Overview

Our Statement of Strategic Direction 2022-2027 sets out our vision, purpose and commitments to our industry over that period. It also sets out our deliverables and outcomes for the period, and the key groups we serve - sectors, industry and employers; whānau, hapū and iwi, and diverse learners and employees.

This Operational Plan sets out how we will advance our vision and meet our commitments and deliverables over the 2023-24 year.

Focus areas for the Year

- Engaging with our industries, iwi and hapū Māori, and the vocational education sector to continuously update our Workforce Development Plans and ensure a strong voice for industry in vocational education.
- Simplifying and improving the speed to market of food and fibre qualifications, standards and programmes: demonstrating this through the Seafood Qualifications Review, Forestry Qualifications Review and one other review (to be determined by the workforce development plans). Aim to have students studying toward new qualifications and in programmes in 2024.
- Improving the relevance, accessibility and quality of food and fibre qualifications, standards and programmes for industry, Māori, Pacific peoples and tāngata whaikaha: A New Approach to Learner Pathways – radical simplification of qualifications, standards and micro-credentials.
- Ensuring everyone has good and easily accessible information about food and fibre workforce and skill needs, and the actions needed to address these: Online Workforce Development Plans linked to the Shared Data Platform, enabling everyone in our sector to participate in our work.
- Collaborating with food and fibre industries, government agencies, whānau, iwi and hapū Māori, and VET providers to remove other barriers and complexity from the system: Actions specified in our workforce development plans – including a new approach to quality assurance, working directly with our providers to focus on outcomes and improving the quality of their delivery to learners – defined in Te Whakatōnga and the results of our External Moderation Review.
- Embedding a Māori Workforce Advisor within the Federation of Māori Authorities (FOMA), so they can support Māori agribusinesses and trusts to engage with the VET system successfully.

Te Tiriti o Waitangi

Muka Tangata has integrated our requirement to act in a manner that "contributes to an education system that honours Te Tiriti o Waitangi and supports Māori–Crown relations" into our strategic direction and operating model in a way that guides and underpins all our work.

Our vision is for a food and fibre workforce, and education and training system, that enables Māori to flourish in the sector in a way that honours te Tiriti o Waitangi.

Māori input into the development of the 14 industry-specific workforce development plans largely involved Māori industry leaders and organisations, including some iwi and hapū, with current interest in the food and fibre sector.

For Muka Tangata specific industries, ongoing work with Māori will include a focus on the actions contained in the workforce development plans. These will be part of wider work to support the development of the Māori Workforce Development Plan, which has greater potential to be more relevant for iwi and hapū including those who may not be directly involved in the food and fibre sector. For example, the cross-cutting action Support Learners to Succeed is likely to generate interest from those who have interest and experience in whānau wellbeing.

Muka Tangata is also working with the other five WDCs for shared engagement with iwi and hapū that wish to focus on vocational skills and training and workforce development. Our approach to working with iwi and hapū is to feature shared communication tools that promote the work of Ohu Ahumahi, run webinars aimed at operational leaders with responsibility for education, employment and economic development, and encourage iwi and hapū to self-identify what support from Ohu Ahumahi would most align with their visions.

We are continuing our work to build a culturally affirming organisation to support our commitment to honour te Tiriti o Waitangi and support Māori Crown relations.

Kaimahi (staff) development has included two sessions from leading Tiriti educators and a thought-provoking presentation from the Chair of Iwi Māori Partnership Board aimed at improving awareness of how an iwi may decide their priorities and work with their communities to introduce change.

Muka Tangata Kaimahi have also started a programme of reo and tikanga Māori learning, 'Te Ao Māori for Professionals', developed by Education Perfect. Online learning is being supported by regular interactive sessions run internally by our kairuruku Māori.

Governance and Operating Context

The 2022-23 year was focused on developing the culture of the Council, establishing a rhythm and embedding great practice. Our focus for the year ahead is to take the learnings from the past year and continue to develop and grow as a Council, while providing strong leadership and governance to the senior leadership and all kaimahi.

The Council is also focused on furthering their work to ensure that te Tiriti, and empowering Māori to thrive, is at the centre of all decision-making processes. In 2023, the Council has decided to form a rōpū to further our work to empower iwi and hapū Māori.

Some of the key functions of the rōpū will be to:

- act as a decision-making group on behalf of the wider Council
- ensure that Muka Tangata remains focused on Māori as a priority group
- encourage and empower Muka Tangata to be bold in our thinking and strategies to support the aspirations of Māori
- provide kaimahi with a channel to seek guidance, direction and the applied insights and experiences of the membership
- act as a conduit between the Council and representatives from other WDCs Māori memberships (Te Kahui Ahumahi).

Council Structure

Our Council comprises of 12 members, all of whom bring a wide range of industry and governance experience. The Orders in Council provides for a range of leadership options and the Council currently has agreed to have a Chair and Deputy arrangement. The Council is ably led by Erin Simpson, with Kevin Ihaka as the deputy.

In April 2023, the Minister of Education affirmed two new appointments to the Council. The membership of the Council ensures that the interests, voices and insights of the sectors, communities and industries we represent are heard.

Muka Tangata Structure

Our Statement of Strategic Direction sets out our Operating and Organisational Model. Our four functional teams (Engagement and Partnerships, Skills Leadership and Advice, Qualifications and Standards, Quality Assurance and Enhancement) are supported by two core teams (Manukura and Corporate Services).

Ngā Rourou o Muka Tangata are our cross-functional teams organised around each of our 14 industries, supporting all of our work. Staff from each of the four operation teams and the Manukura make up each Rourou. This approach allows for each team to support our industries in a structured way, to meet Muka Tangata activities and functions.

Chief Executive	Manukura	GM Engagement and Partnerships	GM Qualifications and Standards	GM Quality Assurance and Enhancement	GM Skills, Leadership and Advice	GM Corporate Services
1 Executive Assistant	1 FOMA Workforce Development Advisor	1 Poutiaki Pāhekoheko	1 Poutiaki Tohu Aro Whānui Māori	1 Poutiaki Te Ara Kounga Māori	1 Senior Advisor - Māori and Equity	1 Senior Business Advisor
	1 Kairuruku Māori	2 Engagement Leads	2 Qualifications and Standards Leads	2 Quality Assurance Leads	1 Lead Advisor	1 Senior Communications Advisor
		6 Engagement Managers	6 Advisors	4 Moderation Specialists	1 Lead Analyst	1 Communications Advisor
		1 Vocational Pathways Advisor	1 Administrator	2 Administrators	1 Senior Analyst	1 Corporate Services Coordinator
		1 Administrator			1 Advisor	
					2 Analysts	
					1 Project Coordinator	

MUKA TANGATA
People, Food and Fibre
Workforce Development Council

Our Statement of Strategic Direction 2022-2027 sets out three high level deliverables. For each of our three deliverable areas we have identified a number of key deliverables across the next five years. For 2023-24 these deliverables are:

D1 Set of Workforce Development Plans (WDPs) developed in partnership with industry and iwi Māori, and leadership to support their implementation

Annual deliverables	Actions
D1.1 Rolling programme of industry WDPs commences	We have developed a dynamic online WDP platform that enables us to engage with our industries, iwi and hapū Māori, and the VET sector. We will continue to update the content and actions of our WDPs based on ongoing feedback from our partners through Ngā Rourou. This activity is underpinned by our engagement strategy; research programme, including analysis of IDI and TEC data; communications strategy; and the specific qualifications and quality assurance work programmes. Our WDPs provide a platform for both engaging with our partners and communicating evidence to the sector.
D1.2 Priority population groups	We will develop a Māori food and fibre WDP in 2023-24, building on the discussions we have had to build our WDP platform. Our engagement with iwi and hapū will be central to this work, as will our partnership with the FOMA. We will collaborate with other WDCs to ensure alignment with wider iwi and hapū aspirations. We will scope out a Pacific people's food and fibre workforce development plan in 2023-24. We will apply what we learn about the development of the Māori workforce plan in our work on this plan.
D1.3 Cross-cutting focus areas to be selected in consultation with sector	We will work with our industries, iwi and hapū Māori, government agencies and the vocational education sector to address the six cross-cutting issues that have been identified in our WDPs: • explore and support appropriate delivery models, • support the use of more flexible assessment methods, • support learners to succeed, • improve recognition of existing skills so learners are not repeating unnecessary training, • explore how vocational education and training can evolve to meet a changing work environment; and, • support industry efforts to address mental health and wellbeing. These are outlined in detail on our WDP website - 'roadmap' page. We will do further futures work building on our report Future of the Food and Fibre Workforce.

D2 Set of qualifications, standards, and micro-credentials that meet shared and diverse needs and aspirations

Annual deliverables	Actions
D2.1 Innovative portfolio of qualifications that meet shared and diverse sector needs	We will be implementing our New Approach to Learner Pathways through all of our qualifications and standards work in 2023-24. We will develop the concept of a Food and Fibre Skills Framework, and test it and our new approach in our qualifications suite reviews. We will also carry out targeted qualification development where urgently required.
D2.2 Develop new priority skill standards, and update priority unit standards to skill standards	We will develop priority skill standards as identified in our qualifications suite reviews, and develop additional priority skill standards where they are urgently needed.
D2.3 Innovative micro-credential design	We will develop micro-credentials where they are identified as priorities within WDPs, and will engage with providers developing micro-credentials in our coverage.

D3 Advice and action on programmes, funding and quality of delivery that meet shared needs and aspirations

Annual deliverables	Actions
D3.1 Alignment of funding, programmes and delivery **Advice to other government agencies**	Working with our industries and iwi and hapū Māori, we will develop advice to TEC for investment funding in 2025 by November 2023. This advice is based on engagement with industry; underpinned by our knowledge of the relevant qualifications and quality and quantity of provision; and supported by research and analysis of industry skills needs and learner pipeline data. Much of this information is drawn together into our WDPs. Working with our industries, we will develop advice that presents their views on the impacts of the policy changes relating to non-domestic learner exemptions. We will provide this advice to the key stakeholders who have an interest or role in these issues. We will do this in collaboration with other WDCs and with Regional Skills Leadership Groups (RSLGs). We will provide advice to other government agencies on relevant skills and workforce issues. We will specifically focus on supporting government agencies on Māori food and fibre workforce and skills issues.
D3.2 Work with industry, providers, iwi Māori and government agencies to implement WDPs	We will work with our industries, iwi and hapū Māori, government agencies and the vocational education sector to implement the actions outlined in our WDPs. Our WDPs have identified actions across our sector, and for each industry. We will support a Māori Workforce Advisor embedded within FOMA, who will support implementing our actions for Māori agribusinesses. We will work with the Food and Fibre Centre of Vocational Excellence to develop and implement projects that improve vocational excellence in our sector.
D3.3 A new approach to Quality Assurance	We will implement the findings of our External Review of Moderation and our Te Whākatonga reports into our new approach to quality assurance. We will be shifting to a more holistic and meaningful approach to quality assurance and moderation by: • increasing the number of provider site visits, • increasing the number of professional development workshops we facilitate for providers, • focusing moderation at the programme level; by focusing moderation on Māori learners; and, • using better metrics to inform decision making around risk, programme performance and learner progression. We will continue to endorse programmes that meet the needs of industry and all learners, and build strong and enduring relationships with providers that support them to deliver high quality outcomes for all learners.

D1 Workforce Development Plans and Leadership

D1.1 Rolling programme of industry workforce development plans

Workstreams	Te Tiriti focus	Function area	Milestones	Indicators	Further Information
D1.1.1 Continuous updating of online workforce development plans (WDP)	Te Tiriti woven throughout all the industry-specific WDPs. Incorporation of Māori WDP to make it easy to see Māori focused opportunities and actions within food and fibre sector (see also D1.2.1).	Leadership and engagement, Advice to TEC	• Q1: Move from 'beta' to V1 of WDPs website • Q2: BAU processes set up for maintenance and updates to WDPs • Q4: Data has been through one refresh cycle. First wave of content implemented via feedback from industry through Ngā Rourou.	• Baseline website analytics	WDP website
D1.1.2 Shared Data Platform (SDP)	SDP set up to enable delivery against Māori data needs in a way that meets Ohu Ahumahi Māori data and research principles.	Leadership and engagement	• Q1: Review of 'beta' SDP website including user review feedback • Q2: BAU processes set up for maintenance and updates to SDP • Q3: Move from 'beta' to V1 of SDP website • Q4: Data has been through first refresh cycle	• Baseline website analytics • Baseline feedback from SDP site users	Shared Data Platform summary **See: [Appendix 1]**
D1.1.3 Underpinning research	Build closer partnership with IDI te Tiriti partner Ngāti Awa and deliver research outputs that meet their needs. Develop and implement upskilling programme for Ohu Ahumahi researchers and analysts to build cultural competence and understanding of te Tiriti obligations.	Leadership and engagement, Advice to TEC	• Q1: Research and analysis programme agreed • Q2: Learner outcomes research - initial outputs • Q4: Delivery of other research outputs for 2023-24 • Q4: Delivery of initial cultural capability upskilling programme	• Use of research outputs in WDPs and advice to TEC • Positive feedback from te Tiriti partner • Baseline indicators of WDC cultural capability	IDI application **See: [Appendix 2, 3]**
D1.1.4 Ongoing engagement with industry	Engagement Strategy sets out how we honour te Tiriti, and includes a specific Māori engagement plan.	Leadership and engagement, Advice to TEC	• Q1-4: Engagement as specified in industry-specific WDPs, and the follow engagement activities: - 12-15 pan-sector hui - 8 hui for smaller and remote communities - 5 rangatahi workshops - 3 hui with Pacific peoples communities - 2 hui focused on tāngata whaikaha	• Participant feedback from hui • Structured evaluation model is agreed and implemented • Feedback from all sources is considered to develop and improve approach	Engagement Strategy Engagement and Partnerships Workplan Māori Engagement Action Plan **See: [Appendix 4, 5]**
D1.1.5 Ngā Rourou review and improvement	Each Rourou includes Ohu Kaupapa Māori kaimahi, and have a focus on ensuring Māori input into WDPs.	Leadership and engagement, Advice to TEC	• Q1: Review completed • Q2: Review findings implemented	• WDPs are regularly updated • Action plans are developed to implement the roadmaps • Ngā Rourou are convened successfully (assessed by participant feedback)	WDP website

D1.2 Priority population groups

Workstreams	Te Tiriti focus	Function area	Milestones	Indicators	Further Information
D1.2.1 Māori WDP	Provide a dedicated Māori view of workforce needs, opportunities and actions. Māori WDP will be developed in partnership with Māori.	Leadership and engagement, Advice to TEC	• Q1: Māori WDP approach and plan agreed • Q2: Initial findings incorporated in Mix of Provision Advice to TEC (if appropriate) • Q4: Delivery of initial Māori WDP	• Key Māori partners endorse and support the plan	WDP website - 'Māori' page
D1.2.2 Pacific peoples WDP	Acknowledge similarities between Māori and Pacific peoples and learn from the development of the Māori WDP, but appreciate the differences and show manaakitanga to Pacific whānau with planning that respects their cultural and economic wellbeing needs.	Leadership and engagement, Advice to TEC	• Q2: Pacific peoples WDP approach and plan agreed • Q4: Work on Pacific peoples WDP commenced	• Key Pacific peoples partners endorse and support the plan	WDP website

D1.3 Cross-cutting focus areas

Workstreams	Te Tiriti focus	Function area	Milestones	Indicators	Further Information
D1.3.1 Give effect to cross-cutting sector issues identified in the WDPs	Research will explore the future aspirations of Māori as leaders in the Māori economy and as a critical part of future workforces.	Leadership and engagement, Advice to TEC	• Q4: Initial research conducted on how VET can evolve to meet a changing work environment	• Use of research and analysis outputs within WDPs and advice to TEC	WDP website
D1.3.2 Further futures work	Futures work will include a focus on particular groups of rangatahi and/or Māori businesses.	Leadership and engagement, Advice to TEC	• Q2: Delivery of initial Ohu Ahumahi NZ future workforce research • Q3: Identification of food and fibre futures work • Q4: Food and fibre futures work with industry	• Use of research and analysis outputs within WDPs and advice to TEC	Future of the Food and Fibre Workforce

Outcome: People in our sector have the information and understanding to take action on skill and workforce issues.

D2 Qualifications, Standards and Micro-Credentials

Muka Tangata
People, Food and Fibre
Workforce Development Council

D2.1 Innovative portfolio of qualifications that meet shared and diverse sector needs

Workstreams	Te Tiriti focus	Function area	Milestones	Indicators	Further Information
D2.1.1 A New Approach to Learner Pathways	Mātauranga Māori will be incorporated into every review and new development.	New curricula, Leadership and engagement	• Q1: New Approach piloted with Seafood and Forest industries • Q3: Roll out of completed products using the approach; evaluate pilot • Q4: Develop a multi-year plan for implementation of new approach	• Partner feedback sought and fed into the evaluation and multi-year plan	A New Approach to Learner Pathways report
D2.1.2 Food and Fibre Skills Framework (FFSF)	Mātauranga Māori will be woven through all work on the FFSF.	New curricula, Leadership and engagement	• Q1: FFSF trialled with Seafood and Forest industry development • Q3: Initial trial evaluated • Q4: Develop a multi-year plan for implementation of FFSF	• Partner feedback sought and fed into the evaluation and multi-year plan	Discussion Slides **See: [Appendix 6]**
D2.1.3 Qualifications reviews in partnership with industry	Tātai Tipu engagement approach applied for iwi, hapū, whānau, hāpori. Mātauranga Māori incorporated into every new review and new development.	New curricula, Leadership and engagement	• Q1: Seafood and Forest industries reviews - identification and implementation of a strategy and structure • Q1: Initiating final qualification suite(s) for review and timeline set • Q3: Seafood and Forest industry products rolled out	• Partner feedback sought and fed into the evaluation and multi-year plan	Seafood Review Plan Qualifications and Standards Workplan **See: [Appendix 7]**
D2.1.4 Targeted qualifications development	Provide a dedicated te ao Māori view of workforce needs, opportunities and actions. Prioritise development that serves Māori learners and businesses.	New curricula	• Q1: New qualification development identified based on WDPs • Q2: New qualification development initiated where required	• 6 targeted qualifications developed or updated	Discussion Slides **See: [Appendix 6]**

D2.2 Develop new, priority skills standards, and update priority unit standards to skills standards

Workstreams	Te Tiriti focus	Function area	Milestones	Indicators	Further Information
D2.2.1 Targeted standards development	Provide a dedicated te ao Māori view of workforce needs, opportunities and actions. Prioritise development that serves Māori learners and businesses.	New curricula	• Q1: Required Targeted standards are identified based on WDPs • Q2: Identified Seafood skills standards are developed • Q3: Pet Grooming skills standards rolled out • Q3/4: Targeted standard development identified out of qualification development	• 30+ targeted standards developed or updated	Qualifications and Standards Workplan **See: [Appendix 7]**

D2.3 Innovative micro-credential design

Workstreams	Te Tiriti focus	Function area	Milestones	Indicators	Further Information
D2.3.1 Targeted micro-credentials	Provide a dedicated te ao Māori view of workforce needs, opportunities and actions. Prioritise development that serves Māori learners and businesses.	New curricula, Leadership and engagement	• Q1: Required targeted micro-credentials are identified based on WDPs • Q3/4: Targeted micro-credential development identified out of targeted qualification development	• 10 targeted micro-credentials developed or updated	Qualifications and Standards Workplan **See: [Appendix 7]**

Outcome: People in our sector have the skills and workforce capability they require to meet shared and diverse needs and aspirations.

D3 Advice, Action and Assurance

D3.1 Alignment of funding, programmes and delivery advice to other government agencies

Workstreams	Te Tiriti focus	Function area	Milestones	Indicators	Further Information
D3.1.1 Provision of funding advice to TEC	Advice reflects our commitment to te Tiriti and the needs and aspirations of Māori businesses, kaimahi and ākonga (learners) in the food and fibre sector.	Advice to TEC	• Q1: Use online WDPs and other engagement to build view of education and training needs and gaps • Q2: Delivery of Mix of Provision Advice for 2025	• TEC advice is of suitable quality	TEC requirements for advice **See: [Appendix 8, 9]**
D3.1.2 Provision of advice to relevant government agencies		Leadership and engagement	• Q1: Briefing of key agencies on WDPs actions and roadmap • Q2: Identify opportunities and actions that can be advanced jointly with other agencies	• Key government partners are briefed throughout the development of major outputs	WDP website
D3.1.3 Support government Māori workforce strategies and plans	Linking our work with that of other government agencies in the area of Māori workforce development should strengthen outcomes for Māori and reduce duplication in Māori Crown relations.	Leadership and engagement	• Q1: Identify key agency strategies that align with WDP actions • Q2: Work with other agencies to align our Māori WDP with their plans and strategies	• Engagement reporting and measures identify numbers and feedback	Māori Engagement Action Plan **See: [Appendix 5]**

D3.2 Work with industry, providers, iwi Māori and government agencies to implement Workforce Development Plans

Workstreams	Te Tiriti focus	Function area	Milestones	Indicators	Further Information
D3.2.1 Implement actions in WDPs	Engagement and Partnerships team convene rourou that have overview of each industry. They will continue to be the conduit between industry, Muka Tangata and other partners to support implementation and broker solutions.	Leadership and engagement	• Q1-4: Implementation of actions as specified in industry-specific WDPs	• Engagement reporting and measures identify numbers and feedback	WDP website
D3.2.2 Federation of Māori Authorities (FOMA) WDC advisor	Our partnership with FOMA supports our work in honouring te Tiriti and fostering Māori Crown relationships.	Leadership and engagement	• Q1: Communication tool developed on relevant WDPs for use in FOMA channels • Q2: FOMA members engaged in development of Māori WDP	• FOMA members see value in contributing to Māori WDP	FOMA - Muka Tangata
D3.2.3 Support Food and Fibre Centre of Vocational Excellence (FFCoVE) projects	All FFCoVE projects have a strong focus on te Tiriti and mātauranga Māori.	Leadership and engagement	• Q1: Leading and contributing to Leadership Framework • Q2-4: Supporting other FFCoVE projects	• Alignment of the FFCoVE Skills Framework, the FFSF and guidance from WDPs	FFCoVE Website
D3.2.4 Support Rautaki mo te Taurikura Māori	Supporting iwi, hapū and whānau led projects aligned to MPI's Rautaki mo te Taurikura Māori economic development strategy, where Muka Tangata can assist with workforce and skills related issues.	Leadership and engagement	• Q1: Engagement started with two projects • Q2-4: Engagement with further projects	• Skills, training and WDPs incorporated into wider project plans	MPI strategy (see particularly the Mahi Tahi component of the strategy, pages 16-17)

D3.3 A new approach to quality assurance

Workstreams	Te Tiriti focus	Function area	Milestones	Indicators	Further Information
D3.3.1 Implement key findings from Te Whakatōnga and the SAARA External Moderation Review into team planning and ways of working	Te Whakatōnga findings incorporated into the National Quality Assurance and Moderation Plan (NQAMP) 2023 and other team workstreams.	Quality Assurance	• Q1: Key findings identified and incorporated into NQAMP 2023 and workstreams in 2023-24 • Q1: Three year te ao Māori enhancement plan developed and implemented • Q1: Identify and detail workstreams outside of the NQAMP	• Positive feedback from partners • Meeting moderation focus areas and targets around key findings from the reports	SAARA External Moderation Review report Te Whakatōnga report
D3.3.2 Build strong relationships and provide effective advice and support for providers		Quality Assurance	• Q1-4: Engagements detailed in Aka Korero and team documents • Q1-4: Complete 22 planned personal development (PD) workshops for providers and schools, and site visits • Q1-4: Participate in Te Pūkenga steering and working groups • Q1-4: Lead and engage quarterly meetings with provider bodies	• Support from providers • Positive response to advice to providers • Positive response to online PD workshops.	QA PD workshops information
D3.3.3 Develop and implement a National Quality Assurance and Moderation Plan and Calendar		Quality Assurance	• Q1: QA approaches detailed in NQAMP 2023 and communicated to providers • Q1-4: Complete quarterly QA metrics report for review and action • Q1-4: Report to moderated providers detailing results and any requirements for improvement. Carry out self-assessment	• Development and communication of NQAMP • Moderation targets are met 85-100% for each quarter, with a target of 90-100%	Moderation information for providers (including schools)
D3.3.4 Programme endorsement supports delivery of diverse learner needs		Quality Assurance	• Q1-4: Ongoing monitoring that our systems are effective • Q1-4: Ongoing endorsement of programmes that meet considerations	• Programmes are endorsed within 20 days • Positive feedback from industry that supports programme endorsement	Programme endorsement information
D3.3.5 Support ongoing improvement of programme endorsement strategies across Ohu Ahumahi		Quality Assurance, Advice to TEC	• Q1-2: Ohu Ahumahi review of Programme Endorsement documents and ways of working	• Programme endorsement documents are consistent across all WDCs	

Outcome: Equitable and quality learning and support are available when, where, and in diverse ways that people require.

Measures

Function Measures

Focus area	Indicators	Description of outputs	TEC key performance indicators	Frequency
Developing and setting standards, capstone assessments and qualifications	D2.1.3, D2.1.4, D2.2.1 and D2.3.1	Skills standards, qualifications, micro-credentials, national curricula and capstone assessments are developed to meet industry needs.	• Measures are agreed with NZQA and submitted to TEC by June 2023 • Progress against these measures is reported in TEC progress reports for the 2023-24 period	Reported with TEC progress reporting
Endorsing programmes and moderating assessments	D3.3	Providers' programmes are endorsed, and standards and capstone assessments are moderated.	• Measures are agreed with NZQA and submitted to TEC by June 2023 • Progress against these measures is reported in TEC progress reports for the 2023-24 period	
Advisory role to TEC and representation for industry	D3.1.1	WDCs will provide advice and insight to TEC on the skills and workforce needs of their industries, which in turn can influence investment decisions made by TEC.	TEC confirmation that advice meets the required standards and has been delivered in line with the agreed schedule to inform investment.	
Leadership	D1.1.1, D3.2.1	WDCs engage with industries, Tertiary Education Organisations, Regional Skill Leadership Groups, and other system entities to ensure vocational education graduates have the skills required by industry. WDCs drive actions to ensure the skills and workforce development needs of industries are met, including their actions and those led by others.	Workforce development plans online are updated in response to industry feedback in line with planned schedule. Progress shown in delivering the actions set out in the workforce development plans.	
Leadership and engagement	D1.2.1	Development of Māori WDP.	WDPs are updated in response to industry feedback in line with planned schedule.	
Advisory role to TEC and representation for industry	D1.1.2	Integration of SDP across the WDCs.	Baseline feedback from user review of SDP.	

Impact Measures

Impacts	Reform of Vocational Education benefit	Key performance indicators	Measures	Frequency
Existing	Industry and regions have stronger leadership and learners have a stronger voice in the VET system.	Industry leadership is stronger and more impactful.	Confidence of industry that WDC leadership is stronger and more impactful.	Reported annually
New	All learners and employers have their training needs met through more relevant and flexible provision.	Graduates consistently have relevant skills.	Confidence of employers that graduates will have relevant skills.	

Management Measures

Functions	Measures	Agreed target	Evidence
Financial Management	Muka Tangata has performed within its budget (via the standard Financial Planning and Reporting Template)	Any material discrepancy between actuals and the overall budget explained in financial reporting.	Financial reports
Risk Management	The Risk Register is completed (incl. risk details, level of risk). Each risk has an appropriate response for mitigation.	Mitigation activities identified for all identified risks.	Risk Register
Governance	Muka Tangata maintains a strong and capable governing council that provides effective leadership, agrees plans with achievable targets, understands its functions and responsibilities, and has the skills and experience needed to fulfill its functions.	Regular council self-assessment, independent governance assessment in line with the Order in Council and results actioned. • skills gaps identified and expertise obtained if need be, • council members up to date with the vocational education environment, the WDC response, and best practice governance, • plans in place that reflect stakeholder needs, with targets being achieved: and, • council meeting agendas provided by TEC.	Assessment of Council skill sets six-monthly, retain current skills matrix and updated periodically Council meeting agendas

Appendices

Appendix	Item	Related Workstreams
1	Shared Data Platform (SDP) supplementary report	• D1.1.2 - Shared Data Platform (SDP)
2	IDI microdata application	• D1.1.3 - Underpinning research
3	IDI Project Summary, application and variations	• D1.1.3 - Underpinning research
4	Engagement Strategy 2023	• D1.1.4 - Ongoing engagement with industry
5	Māori Engagement Action Plan	• D1.1.4 - Ongoing engagement with industry • D3.1.3 - Support government Māori workforce strategies and plans
6	Food and Fibre Skills Framework discussion slides	• D2.1.2 - Food and Fibre Skills Framework (FFSF) • D2.1.4 - Targeted qualifications development
7	Qualifications and Standards Workplan	• D2.1.3 - Qualifications reviews in partnership with industry • D2.2.1 - Targeted standards development • D2.3.1 - Targeted micro-credentials
8	WDC guidance for investment in 2024	• D3.1.1 - Provision of funding advice to TEC
9	Follow up guidance from TEC	• D3.1.1 - Provision of funding advice to TEC