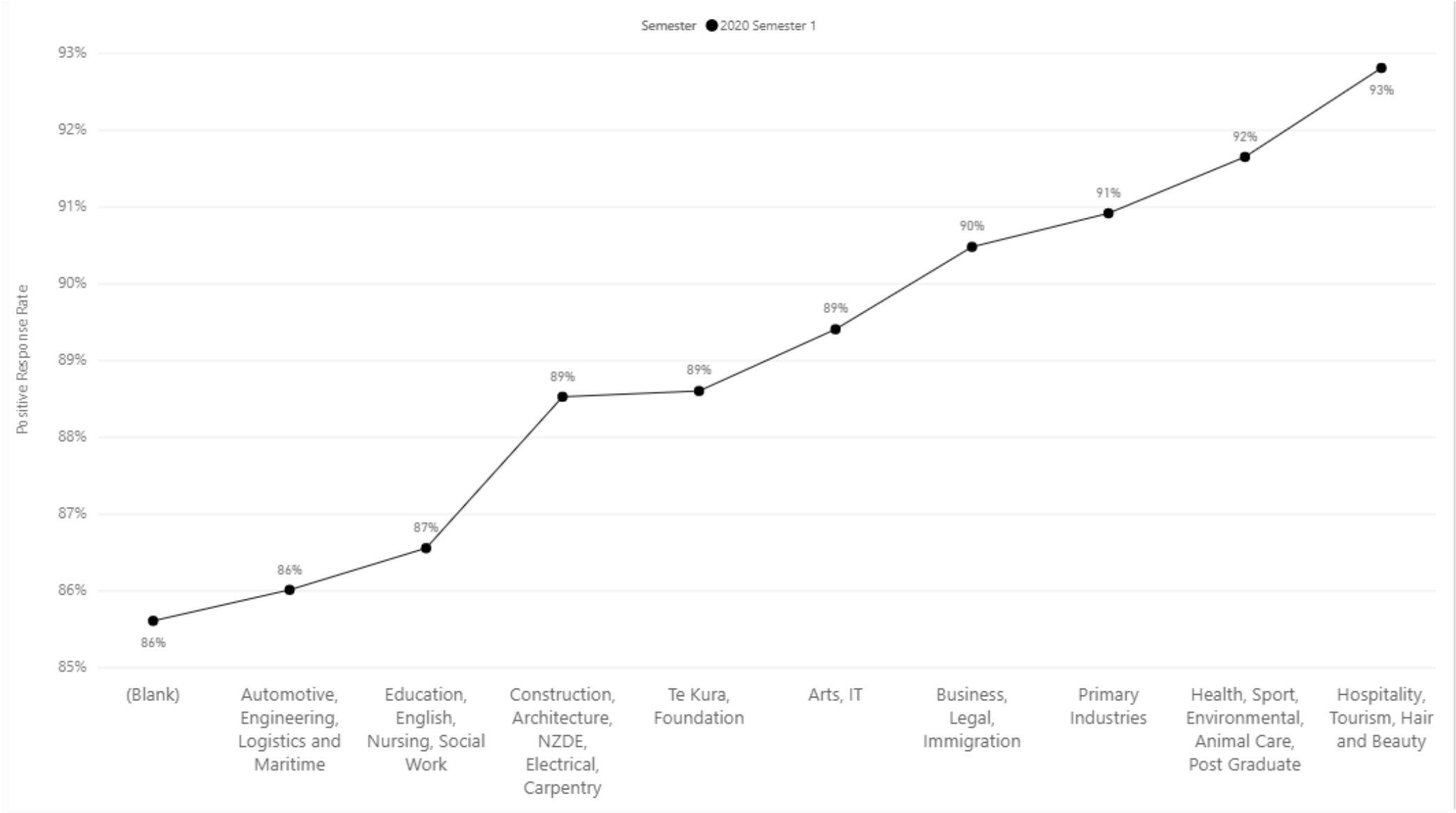
35.56%

Response Rate

T-O



Overall positive response rate by faculty group:



Overall positive response rate by location:

