



MUKA TANGATA
People, Food and Fibre
Workforce Development Council

Operational Plan 2024-2026

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Overview

Muka Tangata covers workforce development activities across the food and fibre sector.

We ensure that vocational education qualifications, programmes and delivery meet industry workforce skill needs for employers, employees and ākonga (learners), vocational education providers, and people seeking to be employed in work across our 14 industry groups.



Moemoeā | Vision

A food and fibre workforce, and education and training system, that enables industry and partners to flourish in a manner that honours te Tiriti o Waitangi.



Kaupapa | Purpose

Provide skills leadership, advice, qualifications, standards, quality assurance and enhancement that enable the achievement of our vision.



Tikanga | Approach

- **Industry led** - strong voices from all parts of industry.
- **Te Tiriti based** - building our ability to honour te Tiriti o Waitangi.
- **Partnership** - working in new ways with others.
- **Openness** - in our thinking and actions, exploring diverse ideas and options.
- **Equity** - focus on great outcomes for all.

The food and fibre sector of Aotearoa New Zealand



287,663 people

We counted **287,663** people in the food and fibre workforce in 2020.

16% Māori workforce

16% of the workforce identified as Māori in 2020. This is higher in the food and fibre sector than in the general working age population (**13.2%**).

36% female

36% of the food and fibre workforce in 2020 were women.

6% of Pacific peoples

6% of Pacific peoples worked in the food and fibre sector in 2020.

6% of tangata whaikaha

In 2021, tangata whaikaha (people with disabilities) made up **3.6%** of the working age population and **2%** of the labour force. Of these, **6%** worked in agriculture, forestry, fishing and mining industries.



Our [Statement of Strategic Direction 2022-2027](#) sets out our commitments, vision, and purpose for the key groups we serve and should be read in conjunction with this plan. This Operational Plan 2024-2026 sets out our approach and how we will advance our commitments and deliver our legislative functions over the period.

Our focus is on our three key deliverables and outcomes in our Statement of Strategic Direction:

Deliverables	Outcomes we contribute to
D1 Set of Workforce Development Plans developed in partnership with industry and iwi Māori, and leadership to support their implementation.	O1 People in our sector have the information and understanding to take action on skill and workforce issues.
D2 Set of qualifications, standards and micro-credentials that meet shared and diverse needs and aspirations.	O2 People in our sector have the skills and workforce capability they require to meet shared and diverse needs and aspirations.
D3 Advice and action on programmes, funding and quality of delivery that meet shared and diverse needs and aspirations.	O3 Equitable and quality learning and support are available when, where, and in diverse ways that people require.

Priorities to 2026

- Provide high quality data and analysis, informed by strong industry engagement, on food and fibre industry and sector workforce skill needs
- Continue to develop our workforce skills data sharing platforms and tools, including skills forecasting tools.
- Update and streamline our workforce development plans (WDPs) and monitor their implementation and industry satisfaction.
- Provide advice to the Tertiary Education Commission (TEC) and vocational education and training providers on how best to respond to their needs.
- Publish, implement, and regularly update the Food and Fibre Sector Māori WDP – Te Haumako.
- Advance Pacific workforce development, particularly to improve skill recognition for Recognised Seasonal Employer (RSE) workers in Aotearoa New Zealand.
- Complete a series of major qualification development projects that radically simplify food and fibre qualifications, standards, and micro-credentials, and enable more flexible, responsive, and regionally diverse programmes to be delivered.
- Support vocational education and training providers to deliver these new simplified qualifications and credentials, and to improve the quality and breadth of VET delivery for the food and fibre sector.
- Deliver our [WDP Roadmap](#) actions [**See D3.2**].

What we've heard: industry context

Our online WDPs set out what we've heard from industry and iwi Māori with data and information gathered on each industry's workforce. We've heard from industry that:

- skill and labour shortages are key issues affecting the sector,
- the vocational education system has room for improvement to allow Māori and Pacific peoples to succeed,
- the numbers of people in formal education in the food and fibre sector has been dropping,
- employers find it hard to train their employees based on the needs of their industry - formal vocational education can be complex and inflexible, and
- the system doesn't currently work for the diverse needs of employers.

Key challenges

Our key challenges for this period will be the ongoing changes in the nature of provision and funding of vocational education and training. Our sector continues to experience under-supply and we need to work hard with our industries, education and training providers, and vocational education and training (VET) agencies to lift delivery and performance for our industry, employers and ākonga. It is vital that we see improved outcomes of Māori, Pacific workers, and rural communities.

Our structure, including 14 cross-functional industry teams, Ngā Rourou o Muka Tangata, enables us to continue to delivery on these deliverables and outcomes over the next two years.

In collaboration with other Workforce Development Councils (WDCs), we will continue to contribute to shared outcomes such as engagement with Te Pūkenga, Wānanga, Private Training Establishments (PTEs) and other providers, establishing a collaborative forum to work together on policy, investment advice, strategy, and research and development of the [Shared Data Platform](#).¹

¹) The Shared Data Platform (SDP) - Te Mata Raraunga is a collaborative function that Muka Tangata hosts on behalf of all WDCs. It provides common infrastructure, a consistent approach to data analysis, and a collective approach to data handling and tool building.

Te Tiriti o Waitangi and Māori development

Māori are big players in the food and fibre sector as owners, workers, and innovators. A significant proportion of traditional Māori assets, including resources returned as part of Treaty of Waitangi settlements, have been invested in the food and fibre sector. By 2018, more than \$14 billion - about two thirds of iwi and Māori collective's asset base – was in the food and fibre sector, and investment is growing.

Nearly one in five workers (19%) in the food and fibre sector identify as Māori and that is seen particularly in the forestry and wood processing/commercialisation, red meat and wool, and the seafood industries. Our engagement with Māori industry leaders suggests a need for strategies that encourage Māori to develop into operational leaders to support ongoing Māori growth.

Our commitment to te Tiriti o Waitangi means we work with Māori in ways that can enable kaupapa Māori solutions, and where skills, training, and workforce development supports Māori growth and career pathways within the sector.

We work to meet the needs of Māori-focused industries, ākonga Māori, and workers by incorporating mātauranga Māori and kaupapa Māori perspectives into our work, including:

- Qualification development projects, and new ways of managing quality assurance.
- Exploring ways that informal and non-formal learning of mātauranga Māori can be valued formally.
- Enabling better career pathways for Māori, especially in Māori-owned workplaces, by developing more suitable Māori-focused leadership initiatives.
- Developing publicly available tools and resources to enable and encourage Māori entities to develop workforce development strategies, including the skills and training requirements.

Engagement with iwi and hapū Māori is being organised across Ohu Ahumahi (the collective of the six WDCs) to be able to support Māori aspirations for workforce development across a wide range of sectors.

Our people

Te Tiriti o Waitangi guides and supports all our work. Te Tiriti informs the composition of our Council, our organisational structure, how we approach our work, our areas of focus, the content of our qualifications, standards, and micro-credentials, and the advice we give to TEC and our sector.

Our organisational structure is designed so that there's a strong Māori focus in each operational team. Our Māori Workforce Development Advisor works within the Federation of Māori Authorities which strengthens the voice from that influential collective of Māori in our industries into our work. We provide both active and passive ways for staff to build their understanding of te ao Māori and their confidence and capability of working successfully with Māori industry and whānau.

Ohu Ahumahi processes and practices:

- Te reo and tikanga Māori – seeks to provide access to tools, information and training to increase kaimahi cultural capability while maintaining cultural integrity.
- Mātauranga Māori – a model defining mātauranga Māori in a WDC context and guidelines to apply mātauranga Māori to WDC core functions.
- Kaupapa Māori events – the acknowledgement and celebration of key dates of significance for Māori, including te Wiki o te Reo Māori, Matariki and Waitangi Day.

Strategic Context for Muka Tangata Operations

D1 - Set of workforce development plans developed in partnership with industry and iwi Māori, and leadership to support their implementation.

Our goal is to understand the skills required for the food and fibre sector to thrive. This means working with industry stakeholders, iwi, hapū or Māori organisations, learners and providers to understand what skills employers are looking for in their employees, and the best course of action required for learners to gain these skills.

Our [workforce development plans](#) (WDPs) are a set of living and interactive online resources, that reflect what we've heard and learnt from our sector. They include industry-specific plans and the insights and actions for priority populations including our new Māori WDP - Te Haumako.

We continually update them with the latest data and analysis, drawn from our [Shared Data Platform](#) and research projects, and with industry intelligence from our teams on the ground working in collaboration with industry.

From this rich evidence base, we draw out the key opportunities for improving vocational education and training for our sector. The WDPs also include industry specific and cross-cutting actions in roadmaps setting out how we will drive and support improvement in vocational education for our sector.

The Engagement and Partnerships team takes the lead on engagement for the development of WDPs. The team's role is to be the lead for relationships with our sector for Muka Tangata, facilitate the gathering and analysis of information needed for our work and to broker solutions to industry training issues or needs. Effective engagement is key to the ongoing development of our WDPs and implementation.

See appendix: Engagement Plan 2024.

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

Muka Tangata develops qualifications, standards, and micro-credentials to make sure people in our sector have the skills they need to flourish in our industries. We have identified that there are important skills and workforce challenges faced by our sector and industries, including qualifications that don't meet industry and community needs.

From our engagement across the food and fibre sector over the last year, and analysis of available statistics and reports, we have identified that some employers, ākonga and even vocational education providers find formal vocational education inflexible, complex and hard to use; and that the system doesn't currently work for the diverse needs of employers, ākonga, or iwi / hapū Māori.

Therefore, we have undertaken to do the following:

- **A New Approach to Learner Pathways:**

Our publication, [A New Approach to Learner Pathways](#), identifies how we can simplify and reduce the complexity, and improve the useability and flexibility of qualifications, standards and micro-credentials. We will be using more standardised qualification sizes, simplifying standards, and fully stacking all qualifications with micro-credentials that create multiple entry and exit points.

- **Food and Fibre Skills Framework:**

We are building a Food and Fibre Skills Framework to enable the creation of clear pathways between our qualifications and programmes, as well as supporting connections between the wide range of informal and non-formal learning that takes place in the food and fibre sector.

- **Qualifications Development Projects:**

We are working on four major qualifications development projects in the Seafood, Forestry, and Agricultural industries, as well as looking at all of our entry level qualifications at once. We are doing this in partnership with industry, iwi Māori and vocational education providers to develop qualifications, standards, micro-credentials, and programmes in parallel. The aim is to enable providers to develop their programmes as we create the qualification products, rather than having to wait until they are listed before beginning work. Programmes could therefore be ready for learner uptake a year after we start work, instead of taking several years. Further projects will follow to implement actions from WDPs on qualifications.

- **Targeted qualifications, standards and micro-credentials:**

We are developing additional qualifications, standards, and micro-credentials in priority areas. We have already moved to create line retrieval standards in forestry, a new equine qualification, and micro-credentials in Horticulture (freshwater farm plans, leadership and line management), nutrient application in Agriculture, and entry-level and introductory packages in Forestry and Seafood.

See appendix: Qualifications and Quality Assurance Work Plan 2024-2026.

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

Our work in this area includes three major components: provision of advice on funding; delivery of the actions within our WDPs and improvements to the quality and delivery of programmes.

Investment advice

Within the funding system, we provide the TEC with formal investment advice specifying where they should prioritise investment in vocational education and training for the food and fibre sector. We draw on all the evidence from our WDPs and ongoing industry intelligence to make sure that our advice is focused on the skills our sector will need for the future.

Delivery of roadmap actions

As well as providing the evidence base to support investment advice, our WDPs also commit us to targeted actions to improve vocational education and training for our industries. These are a live and evolving set of priorities and projects that we publicly report on through [the website](#).

Improving the quality and delivery of programmes

We ensure that the VET system delivers relevant and quality programmes that meet the diverse needs of ākonga, employees, and employers, and are fit for purpose.

Current challenges are that programmes and delivery approaches don't always fit industry and community needs, and don't deliver good outcomes for ākonga.

We are improving the relevance, accessibility and quality of training:

- **A new approach to quality assurance:**

Our publications Te Whakatōnga and the External Moderation Review set out how we are changing our approach to quality to focus on the whole programme, on ākonga outcomes, and on greater support for Māori and Pacific peoples' success in vocational education and training.

- **Programme endorsement and quality:**

We are focusing programme endorsement work on meeting industry needs and improving outcomes for Māori, Pacific peoples and tangata whaikaha. We have a strong focus on improving pastoral care. Our new approach to quality assurance focuses on the whole programme and overall ākonga outcomes, and moderation of standards supports this.

- **Provider workshops:**

We are supporting food and fibre vocational education providers so they can deliver better outcomes for our ākonga, employers, iwi and hapū Māori. Our provider workshops have been well attended and received in 2023, and we see them making a difference in moderation outcomes in the coming years.

Key deliverables and outcomes

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

Delivery Area		2024-25 Deliverables	2025-26 Deliverables	Objectives	Intended Outcome
D1 Workforce Development Plans and Leadership	D1.1	Rolling programme of industry WDPs commences.	Rolling programme of industry WDPs – all industries covered in deep dives and process review undertaken.	Sector, industries, and whānau, hapū, iwi workforce aspirations are addressed.	O1: People in our sector have the information and understanding to take action on skill and workforce issues.
	D1.2	Priority population group (potentially Māori workforce).	Rolling programme of other priority population analysis (tangata whaikaha, women in the food and fibre workforce, Pacific peoples, Asian peoples etc).	Workforce opportunities are advanced for all priority groups.	
	D1.3	Cross-cutting focus areas to be selected in consultation with sector.		Sector challenges and opportunities are addressed.	

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

D2 Qualifications, Standards and Micro-credentials	D2.1	Innovative portfolio of qualifications that meet shared and diverse sector needs.		Qualifications support the skills and workforce capability aspirations of ākonga, industry, and hapū and iwi Māori groups.	O2: People in our sector have the skills and workforce capability they require to meet shared and diverse needs and aspirations.
	D2.2	Develop priority new skill standards, and update priority unit standards to skill standards.	Update all relevant standards to skill standards as part of qualifications reviews.	Workforce capability, resilience and mobility are supported by high quality skills standards.	
	D2.3	Innovative micro-credential design.	Stacking all qualifications with micro-credentials and other forms of recognition.	Micro-credentials and other forms of recognition that enable lifelong learning and transferability of skills.	

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

D3 Advice, Action and Assurance	D3.1	Alignment of funding, programmes and delivery.	Advice on funding levels and optimal delivery approaches.	Investment and mix of provision are aligned to the needs of our industries, ākonga, and hapū and iwi Māori groups.	O3: Equitable and quality learning and support are available when, where, and in diverse ways that people require.
	D3.2	Work with industry, providers, iwi Māori and government agencies to implement Workforce Development Plans.		Programmes and learning opportunities support flexible lifelong learning and skill development and support successful entry and careers within the sector.	
	D3.3	Implementation of a National Quality Assurance and Moderation Plan incorporating continuous improvements.		Industries, ākonga, and whānau are provided with assurance that programmes and delivery support their aspirations and skill needs.	

Deliverable 1:

Workforce Development Plans and Leadership

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

D1.1 Rolling programme of industry workforce development plans commences

Workstream	Equity and te Tiriti o Waitangi focus	Milestones	Evidence
Update and report on 14 industry WDPs. WDP website	<p>Data includes breakdown of key population groups (where available), and analysis, opportunities, and actions that include a focus on equity and te Tiriti o Waitangi.</p> <p>Inclusion of Te Haumako - Māori WDP. Potential to include other priority population group features.</p>	<p>2024-25:</p> <ul style="list-style-type: none"> Downloadable summaries and resources piloted and rolled out. <p>Ongoing 2024-25 and 2025-26:</p> <ul style="list-style-type: none"> Data refresh at least annually for each industry group for industry, workforce, and ākonga / providers. Opportunities reviewed and refreshed (as needed) at least annually. [Roadmap actions - see D2.3] 	<ul style="list-style-type: none"> Industry work plans developed outlining schedule of engagement with key stakeholders. Data is regularly updated. Opportunities are updated as required. Downloadable summaries and resources available on WDP website.
Build engagement and feedback capture system and tools into WDPs.	<p>Feedback sought from key population groups.</p>	<p>2024-25:</p> <ul style="list-style-type: none"> 'Subscribe to updates' functionality available. More structured capture of industry insights in engagement tools. Capture of industry perspectives piloted and used to inform WDPs /TEC advice. <p>2025-26:</p> <ul style="list-style-type: none"> Skills forecasting tool available alongside/embedded in WDPs. 	<ul style="list-style-type: none"> Function enabled on WDP site to receive ad hoc feedback and queries. Feedback is captured in Aka Kōrero, forwarded to industry rourou and mined for insights for the updates.
Review and refresh approach to industry WDPs.	<p>Feedback sought from key population groups</p>	<p>2024-25:</p> <ul style="list-style-type: none"> Internal and external user testing/feedback of WDPs conducted. Programme of improvements planned. <p>2025-26:</p> <ul style="list-style-type: none"> Skills forecasting tool available alongside/embedded in WDPs. Implement improvements. 	<ul style="list-style-type: none"> Analysis from user testing and feedback on potential improvements to meet industry needs. Improvement programme developed and implemented. Ongoing tracking of feedback/success measures.
Shared Data Platform - core products and enhancements.	<p>Data captured, processed, and presented in line with appropriate best practice for equity, inclusion, and Māori data sovereignty.</p> <p>IDI analysis conducted in line with StatsNZ and Ngā Tikanga Paihere framework.</p>	<p>2024-25:</p> <ul style="list-style-type: none"> Development of internal user dashboards and data resources on workforce, industry, and ākonga. Forecasting project - phase 1 occupational forecasting (2024-25). (Potential phase 2 in 2025-26.) <p>2025-26:</p> <ul style="list-style-type: none"> Move to BAU and ongoing continual improvement of core user dashboards and data resources. Data refresh of Te Mata Raraunga (annual). 	<ul style="list-style-type: none"> Internal user feedback on products. Governance group endorsement and sign-off of delivery against work plan. Delivery of forecasting project. Delivery of data refreshes in Te Mata Raraunga as available.

D1.2 Priority population groups

Workstream	Equity and te Tiriti o Waitangi focus	Milestones	Evidence
Implement Te Haumako projects.	Focus on working with Māori in ways in which skills, training and workforce development can enable kaupapa Māori solutions to support Māori growth and career pathways within the food and fibre sector.	2024-25: <ul style="list-style-type: none"> • Iwitanga micro-credential developed in partnership with iwi. • Framework for Māori leadership established. • Ahuwhenua Trusts use Muka Tangata template to develop their own workforce development strategies. 	<ul style="list-style-type: none"> • Micro-credential published on the NZQCF. • Māori leadership pilot(s) established. • First stage of digital tool for workforce development strategies available online.
Develop Pacific WDP with RSE focus to meet needs of workers and employers while in New Zealand and ensure value to individuals and communities in home countries.	We aim to work in ways that mean the lived experience and voice of Pacific peoples is embedded in our work.	2024-25: <ul style="list-style-type: none"> • Work will begin with relevant Pacific nations and representatives from New Zealand industries to identify the opportunities and processes for a circular qualifications system targeted at RSE employment. • Develop a model of how the circular pathway can work and identify the standards and credentials that will fit. 	<ul style="list-style-type: none"> • Pacific RSE workforce needs summarised. • A mentorship and skill recognition programme for RSE workers that begins in country, supported by NZ employers and Vakameasina, and reconnects with home country education and training options.² <p>Aim to utilise Vakameasina skill recognition pilot; strong focus on Recognition of Prior Learning (RPL).</p>
Implement Pacific WDP.		2025-26: <ul style="list-style-type: none"> • Pilot model with selected employers, identify modifications and evaluate success. • Expand pilot. 	<ul style="list-style-type: none"> • Pilot implemented.

2) [Vakameasina](#) is a free education and development programme for RSE Workers in Aotearoa New Zealand.

D1.3 Cross-cutting focus areas

Workstream	Equity and te Tiriti o Waitangi focus	Milestones	Evidence
Develop skills forecasting tools.	<p>The skills forecasting model will be a microsimulation model based on the New Zealand working population, including key demographic data such as age, gender, ethnicity, visa status, and educational status.</p> <p>Skills forecasts will be segmented for key population such as Māori, Pacific peoples, and tangata whaikaha to ensure equitable outcomes for all.</p>	<p>2024-25:</p> <ul style="list-style-type: none"> • Delivery of phase one skills forecasting tool. • Review and plan development options. <p>2025-26:</p> <ul style="list-style-type: none"> • Industry access to skills forecasting tool (on/alongside WDP website). • Skills forecasting tool used in TEC advice and other Muka Tangata delivery. • Delivery of forward phases/development options. 	<ul style="list-style-type: none"> • Phase 1 skills forecasting tool developed and delivered. • Results provided to TEC as part of annual reporting. • Review and delivery of forward options.
Work to promote greater skills recognition (RPL, formal / non-formal).	<p>Research and analysis will focus on all key populations such as Māori, Pacific peoples, and tangata whaikaha.</p>	<p>2024-25:</p> <ul style="list-style-type: none"> • Support the New Approach to Learner Pathways project to lay the foundations for transferable skills identification across multiple sectors in food and fibre. <p>2025-26:</p> <ul style="list-style-type: none"> • Implement the Food and Fibre Skills Framework (as recommended in the 'New Approach to Learner Pathways' project' with product development that enables credit transfer and exemptions for learners (making RPL easy/unnecessary)). 	<p>2024-25:</p> <ul style="list-style-type: none"> • Publication of New Approach to Learner Pathways project report. <p>2025-26:</p> <ul style="list-style-type: none"> • Initial draft Skills Framework published and development underway of micro-credentials, qualifications and standards that facilitate learner mobility and credit transfer and exemption.
Other research	<p>Research and analysis will focus on all key populations such as Māori, Pacific peoples and tangata whaikaha.</p> <p>If a specific group is the focus of an area of research or analysis, we will aim to work in collaboration so that the views, experiences, and cultural knowledge base of this group can be incorporated in the analysis.</p>	<p>2024-25:</p> <ul style="list-style-type: none"> • Learner pathways research. • Development of industry intelligence on workforce and skills needs tools. <p>2025-26:</p> <ul style="list-style-type: none"> • Ongoing programme of priority research projects. 	<ul style="list-style-type: none"> • Publication of initial learner pathways analysis. • Completion of initial set of industry intelligence reports.

Deliverable 2:

Qualifications, Standards, and Micro-credentials

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

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

Workstream	Equity and te Tiriti o Waitangi focus	Milestones	Evidence
Complete Entry-Level and Agriculture qualification development projects (QDPs).	Ensure iwi/Māori perspective is included in QDPs. Consider development of micro-credentials to support iwi/Māori objectives.	2024-25: <ul style="list-style-type: none"> Entry Level and Agriculture qualifications, skill standards, and micro-credentials are registered with NZQA. Expiry dates for previous qualification versions and unit standards are set with NZQA. 	<ul style="list-style-type: none"> Publication by NZQA of qualifications, skill standards and micro-credentials for Entry Level and Agriculture. Publication of Last Date of Assessment (LDA) of previous qualification versions and unit standards.
Plan Horticulture QDP.	Ensure iwi/Māori engagement is conducted as part of planning.	2024-25: <ul style="list-style-type: none"> Horticulture QDP plan consultation complete. Horticulture QDP plan published. 	<ul style="list-style-type: none"> Evidence of industry consultation (Aka Kōrero). Plan is published through our channels.
Complete Horticulture QDP.	Ensure iwi/Māori perspective is included in QDP.	2025-26: <ul style="list-style-type: none"> Horticulture qualifications, skill standards, and micro-credentials are registered with NZQA. Expiry dates for previous qualification versions and unit standards are set with NZQA. 	<ul style="list-style-type: none"> Publication by NZQA of qualifications, skill standards, and micro-credentials for Horticulture industry. Publications of LDA of previous qualification versions and unit standards.
Specialist industry QDPs.	Ensure iwi/Māori engagement is conducted, and perspective is included during specialist industry QDPs.	2025-26: <ul style="list-style-type: none"> Specialist industry qualifications, skill standards, and micro-credentials are registered with NZQA. Expiry dates for previous qualification versions and unit standards are set with NZQA. 	<ul style="list-style-type: none"> Publication by NZQA of qualifications, skill standards, and micro-credentials for specialist industries. Publications of LDA of previous qualification versions and unit standards.

D2.2 Priority skill and unit standards

Workstream	Equity and te Tiriti o Waitangi focus	Milestones	Evidence
Develop priority skill standards within QDPs; review unit standards where appropriate.	<p>Ensure work on skill and unit standards align with Māori Qualifications Services development.</p> <p>Ensure iwi/Māori perspective is included in skill standard development and unit standard revision.</p>	<p>2024-25 and 2025-26:</p> <ul style="list-style-type: none"> • Priority skill standards are approved by NZQA. • Appropriate unit standards review dates are published by NZQA. 	<ul style="list-style-type: none"> • Publication on NZQCF of skill standards and revised unit standards.
Identify appropriate standards portfolio for schools.	<p>Engage with kura kaupapa Māori to ensure standards are appropriate.</p> <p>Ensure iwi/Māori perspective is included in standard development for schools.</p>	<p>2024-25:</p> <ul style="list-style-type: none"> • Skill standards appropriate for schools are published by NZQA. • Unit standard review dates are published by NZQA. 	<ul style="list-style-type: none"> • Publication on NZQCF of skill standards and revised unit standards appropriate for a school context.

D2.3 Micro-credentials and other forms of recognition

Workstream	Equity and te Tiriti o Waitangi focus	Milestones	Evidence
Stacking all QDP qualifications with micro-credentials.	Ensure iwi/Māori perspective is included in development of micro-credentials for stacking into qualifications.	2024-25: <ul style="list-style-type: none"> All qualifications reviewed are stacked with micro-credentials. 	<ul style="list-style-type: none"> Publication on NZQCF of micro-credentials leading to all graduate outcomes of qualifications.
Develop Food and Fibre Skills Framework.³	Ensure iwi/Māori perspective is included in Food and Fibre Skills Framework.	2024-25: <ul style="list-style-type: none"> Food and Fibre Skills Framework consultation is complete. 	<ul style="list-style-type: none"> Food and Fibre Skills Framework is published.
Implement Food and Fibre Skills Framework.	Through ongoing engagement, ensure iwi/Māori perspective is included during implementation phase.	2025-26: <ul style="list-style-type: none"> All qualification, micro-credential, and skill standard development builds towards Food and Fibre Skills Framework. 	<ul style="list-style-type: none"> Publication of qualifications, micro-credentials, and skill standards which build towards Food and Fibre Skills Framework.
Explore other forms of recognition.	Ensure iwi/Māori perspective is included in alternative forms of recognition.	2024-25: <ul style="list-style-type: none"> Use Food and Fibre Skills Framework to bridge gap between informal/non-formal learning and formal learning. Implement findings of Food and Fibre CoVE research project Delivery and Assessment for the 21st Century. 2025-26: <ul style="list-style-type: none"> Appropriate informal/non-formal learning is incorporated into formal learning processes. 	<ul style="list-style-type: none"> Ākonga have existing skills and knowledge from informal/non-formal learning mapped into formal learning programmes. Recognition of Prior Learning is used by providers where appropriate.

3) [A New Approach to Learner Pathways](#) report, page 14.

Deliverable 3:

Advice, Action, and Assurance

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

D3.1 Advice on funding levels and optimal delivery approaches

Workstream	Equity and te Tiriti o Waitangi focus	Milestones	Evidence
<p>TEC advice will be generated and tested using:</p> <ul style="list-style-type: none"> • Intelligence and analysis from our WDPs, SDP data work in collaboration with other WDCs, skills forecasting modelling and other analysis. • Feedback from industry and providers through our quality assurance and enhancement, programme endorsements and QDP processes. • Industry intelligence and testing of priorities from engagement and partnership activities and from industry intelligence tools [D1.3]. • Collaborating on engagement with other WDCs for whole of industry process understanding. 	<p>The advice will include intelligence and priorities from Te Haumako.</p> <p>Advice takes into account priority populations and equality.</p>	<p>2024-25 and 2025-26:</p> <ul style="list-style-type: none"> • TEC advice submitted. 	<p>TEC advice submitted on schedule and to accepted standard annually.</p>
<p>Advice to other government agencies.</p>	<p>Advice provided to other agencies that supports the ongoing restructure and improvements to the VET system.</p>	<p>2024-25:</p> <ul style="list-style-type: none"> • Targeted advice to key agencies, such as NZQA, Ministry of Education, Te Puni Kōkiri. 	<p>Advice provided.</p>

D3.2 Work with industry, providers, iwi Māori and government agencies to implement workforce development plans

Workstream	Equity and te Tiriti o Waitangi focus	Milestones	Evidence
<p>Roadmap actions achieved and reported.</p> <p>Proactively work with other WDCs so that industry needs are addressed across the production and processing chain and systems are integrated.</p>	<p>Collaborating with industry, Māori, and key groups to deliver roadmap actions as needed. When adding additional roadmap actions to the portfolio, equity implications will be considered to ensure that we are delivering for all.</p> <p>Engagement will continue to seek views and aspirations of Māori and other priority groups to ensure diverse needs are responded to in WDPs. We will work with other WDCs in cross-over areas for effectiveness, particularly with iwi and hapū engagement.</p> <p>Te Haumako will include Māori-focused actions.</p>	<p>Ongoing 2024-25 and 2025-26:</p> <ul style="list-style-type: none"> • WDP roadmap portfolio update to Council (at least annually). • All roadmap actions refreshed online. 	<ul style="list-style-type: none"> • Plans for implementation are in place, activated, and reported on. • Portfolio reporting to Council. • Roadmap actions updated on website.
<p>Enable training provision that meets industry needs.</p>	<p>Solutions to training needs will be developed with an awareness and focus on needs and talents of Māori.</p>	<p>Ongoing 2024-25:</p> <ul style="list-style-type: none"> • Qualifications, standards, and micro-credentials are developed with support of industry and providers so that provision can occur. Muka Tangata will enable training provision for Seafood and Forestry. <p>2025-26:</p> <ul style="list-style-type: none"> • Muka Tangata will enable training provision in Entry-Level and Agriculture. 	<ul style="list-style-type: none"> • Engagement with industry (Aka Kōrero and other evidence). • Identification of barriers to effective provision.

D3.3 Implementation of a National Quality Assurance Plan incorporating continuous improvements

Workstream	Equity and te Tiriti o Waitangi focus	Milestones	Evidence
<p>Develop and implement the Muka Tangata National Quality Assurance and Moderation Plan (NQAMP).</p> <p>A New Approach to Quality Assurance</p> <p>National External Moderation</p>	<p>Te Whakatōnga findings incorporated into ways of working.</p>	<p>Ongoing 2024-25 and 2025-26:</p> <ul style="list-style-type: none"> • NQAMP and calendar published and communicated to providers. • Complete quarterly quality assurance metric reports for review and action. • Report to moderated providers detailing results and any requirements for improvement. • Carry out annual review of quality assurance and moderation activities for continuous improvement. 	<ul style="list-style-type: none"> • NQAMP that details the approach to prioritising providers and standards to be moderated. • Moderation targets are met 80-100% for each quarter, with a target of 90-100% over the moderation year. • NZQA has confidence in Muka Tangata national external moderation activities.
<p>Endorse programmes that meet the needs of ākonga and employers.</p> <p>Requesting endorsement for programmes</p>	<p>Programme endorsement rubrics developed across Ohu Ahumahi that support endorsement considerations, including te ao Māori.</p>	<p>Ongoing 2024-25 and 2025-26:</p> <ul style="list-style-type: none"> • Ongoing monitoring that systems are effective. • Ongoing endorsement of programmes that meet considerations. 	<ul style="list-style-type: none"> • 80-100% of programmes are endorsed within 20 working days (any RFIs and the time is reset). • Positive feedback from industry that supports programme endorsement.
<p>Support and advocate for innovative and appropriate approaches of meeting industry skill needs through delivery and assessment.</p>	<p>Te Whakatōnga findings incorporated into the Quality Assurance and Enhancement team ways of working.</p>	<p>Ongoing 2024-25 and 2025-26:</p> <ul style="list-style-type: none"> • Facilitate professional development seminars to upskill provider tutors. Provider professional development info. • Support and actively participate in Food and Fibre CoVE research projects. Food and Fibre CoVE Portfolio Overview. • Evaluate WDP actions and advocate for appropriate Food and Fibre CoVE and other research. 	<ul style="list-style-type: none"> • Complete delivery of professional development seminars with positive feedback. • Active participation on Food and Fibre CoVE projects.

Performance measures

The below measures track the achievement of our activities and performance against our legislative functions for the period.

Function measures for 2024/25 and 2025/26			
Focus area	Description of Outputs	Measures of success	Key Performance Indicators
Leadership and engagement.	Industry-specific WDPs; Te Haumako and Pacific WDP are developed, refreshed and reviewed to meet the needs of our industries and iwi and hapū.	<ul style="list-style-type: none"> WDPs published and updated to reflect current and future needs of industries. 	<ul style="list-style-type: none"> Industry work plans refreshed in line with schedule.
Advisory role to TEC and representation for industry.	Engagement with industry informs advice.	<ul style="list-style-type: none"> WDPs refreshed to reflect changed and emerging needs. 	<ul style="list-style-type: none"> Industry engagement work plans are implemented according to agreed schedules. Investment advice provided to TEC within agreed timeframe and format. Investment advice is based on industry engagement and analysis of trends and future needs.

NZQA-aligned function measures for 2024/25 and 2025/26

Focus area	Description of Outputs	Measures of success	Key Performance Indicators
Developing and setting standards, capstone assessments and qualifications	Skill standards, qualifications, micro-credentials, national curricula and capstone assessments are developed to meet industry needs.	SMART performance measures are agreed with NZQA and reported against for 2024/25 and 2025/26.	<ul style="list-style-type: none"> Measures are agreed with NZQA and submitted to TEC by 31 May 2024. Progress against these measures is reported in TEC progress reports for 2024/25 and 2025/26.
Endorsing programmes and moderating assessments	Providers' programmes are endorsed, and standards and capstone assessments are moderated.	SMART performance measures are agreed with NZQA and reported against for 2024/25 and 2025/26.	<ul style="list-style-type: none"> Measures are agreed with NZQA and submitted to TEC by 31 May 2024. Progress against these measures is reported in TEC progress reports for 2024/25 and 2025/26.

Impact measures for 2024/25 and 2025/26

Existing or New	Reform of Vocational Education benefit	Key Performance Indicators	Measures	Frequency
Existing	A stronger voice for ākonga, industry, employers, Māori employers and regions, including iwi development.	% of key industry and Māori sector stakeholders who agree their priorities are understood and effectively communicated by Muka Tangata.	To assess the levels of confidence of the main industry bodies and Māori sector stakeholders that their priorities are understood by the WDCs, and that the WDCs are effectively communicating these priorities to the sector.	Reported annually in the August 2025 and 2026 progress reports.
Existing	Relevant vocational education meeting the skill needs of ākonga, industry, employers, regions, Māori, iwi and hapū.	% of key industry and Māori sector stakeholders that are confident graduates will have the relevant skills.	Evidence that the main industry bodies and Māori sector stakeholders are confident that the system changes will result in graduates having the relevant skills.	Reported annually in the August 2025 and 2026 progress reports.
Existing	Relevant vocational education meeting the skill needs of ākonga industry, employers, regions, Māori, iwi and hapū.	% of key industry and Māori sector stakeholders that agree graduates have the relevant skills.	Evidence that the main industry bodies and Māori sector stakeholders agree courses and qualifications have equipped ākonga with the skills relevant to employers.	Reported annually in the August 2025 and 2026 progress reports.

Management measures

Function area	Measures	Agreed target
Financial management	Muka Tangata has performed within its budget (via the standards Financial Planning and Reporting Template).	Any material difference between actuals and the overall budget is explained in financial reporting.
Risk Management	The Risk Register is completed (including risk details and level of risk). Each risk has an appropriate response for mitigation.	Mitigation activities identified for all identified risks.
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 skills and experience to fulfil its functions.	Regular council self-assessment, independent governance assessment in line with the Order in Council (OIC) and results actioned.
	The Council undertakes its duties in alignment with its Order in Council (OIC).	<ul style="list-style-type: none"> • The Council publishes its Statement of Strategic Direction at least once every three years, as required by its OIC (clause 8). • The Council publishes its Annual Report, as required by its OIC (clause 9). • The Council meets the Constitutional Membership required by its OIC (clause 10). • The Council adheres to the Appointments Process and Matters to be Considered under its OIC (clauses 11 and 12). • Council meeting agendas provided to the TEC.

Governance and Operating context

Council structure

Our Council is comprised of 12 members, all of whom bring a wide range of industry and governance experience. Our 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 chair.

The Council meets every second month. The Council has (in accordance with best practice) established committees. Meeting quarterly, they provide direction and guidance on matters pertaining to their areas.

These committees are:

- Financial, Risk and Audit - Independent Chair Darryl Pollard
- Te Rōpū Hei Tiaki Tangata (People, Culture and Wellbeing) - Chair Bernadette Kelly
- Te Rōpū Māori - Chair is on a rotational basis.

The Council and committees approve our work plan as required. Reporting is provided to the Council and committees with detailed information on performance against the work programme.

This includes status reporting on key performance areas such as:

- Wellbeing
- Financial
- Qualification development
- Engagements with sector
- Projects
- Risks and issues

The Council regularly reviews their performance. Annually the Council initiate an independent self-assessment of their performance. This review also identifies areas of strength, areas that could be strengthened and areas that they may want to focus on in the upcoming year/s.

Muka Tangata structure

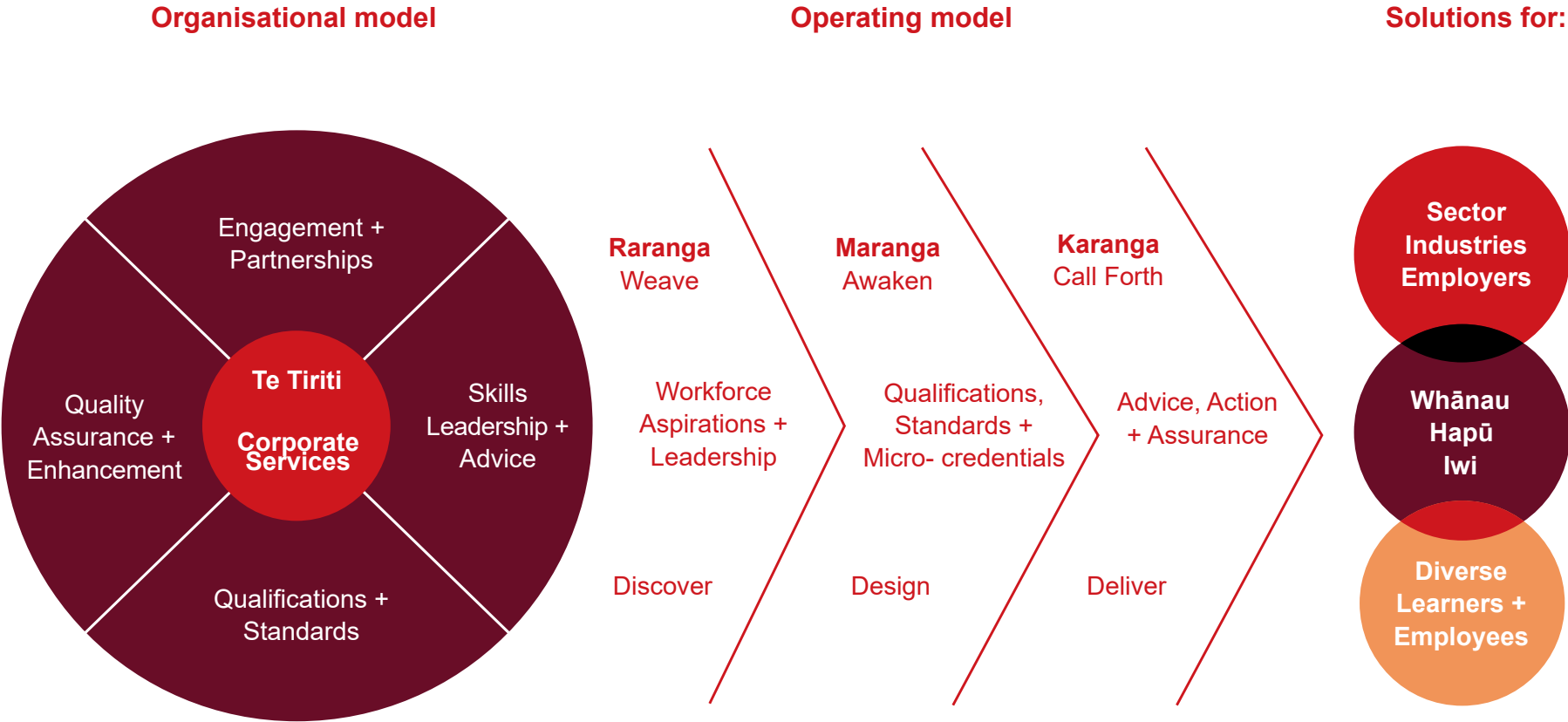
Our Statement of Strategic Direction sets out our Operating and Organisational Model. Our four functional teams (Engagement and Partnerships, Skills Leadership and Advice, Qualifications and Standards, Quality Assurance and Enhancement) are supported by two core teams (Manukura and Corporate Services).

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.

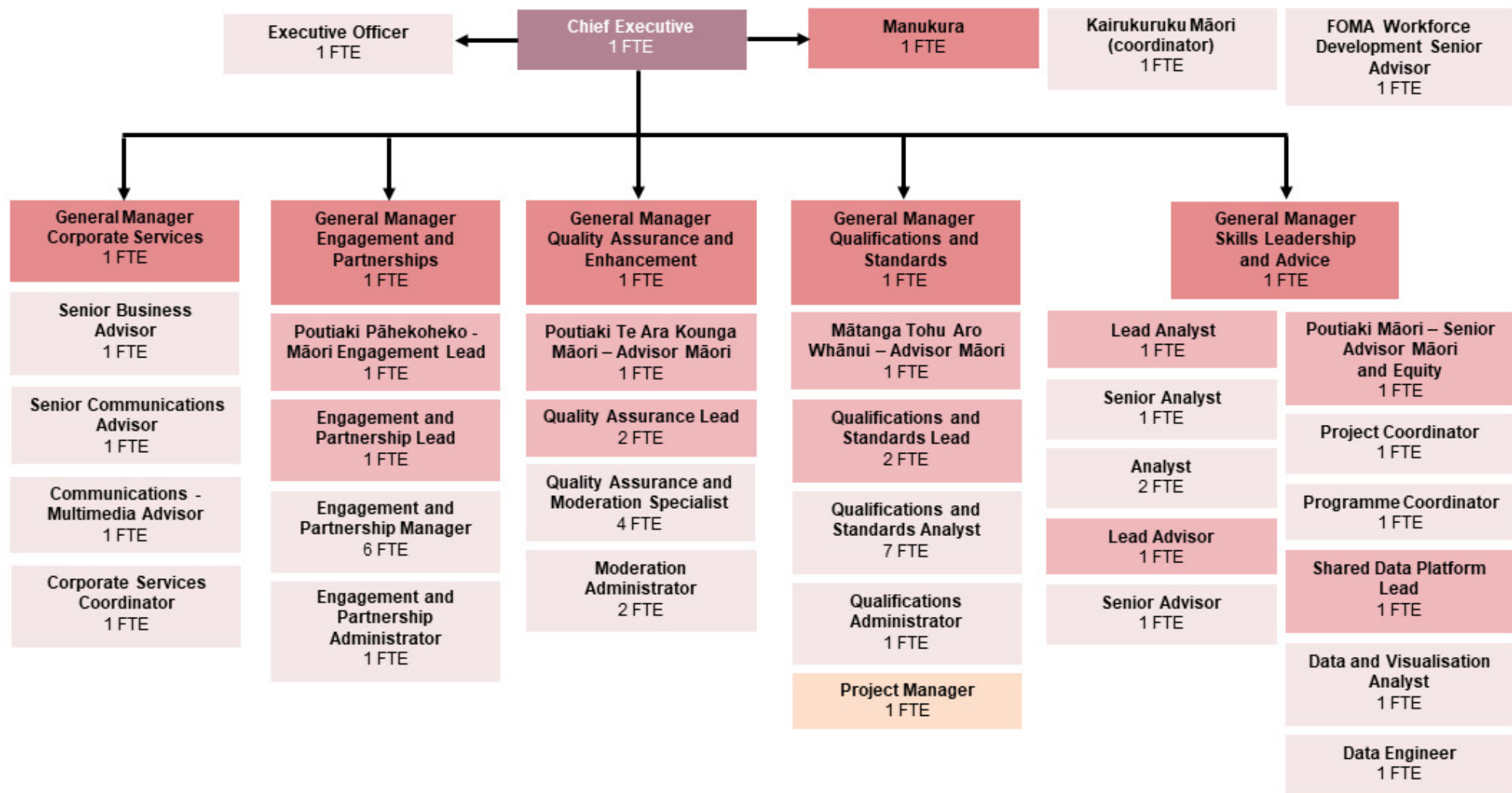
Key operational and reporting milestones

- TEC Advice - as per TEC schedule
- Progress reports - twice annually
- Annual report - annually
- Self-assessment on our qualifications and quality assurance work to NZQA - annually

Organisational Model



Organisational Structure



Colour key: Tier 1 Tier 2 Tier 3 Tier 4 Contractor



MUKA TANGATA

People, Food and Fibre

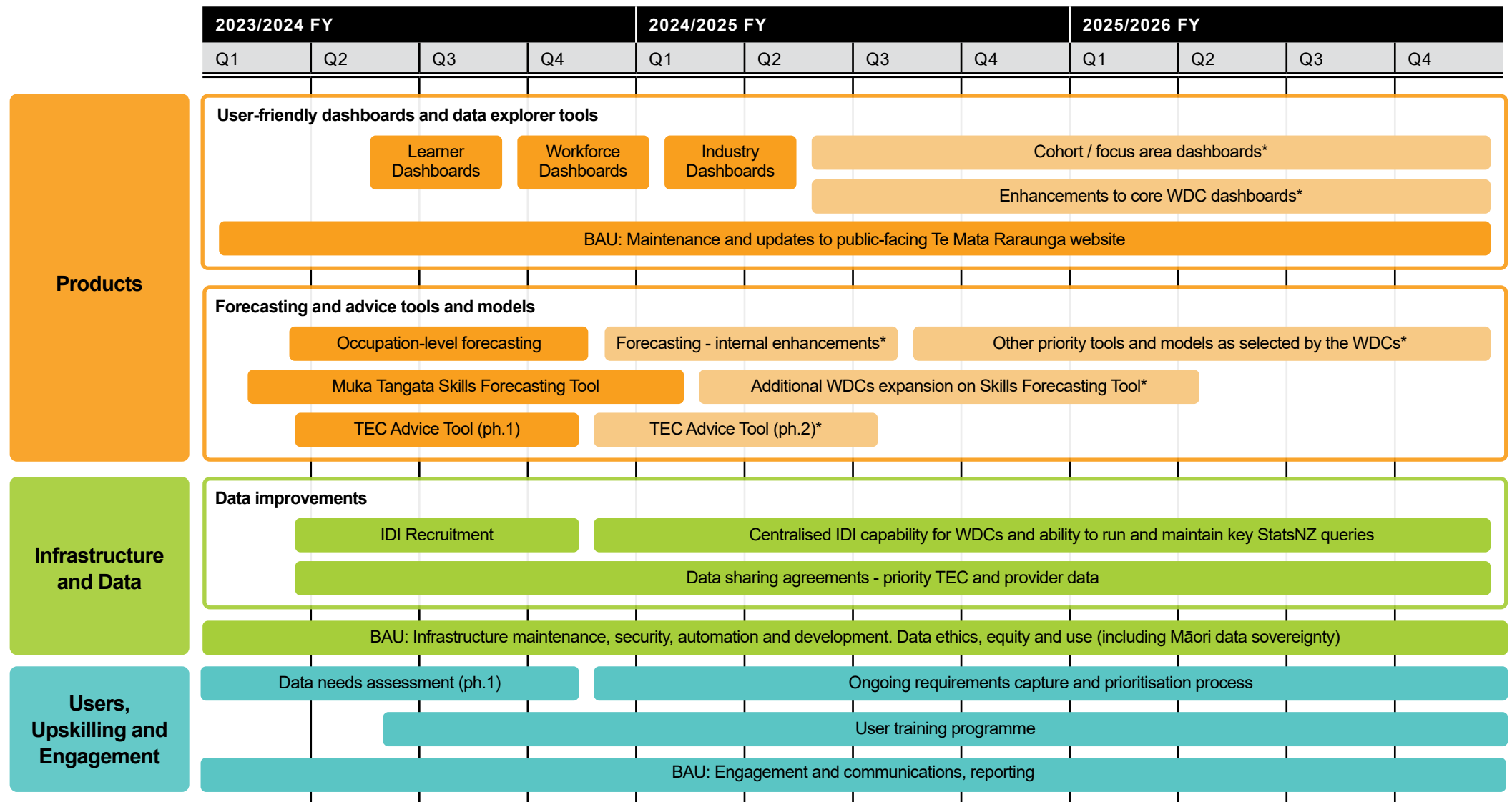
Workforce Development Council

For more information please contact:

info@mukatangata.nz | 04 909 0288 | www.mukatangata.nz

Shared Data Platform Roadmap 2024-2026

Roadmap Timeline



* Potential long-term projects that may be undertaken based on capacity and capability in the SDP team.



MUKA TANGATA
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Workforce Development Council

Qualifications and Quality Assurance Work Plan

2024-2026

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Qualifications, standards and micro-credentials

Overview

Muka Tangata is currently reviewing the qualifications, standards, and micro-credentials via a range of projects:

- Qualification Development Projects (QDP)
- Micro-credential Development Projects (MDP)
- (Skill) Standards Development Projects (SDP)

Our focus is to combine these project types wherever possible to ensure faster speed to market. Our work plan includes capacity for the revision of existing qualifications, credentials, and standards as necessary.

Our objective is to replace the existing educational products over time with a more flexible, transferrable, and simplified set of qualifications, credentials, and standards. Our Engagement and Partnerships team continually engages with industry, and any information related to existing qualifications, credentials and standards is tagged via our client relationship management tool (Aka Kōrero) for action as necessary. Our Quality Assurance and Enhancement team continually engages with the provider network and any information related to existing qualifications, standards, and micro-credentials is provided to the Qualifications and Standards team for action as necessary.

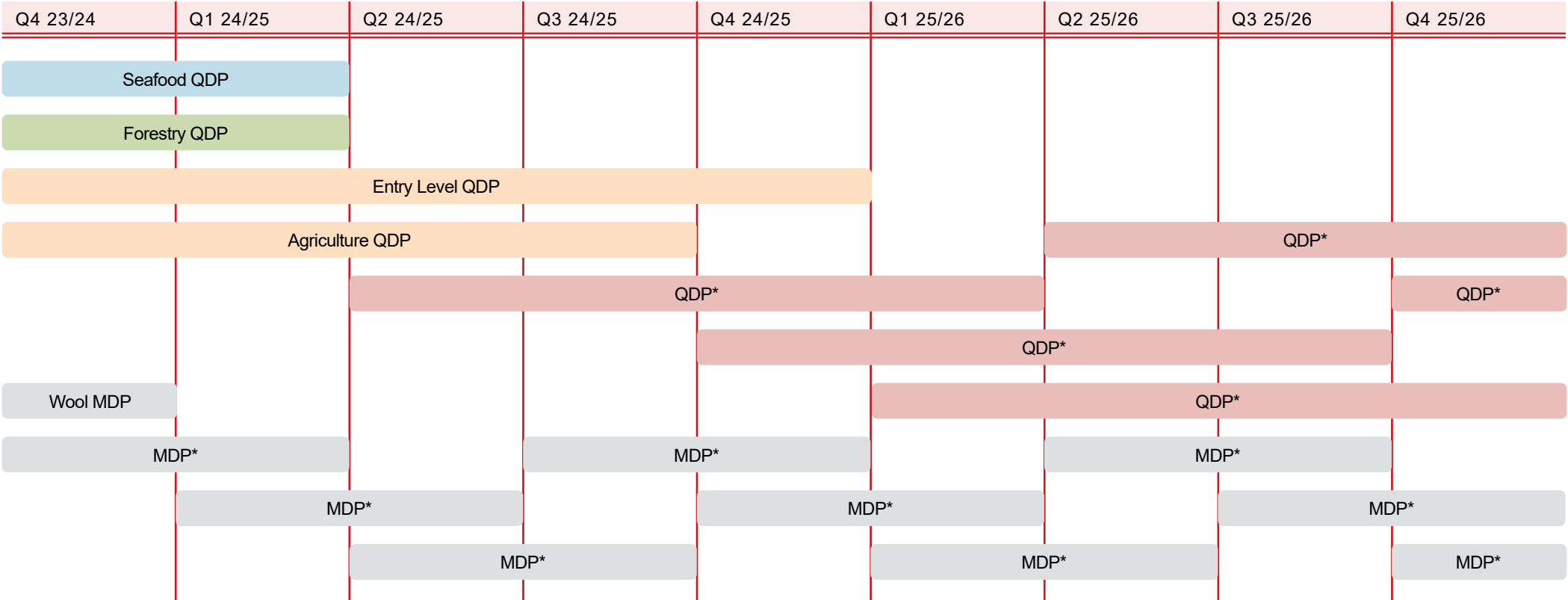
Developing fit-for-purpose educational products

We engage with industry and providers during the development of any new educational products to ensure that they are needed, and programmes can be developed as follows.

- Working and Steering Groups are formed to guide the development of qualifications, micro-credentials and standards. These include representatives from industry, as well as providers, and iwi and hāpu Māori.
- We work with the Food and Fibre Centre of Vocational Excellence on a number of research projects, some of which relate specifically to the development of new educational products e.g., [A New Approach to Learner Pathways](#).

Feedback from our Engagement and Partnership team is analysed to ensure alignment between industry and employer feedback, and Muka Tangata educational

Qualifications and Micro-credential Development Work Plan



* Project scope based on industry need.

Seafood Qualification Development Project

7 qualifications, 3 micro-credentials, 280 standards.

Status: Qualifications submitted to NZQA, work continues on development of micro-credentials and skill standards.

Number	Title	Credits
3129	New Zealand Certificate in Seafood (Level 5)	70
3130	New Zealand Certificate in Seafood Processing (Level 3) with strands in Fish and Fish Products, Live Holding, Cleaning and Sanitation, and Seafood Logistics.	50
3131	New Zealand Certificate in Seafood Processing (Level 4)	70
3132	New Zealand Certificate in Commercial Fishing (Level 4)	70
3133	New Zealand Certificate in Commercial Fishing (Level 3)	50
3134	New Zealand Certificate in Aquaculture (Level 4) with strands in Hatchery, Fish, Shellfish, and Aquaculture Diving	70
3135	New Zealand Certificate in Aquaculture (Level 3) with strands in Hatchery, Fish, and Shellfish	50

Forestry Qualification Development Project

10 qualifications, 10 micro-credentials, 166 standards.

Status: Qualifications and micro-credentials for L2 and L5 submitted to NZQA, work continues on L3, L4 and L5.

Number	Title	Credits
2325	New Zealand Certificate in Forest Industry Foundation Skills (Level 2)	45
2326	New Zealand Certificate in Forest Harvesting Operations (Level 3) with strands in Basic Machine Operation, Breaking Out - Cable, Landing Operations, and Tree Felling	70 - 75
2327	New Zealand Certificate in Forest Harvesting Operations (Level 4) with strands in Cable Extraction, Ground Based Extraction, Mobile Cable Yarder, Head Breaker Out, Loading, Log Making, Mechanised Felling, Mechanised Processing, Spotting, Swing Yarder Extraction, and Tree Felling	55 - 80
2329	New Zealand Diploma in Forest Management (Level 6)	240
2330	New Zealand Certificate in Forest Industry Operations (Planning and Monitoring (Level 4) with strands in Harvesting and Silviculture	60
2334	New Zealand Certificate in Forestry Operations (Level 3)	50 - 70
2336	New Zealand Certificate in Tree Felling and Clearing (Non-Production) (Level 3) with optional strand in Hazardous Tree Felling	50 - 65
4173	New Zealand Certificate in Log Stock Management (Level 3) with strands in Log Marshalling, and Log Scaling	55 - 65
4174	New Zealand Certificate in Forest Operations (Level 4) with strands in Mechanised Land Preparation, and Mechanised Thinning	55
4175	New Zealand Certificate in Forest Harvesting Operations (Level 4)	175

Agriculture Qualification Development Project

10 qualifications, 399 standards.

Status: Internal planning phase.

Number	Title	Credits
2211	New Zealand Certificate in Primary Industry Production Management (Level 5) with strands in Livestock Production, and Crop Production	70
2212	New Zealand Certificate in Agriculture (Level 4) with strands in Arable Farming, Dairy Farming, Breeding Livestock Farming, and Non-Breeding Livestock Farming	100 - 125
2215	New Zealand Certificate in Primary Industry Operational Skills (Level 3) with optional strands in Specialist Equipment, and Infrastructure	45
2220	New Zealand Certificate in Agriculture (Farming Systems) (Level 3)	85
2221	New Zealand Diploma in Primary Industry Business Management (Level 5)	120
2224	New Zealand Certificate in Agriculture (Arable Production) (Level 3)	80
3869	New Zealand Certificate in Agriculture (Level 3) with strands in Dairy Farming, and Meat and/or Fibre Farming	125

Agriculture Qualification Development Project

2 qualifications, 4 micro-credentials, 32 standards.

Status: Internal planning phase.

Number	Title	Credits
2215	New Zealand Certificate in Primary Industry Operational Skills (Level 3) with optional strands in Specialist Equipment, and Infrastructure	45
2218	New Zealand Certificate in Primary Industry Skills (Level 2) with optional strand in Self-Management and Employability Skills	40 - 60

Moderation

Overview

Our approach to prioritising providers and standards to be moderated for 2024/2025 is detailed in the [National External Quality Assurance and Moderation Plan 2024](#).

Selection

Muka Tangata uses a risk-based approach to determine our moderation focus - the frequency a provider is moderated, and standards or programmes called for moderation. We carry out moderation activities to provide the most benefit to providers, learners and employers. This approach is shared between the Workforce Development Councils (WDCs), to ensure a consistent experience.

A Muka Tangata Moderation Calendar is developed annually and made available to registered providers. The calendar details the sub-sector or industry focus for moderation per quarter.

For 2024, WDCs will use the following classifications for external moderation of providers:

- Low focus
- Medium focus
- High focus

Factors that determine risk and focus areas: Muka Tangata will take into account factors when determining focus areas for providers and standards for 2024. The table below describes moderation considerations and factors in scope for 2024.

Provider	Standards / programme
<ul style="list-style-type: none">• Historical provider information (on action plans or continuous non-compliance)• External Evaluation and Review (EER) (for non-school providers)• Industry feedback and focus on provider• Provider is new• High number of standards reported by provider• Education Review Office (ERO) reports (for school providers)• Provider’s assessments are not enabling the needs of priority learners to be met	<ul style="list-style-type: none">• Standards within a particular programme• Health and safety risk presented by standard• Legislative requirements and risk presented by the standard• Industry feedback and focus on standard or sector• New standards• High and low usage standards• Active WDC endorsed programmes• Learner achievement for standard, programme or qualification

Moderation Calendar 2024

Key:

Agriculture

Horticulture

Forestry

Seafood

Q1 (Jan - Mar)	Q2 (Apr - Jun)	Q3 (Jul - Sep)	Q4 (Oct - Dec)
	Agricultural Vehicles	Agricultural General, Fencing, Agrichemicals	Poultry and Pig farming
	Arable	Dairy Farming	Pest Control
	Vet and Animal Care	Sheep, Beef Cattle and Deer farming	Grapes and Wine
	Vegetables and Fruit production	Equine, Dogs, and Racing	Arboriculture
	Apiculture	Sports Turf	Seafood
		Landscape and Amenity	
		Nursery production	
		Forestry	
Schools			
Site visits			
Provider and schools professional development seminars			
Provider and schools online drop-in sessions			

More information available [online](#).

Process

Targets are set. Providers and standards to be moderated are identified and communicated to providers prior to the start of each moderation year (February - December). Moderation is carried out on a quarterly basis (start to finish) by industry group. Individual reports to providers detail outcomes and any further actions required. Summary reports detail quarterly and sub-sector analysis for discussion with Muka Tangata teams and Council. Improvements are incorporated into business-as-usual activities.

A new approach to quality assurance - Muka Tangata details the focus and continuous improvements made for moderation in 2024/2025; along with founding Muka Tangata research reports [Te Whakatōnga](#) and [National External Moderation Review](#). Online Muka Tangata seminars provide continuous development opportunities to provider and school staff around meeting WDC programme endorsement considerations.

Current and future projects

Muka Tangata will commence the review of the four current Consent and Moderation Information (CMR) documents in the first half of 2024.

Ohu Ahumahi, the collective of the six WDCs, quality assurance teams will continue the engagement with NZQA around reducing or removing WDC and NZQA overlapping compliance activities.

Moderation for 2025/2026 will follow the same process as moderation for 2024/2025.

Programme endorsement

Overview

Programme endorsement is a demand driven function. Muka Tangata connects regularly with all provider types and actively encourages providers to discuss and engage with Muka Tangata prior or as part of the [programme development process](#). Online Muka Tangata [seminars](#) provide continuous development opportunities to provider and school staff around meeting WDC programme endorsement considerations.

Muka Tangata now has a well-established process for endorsing programmes that includes evaluation by the relevant operational team members and sign off by the Chief Executive and senior leadership team.

For 2024/2025 Muka Tangata, together with other WDCs, have developed a common approach to endorsing programmes that include a service level agreement of 20 working days (excluding Requests for Further Information when needed).

These are:

- **A principled approach to programme endorsement.** Muka Tangata and the other WDCs have identified shared principles that will help providers to develop programmes. [A principled approach to quality assurance](#).
- **WDC endorsement considerations.** Muka Tangata and the other WDCs have identified shared endorsement considerations. [WDC endorsement considerations](#).
- **Meeting considerations around te ao Māori.** Ohu Ahumahi are in the process of developing mātauranga Māori guidelines. These have helped Muka Tangata to publish guidance to providers around how their programmes might encompass te ao Māori approaches to learning and assessment. [Meeting considerations around te ao Māori in programme endorsement](#).

Current and future projects

WDCs have recently made improvements to documentation (2023) and are currently engaged with NZQA to reduce overlap and streamline WDC and NZQA programme endorsement and programme approval processes.

We expect improvements to continue through 2024/2025. 2025/2026 will see continuous improvements.



MUKA TANGATA
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Engagement Plan

2024

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Introduction

Engagement with key industry and sector partners of Muka Tangata is key to understanding their education and training needs. Muka Tangata also engages with organisations in the vocational education and training (VET) sector to broker the training and support delivery required by our sector.

Muka Tangata has existed for two years, during which time our understanding of the functions and duties of the Engagement and Partnerships team have matured. We have had time to connect into each of our 14 industry groups and have established relationships with the major players and entities.

As the food and fibre sector has become familiar with our presence and better understands the role we have within the VET system, we see this is an opportunity for the nature of our engagement approach to shift. Our most valuable engagements and partnerships are with peak bodies, representative associations, and similar entities.

This plan outlines the approach to engagement for 2024-2026 led by the Muka Tangata Engagement and Partnerships team. It shows how we will contribute to Muka Tangata achieving our key deliverables and how will we support the other operational teams.

We have a specific and separate work plan for Māori Engagement. This work is led by the Poutiaki Pāhekoheko - Māori Engagement Lead who works closely with the Manukura and other kaimahi Māori as well as with all Engagement and Partnerships team members, other Muka Tangata and Ohu Ahumahi kaimahi.

1) Ohu Ahumahi – the collective of the six Workforce Development Councils.

Operating context

Muka Tangata represents 14 industry groups that make up the food and fibre sector of Aotearoa New Zealand.

Vision: A food and fibre workforce, and education and training system, that enables industry and partners to flourish in a manner that honours te Tiriti o Waitangi.²

Deliverables		Outcomes we contribute to
D1 Workforce Development Plans (WDPs) and Leadership	<ul style="list-style-type: none"> • D1.1 Foundation industry WDPs. • D1.2 Priority population segmentation. • D1.3 Cross-cutting issues. 	O1 People in our sector have the information and understanding to take action on skill and workforce issues.
D2 Qualifications, Standards and Micro-credentials	<ul style="list-style-type: none"> • D2.1 New approach to learning pathways and qualification design. • D2.2 New skills standards. • D2.3 Priority micro-credentials. 	O2 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	<ul style="list-style-type: none"> • D3.1 Comprehensive advice to TEC. • D3.2 Implementing WDPs; WDPs online. • D3.3 New approaches to quality assurance and enhancement 	O3 Equitable and quality learning and support are available when, where, and in diverse ways that people require.

Engagement model

Engagement will be consistent with our tikanga as set out in our [Statement of Strategic Direction](#):

- **Industry led:** strong voices from all parts of our industry
- **Te Tiriti based:** building our ability to honour te Tiriti o Waitangi
- **Partnership:** working in new ways with others
- **Equity:** focus on great outcomes for all
- **Openness:** in our thinking and actions, exploring diverse ideas and options.

2) "Industry and partners" includes industry bodies, employers, unions, employees, learners, and whānau, hāpu, and iwi Māori, as identified in the Muka Tangata Order in Council 2021.

Ngā Rourou

Ngā Rourou o Muka Tangata are 14 cross-organisational groups, aligned to the food and fibre industries we represent, that tie together the work of Muka Tangata across our four functional areas.

Ngā Rourou are the mechanism to draw on the expertise of each functional team. Each rourou is facilitated by an Engagement and Partnerships Manager; it is their responsibility to monitor and guide successful processes for the rourou to ensure it is effective and collegial.

Ngā Rourou enable the development of a shared understanding of the aspirations and needs of each industry and ensure that our teams' knowledge about potential solutions is shared.

The purposes of Ngā Rourou are to:

- share industry-related knowledge and insights across the organisation;
- provide input into deliverables where broader perspectives add value, for example, Qualification Development Projects (QDP), programme endorsements, WDP updates, and investment advice to TEC;
- identify and discuss opportunities and challenges facing our industries and recommend actions to the Leadership Team.

Key audiences

We deliver for three key groups:

- **Sector, Industries and Employers:** We deliver outcomes for the whole sector, for industries within our sector, and for individual employers. We have organised our industries into 14 industry groups and engage with each of them to develop and implement WDPs.
- **Whānau, Hapū and Iwi:** We deliver outcomes for whānau, hapū and iwi Māori, across our sector and industries and across Aotearoa. We will engage with organisations and groups representing these interests across our sector.
- **Diverse Learners and Employees:** We deliver outcomes for the full diversity of ākonga and employees across our sector and industries, including ākonga Māori, Pacific peoples, disabled people, women, older people, and people in rural communities. We will develop mechanisms to engage with both ākonga and employees across our sector.

Key partners

While we work with all parties in our sector and beyond, we recognise there are key organisations in each of our industries and in the vocational education sector that we need to keep close connections with as we build our wider networks and to enable us to meet our objectives. These are:

Industry organisations	Government and education	Learners	Cross-sector groups
<ul style="list-style-type: none"> • DairyNZ • Beef + Lamb NZ • Deer Industry NZ • Forest Industry Contractors Association • Horticulture NZ • Tangata Huawhenua • Apples & Pears • Seafood NZ • Pāmu • NZ Thoroughbred Racing • Harness Racing NZ • Greyhound Racing NZ • NZ Thoroughbred Breeders Association • Foundation for Arable Research • Apiculture NZ • NZ Winegrowers • NZ Pork • Poultry Industry Association NZ • NZ Sports Turf Institute • NZ Plant Producers 	<ul style="list-style-type: none"> • Ministry for Primary Industries • Ministry of Education • Ministry for Business, Innovation and Employment • Tertiary Education Commission • New Zealand Qualifications Authority • Food and Fibre Centre of Vocational Excellence • Food and Fibre Capability Forum • Primary Production Select Committee • Te Pūkenga, its subsidiaries, and any new entities that emerge • Te Whare Wānanga o Aotearoa and other Wānanga • Registered Private Training Establishments - ITENZ • Lincoln University • Massey University 	<ul style="list-style-type: none"> • NZ Unions of Students' Associations • Te Mana Ākonga • Disabled Students Association • Young Farmers • Rural Youth Network 	<ul style="list-style-type: none"> • Federation of Māori Authorities • Federated Farmers • NZ Council of Trade Unions • Rural Leadership Trust • NZ Institute of Primary Industry Management • Agri-Women's Development Trust • Rural Women NZ

The Engagement and Partnerships team

Our team takes the lead on engagement for the development of WDPs and supports the work of the other functional teams. Our role is to be the lead for relationships with our sector for Muka Tangata, facilitate the gathering and analysis of information needed for our work and to broker solutions to industry training issues or needs. Effective engagement is key to the ongoing development of our WDPs and implementation.

Our Managers and Leads work with our allocated industries to establish meaningful relationships with industry representative associations and a cross-section of business entities.

We engage with Māori agribusinesses, or those that employ significant numbers of Māori, as part of our commitment to working with and partnering with Māori.

We develop relationships to get an in-depth understanding of the issues, barriers and opportunities for our industries. We also work with other government agencies and other entities at an operational level.

All engagement activity for the Engagement and Partnerships team is recorded in a timely way in Aka Kōrero, the enterprise tool for managing relationships. We continuously improve the functionality of this tool with the systems experts and our Ohu Ahumahi kaimahi, so that we can interrogate the information usefully and draw meaningful conclusions.

Capturing all Muka Tangata teams' engagement activities in Aka Kōrero gives us a complete picture of engagement with industry and partners. This also helps reduce duplication, increase the sharing of information and intelligence to improve our understanding of the overall and emerging picture of VET in the food and fibre sector.

Principles of operation

Our work incorporates the following key principles:

- For each engagement we will connect in a way or ways that are consistent with Muka Tangata commitment to te Tiriti o Waitangi and to being a positive partner. We will be led by the Poutiaki Pāhekoheko and draw on the collective expertise of kaimahi Māori for guidance where needed when connecting with Māori partners and stakeholders.
- We will work respectfully and authentically and we will actively seek a range of views to build a balanced picture of sector needs and issues.
- Connecting kanohi ki te kanohi - face to face, where possible, virtually as necessary. We want to first establish a relationship as the basis for future engagements that are not purely transactional.
- We want to see Māori not only thrive but take a lead in the food and fibre sector, in recognition of the dominant historical role that Māori once enjoyed.

Our kaimahi have industry-specific work plans. These set out:

- Industry allocation
- Annual goals and rationale
- Areas of focus or consideration by quarter (to be updated quarterly)
- Pan-sector and core industry/iwi organisations or contacts, by tier:
 - Tier One: a peak body or lead organisation contact - regular contact is expected, no less than quarterly (or as agreed)
 - Tier Two: also a key contact - at least twice-yearly contact as a minimum
 - Tier Three: other players – contact at least annually, might be by email
- Formal and non-formal training providers in the industry
- List of any service agreements developed
- Key industry events
- Roadmap actions linked to that industry
- Any key notes relating to the rourou for that industry.

The plans are developed and shared with industry contacts and organisations. The work plans reflect the needs and format of industry.

We know our work plans will flex and change over the year as more detail emerges about the new VET landscape. We understand that we are often seen as the source of accurate information for industry and we will make sure we are as up to date as possible on new arrangements and directions.

Focus for engagement

- We will maintain and consolidate relationships with key industry bodies.
- We will continue to seek out other groups that can offer views that could differ from those commonly heard from larger industry groups to ensure our information and advice to government, and to support our sector, is balanced. This includes those groups not currently engaged with vocational training or who are underrepresented.
- We will engage with industry to develop and support the WDPs.
- We will increasingly support the work of the operational teams.
- Engagement with Māori agribusinesses (as opposed to iwi Māori) remains a core function of our team. The development of Te Haumako has placed a greater priority on this engagement and the team will focus on ways to reach a wider cross section of Māori within their industry groups in 2024.
- We will use our industry connections and industry association partnerships to assist with the implementation of industry surveys led by the Skills Leadership and Advice team to capture additional intelligence on workforce and skill needs.

Expected outcomes

- A continually refreshed and deeper understanding of the trends and opportunities that our industries have articulated.
- Obtaining and testing a wider range of perspectives and challenges faced in our sector.
- Testing of different solutions that Muka Tangata might play a part in brokering.
- Championing of selected opportunities and projects, in particular those relating to Māori and other underserved ākonga (learners).
- Improved Ohu Ahumahi collaboration in engagement and other ways of working together.
- Recognition for our expertise and our ability to facilitate and broker training solutions for our sector.

Key focus for 2024

To date, our focus has been on building strong connections with all parts of our sector. We've worked to develop working relationships with key organisations and entities, and reach groups who are underrepresented in current vocational education. From 2024, we are focusing on relationships and engagements with key associations. Some of our industries now only require 'light touch' management while others still need intensive input. We will monitor this and review workloads and needs.

Through Ngā Rourou, we will contribute to refining the Muka Tangata approach to WDPs and continue to test trends and opportunities with industry employers and ākongā.

First Quarter 2024

Our focus is on implementing WDP Roadmap actions through engagement with key industry bodies and Māori agribusiness collectives. A review of industry group engagement levels will be conducted to identify where significant engagement still needs to occur, and where an active relationship management approach is now required.

Second to Fourth Quarters 2024

Our focus will be on:

- Engaging with industry groups where an insufficient level of penetration has occurred and switching to relationship management with others.
- Implementing Roadmap actions in partnership with providers, industry, government, and whānau, hapū, and iwi Māori.
- Verifying data, trends and opportunities with industry.
- Supporting the work of the other teams, including Te Haumako.
- Communicating any new content in WDPs to industry.
- Developing different approaches to engage with a wider audience, particularly those who historically have been hard to reach or remain underrepresented.
- Working to connect industry and providers, and brokering effective solutions to identified training requirements, particularly for diverse or underrepresented communities and ākongā.
- Working with representative groups who have either identified innovative and future-focused workforce solutions or have a need for a solution.
- Working with the Skills Leadership and Advice team to develop measures for engagement that are meaningful and not just quantitative.

We attend key industry activities and events throughout the year. These events provide us with both information and intelligence. We make prudent selection of the events we attend; we try to balance cost with priority industries and/or making connections for other Muka Tangata outputs.

Work with other teams

We work closely with kaimahi from other teams in Muka Tangata, primarily through Ngā Rourou, where understanding and information about each industry is shared and, more specifically as work plans for other teams are implemented, to support them and be a prime conduit for information and intelligence that can only be obtained through quality engagement.

Other operational teams also have important relationships with our sector, and we need to work closely and deliberately with them so that we are not duplicating effort. Our team has to understand and clearly communicate key strategic messages from other operational teams and be seen as credible and trusted sources of accurate information as well as recognising the experience and expertise of other team members.

- The Quality Assurance and Enhancement Team takes the lead with provider relationships. We will work closely with that team to support them in their key messages about quality assurance.
- The Qualifications and Standards Team interacts with representatives from our industries and provides the specialist knowledge about what might be achievable in standards, qualifications and in other credentials. We will work closely to support this team with their work and to call on their expertise when needed for the engagement we lead.
- We work with the Skills Leadership and Advice Team to generate the knowledge underpinning the WDPs and to test our advice, as well as supporting specific projects.
- As we implement roadmap actions from the WDPs our team will continue to nurture and maintain existing industry relationships as well as identifying new and emerging entities to work with, particularly with respect to Māori, Pacific Peoples, and Tangata Whaikaha. We are reducing our focus on seeking out high numbers of employers we have not connected with, however we will continue to develop forums that allow for efficient engagement with these stakeholders whilst respecting their limited availability.

Ohu Ahumahi collaboration

Ohu Ahumahi has an agreement that we will engage with iwi collectively, to minimise engagement fatigue and duplication of effort.

From 2024, we will refine our collaborative approach to engagement, particularly with industry groups that extend across Ohu Ahumahi. Further work is needed to connect effectively with teams in other WDCs, particularly in measuring effectiveness and approaches to collective engagement.

Evaluating success

Success measures:

- The first cycle of WDP Roadmap actions is implemented.
- Other issues or areas that emerge outside the WDP are evaluated and responded to as required.
- Te Haumako includes a range of Māori agribusinesses and reflects diversity of business models and employees.
- Key points from engagements are recorded in Aka Kōrero.
- Individual work plans for each industry are in place and are updated regularly.
- Monthly reports on team member's engagement. Bi-monthly report submitted to Council.

Review

- We continuously review our approach to engagement, seeking feedback from the other Muka Tangata teams, to identify progress towards achieving targets and the objectives of our Strategic Direction.
- We will informally review the plan regularly as it is implemented.
- We will monitor our engagement methods and the information it is generating on an ongoing basis.

Engagement events 2024

Event	Location	Start date
<ul style="list-style-type: none"> • XI International Symposium on Kiwifruit • B+LNZ Farming for Profit - Akaroa • The Golden Shears • Northland Field Days 	<ul style="list-style-type: none"> • Mt Maunganui • Christchurch • Masterton • Northland 	February
<ul style="list-style-type: none"> • Young Farmers Regional Final Canterbury • Central Districts Field Days • Food and Fibre CoVE Research and Insights Forum 	<ul style="list-style-type: none"> • Christchurch • Central Districts • Wellington 	March
<ul style="list-style-type: none"> • He Whenua Rongo Symposium • NZ Tree Crops Association Conference • WinePro 2024 	<ul style="list-style-type: none"> • Auckland • Whangārei • Blenheim 	April
<ul style="list-style-type: none"> • NZ Plant Producers Institute Conference • Pukekohe Young Grower of the Year • Central Otago Young Grower of the Year 	<ul style="list-style-type: none"> • Hamilton • Pukekohe • Central Otago 	May
<ul style="list-style-type: none"> • National Fieldays • NZ Ethical Employers Conference • MPI and Agmardt Good Employer Awards • E Tipu BOMA • Nelson Young Grower of the Year • Gisborne Young Grower of the Year 	<ul style="list-style-type: none"> • Hamilton • Napier • Wellington • Palmerston North • Nelson • Gisborne 	June

Event	Location	Start date
<ul style="list-style-type: none"> • Hawke's Bay Young Grower of the Year • NZPork Conference 	<ul style="list-style-type: none"> • Hawke's Bay • Wellington 	July
<ul style="list-style-type: none"> • NZ Plant Protection Society Symposium • Arable Awards of NZ • NZ Plant Protection Society Conference • Horticulture Conference and RSE Conference 	<ul style="list-style-type: none"> • Auckland • Christchurch • Auckland • Tauranga 	August
<ul style="list-style-type: none"> • NZ Plant Conservation Network • Egg Industry Conference 	<ul style="list-style-type: none"> • Whangārei • Christchurch 	October
<ul style="list-style-type: none"> • NZ Grain & Seed Trade Association • International Postharvest Symposium • NZ Agricultural Show 	<ul style="list-style-type: none"> • Christchurch • Rotorua • Christchurch 	November