



Muka Tangata

Pūrongo ā-Tau | Annual Report 2024



MUKA TANGATA
People, Food and Fibre
Workforce Development Council

Muka Tangata Annual Report 2024 Publisher

Muka Tangata Workforce Development Council
Publications Unit, PO Box 445, Wellington 6140
Tel: 04 909 0288

This publication is available on the Muka Tangata
website at www.mukatangata.nz/publications

Further copies may be requested from
info@mukatangata.nz

ISSN No. 2815-9462 (Print)
ISBN No. 2815-9470 (Online)



MUKA TANGATA
People, Food and Fibre
Workforce Development Council

Ngā kaupapa o roto Contents

| | | | | | |
|--|----|--|----|--|----|
| He mihi nā te Tumu Whakahaere me te Heamana Chief Executive and Chair greeting | 05 | Te hiranga i te mātauranga ahumahinga me te whakangungu Excellence in vocational education and training | 27 | Te mahitahi me ngā whakahoatanga Collaboration and partnerships | 40 |
| Muka Tangata Our Role | 06 | Food and Fibre Skills Framework | 27 | Collaboration in the vocational education sector | 40 |
| At a glance | 06 | Qualifications development | 28 | Collaboration across Ohu Ahumahi | 42 |
| Strategic Direction | 08 | A new approach to quality assurance | 32 | Anga whakamua Next steps | 44 |
| Additional statutory functions | 09 | External moderation | 33 | Muka Tangata Our people | 46 |
| He Tauākī Tutukinga ā-mahi Statement of Service Performance 2023-2024 | 10 | Programme endorsement | 34 | Te whakahaerenga o Muka Tangata Governance and accountability | 47 |
| Te Whakamana i te Tiriti o Waitangi me te tautoko te tūhononga Māori Karauna Honouring te Tiriti o Waitangi and supporting Māori Crown relations | 22 | Working alongside providers | 35 | Structure and responsibilities | 47 |
| Iwi and Māori engagement | 23 | Te whakamana i te ahumahi me ngā ākonga Empowering industry and learners | 37 | Our Council | 48 |
| Te Haumako | 24 | Workforce development plans | 37 | Te Taha Pūtea Financial Performance | 51 |
| | | Implementing workforce development plan Roadmap actions | 38 | Ngā Āpitiwhanga Appendices | 85 |
| | | Advice to the Tertiary Education Commission | 39 | | |
| | | Skills forecasting | 39 | | |



He mihi nā te Tumu Whakahaere me te Heamana Chief Executive and Chair greeting

Since our establishment in October 2021, we have built a strong knowledge base of the needs and aspirations of the 14 industry groups we represent. This year, we have worked to deliver vocational education and training solutions for the food and fibre sector.

We are working with our industries, iwi Māori, and vocational education providers to address the Roadmap actions in our Workforce Development Plans and remove barriers that prevent industries and communities having the workforce skills they need.

The addition of Te Haumako, our workforce development plan for Māori in the food and fibre sector, published in June 2024, builds on kōrero and our existing knowledge, and sets out our ongoing actions to support, promote, and be transparent in our commitment to Māori.

We are pleased with the progress that we have made in developing innovative and responsive qualifications, standards, and micro-credentials that better meet industry needs. As well as our qualifications development projects for the Seafood and Forestry industries, we're working to formally recognise skills in wool harvesting, irrigation, groundspreading/nutrient application, and leadership for food and fibre industries.

Recently initiated, our work on all our entry-level and agriculture qualifications will ensure that ākongā are equipped with the knowledge, skills, and attributes they need to succeed in the sector.

We are equally pleased with the quality of the workforce analysis and insights developed through conversations with our sector and industries, backed by high quality data analytics and increased forecasting. These insights support our qualifications and standards development work, as well as our advice to government and industry about the investment required in training to meet workforce skill needs.

Our work with food and fibre vocational education and training providers has made a real difference to the quality of delivery for our sector. We have addressed issues with the quality of assessment in some key industries and have supported all of our providers to deliver better services for ākongā.

We are most proud of the level of support we have received from our sector, industries, providers, Māori agribusiness and sector organisations over the past year. We remain committed to charting a sustainable future for food and fibre vocational education and training with the support of these partners.



Erin Simpson
Council Chair

Jeremy Baker
Chief Executive

He tiro wawe At a glance

Our industry groups

14

industries in the food and fibre sector

262,700

individuals worked in Muka Tangata industries across 2021, with 86,200 of these being self-employed or working as an employer (Stats NZ Integrated Data Infrastructure).

Food and fibre workforce



16%

identified as Māori in 2021 (Stats NZ Integrated Data Infrastructure)



36%

identified as female in 2021 (Stats NZ Integrated Data Infrastructure)



6%

identified as Pacific Peoples in 2021 (Stats NZ Integrated Data Infrastructure)

Tāngata whaikaha

In June quarter 2023, tangata whaikaha (people with disabilities) made up 3.8% of the working age population (aged 15-64 years) and 2% of the labour force. Of these, 7.5% of tangata whaikaha worked in agriculture, forestry, and fishing and mining industries.[^]



7.5%

Engagement

900+

Engagements with industry*

20

Professional development workshops facilitated for providers

24

Hui whakapūmau visits

[^]Statistics New Zealand. (2023). Labour market statistics (disability): June 2023 quarter. Retrieved from <https://www.stats.govt.nz/information-releases/labour-market-statistics-disability-june-2023-quarter/>

*Note: one engagement activity is counted as as 1, regardless of the participant numbers, length, or type.

Qualifications and standards



New qualifications



New skill standards



New micro-credentials



Reviewed unit standards*



Reviewed qualifications

*Note: we have included the unit standards that have been revised and rolled over.

Quality assurance and moderation

Programme endorsement



Number of new and revised programmes endorsed for delivery

Pre-assessment moderation



Number of assessment material approved

Consent to Assess



Number of unit standards supported

Post Moderation



Number of unit standards moderated



Number of learner samples moderated



Number of providers moderated



Ahunga Rautaki Strategic Direction

Muka Tangata, People, Food and Fibre Workforce Development Council, works to enhance vocational education and training to meet industry needs, and to support iwi and hapū Māori, ākonga (learners), and kaimahi (workers) to flourish in the food and fibre sector.

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.

Outcomes we contribute to:

- People in our sector have the information and understanding to take action on skill and workforce issues.
- People in our sector have the skills and workforce capability they require to meet shared and diverse needs and aspirations.
- Equitable and quality learning and support are available when, where, and in diverse ways that people require.

Tikanga Approach



Industry led

Strong voices from all parts of industry



Partnership

Working in new ways with others



Openness

In our thinking and actions, exploring diverse ideas and options



Te Tiriti based

Building our ability to honour te Tiriti o Waitangi



Equity

Focus on great outcomes for all

Additional statutory functions

Muka Tangata has several additional functions to other WDCs (Workforce Development Councils), set out in our Order in Council:

Promotion of opportunities for all

- Promote opportunities for all people in the food and fibre industries that Muka Tangata serves to reach their full potential and capabilities by supporting quality vocational education outcomes.
- Address the needs and aspirations of priority learners in the specified industries, including Pacific learners and those with disabilities.

We have worked to ensure that our qualifications, standards, and micro-credentials work for all learners in our sector. Additionally, we have worked with training providers to ensure that their delivery equally supports quality outcomes for all.

We have developed Te Haumako, our Māori Food and Fibre Workforce Development Plan, to ensure we are making progress on improving workforce skills outcomes for the Māori agribusiness sector.

We have worked with partners in Vanuatu, Samoa, and with employers in New Zealand to develop an approach to better recognise the skills gained by Pacific recognised seasonal employers (RSE) workers while they are in Aotearoa, and ensure this recognition is meaningful in their home countries.

Advocacy on policy on behalf of industry

- Advocate for, and contribute to, policies that meet the needs of our industries, particularly as they relate to vocational education, career promotion and planning, and the funding of education and training.

We have advocated and promoted policy change on a number of key issues identified by our industries, including eligibility of migrant workers for formal vocational education and training funding, access by RSE workers to quality training opportunities and recognition of that training, alignment of vocational education pathways and tertiary careers, and Ministry of Education Gateway funding determinations.

Advice on education and training systems

- Provide advice to compulsory education, higher education, industry extension, and professional development providers on how the education and training system can be fully mobilised to build the capability required of the future workforce.

With the support and encouragement of our sector and industries, we have promoted discussion on a wide range of future options for food and fibre vocational education and training. We will continue to work with our industries and sectors in this area.

Commercial work

- Undertake commercial work on behalf of our industries where it is aligned with our functions and strategic direction.

We have focused in our first three years on delivering excellence in our core functions. We have taken the lead on developing and managing the Shared Data Platform¹ (Te Mata Raraunga) for and on behalf of all WDCs and the wider Vocational Education and Training (VET) system. We are pleased that all WDCs have found this a useful tool and have supported it financially.

1. Read more about the Shared Data Platform on page 42.



He Tauākī Tutukinga ā-mahi Statement of Service Performance 2023-2024

Muka Tangata, the People, Food and Fibre Workforce Development Council, works to enhance vocational education and training to meet industry needs for the food and fibre sector. Our framework is based on honouring te Tiriti o Waitangi, supporting Māori Crown relations, and helping ensure fair and equitable outcomes for all.

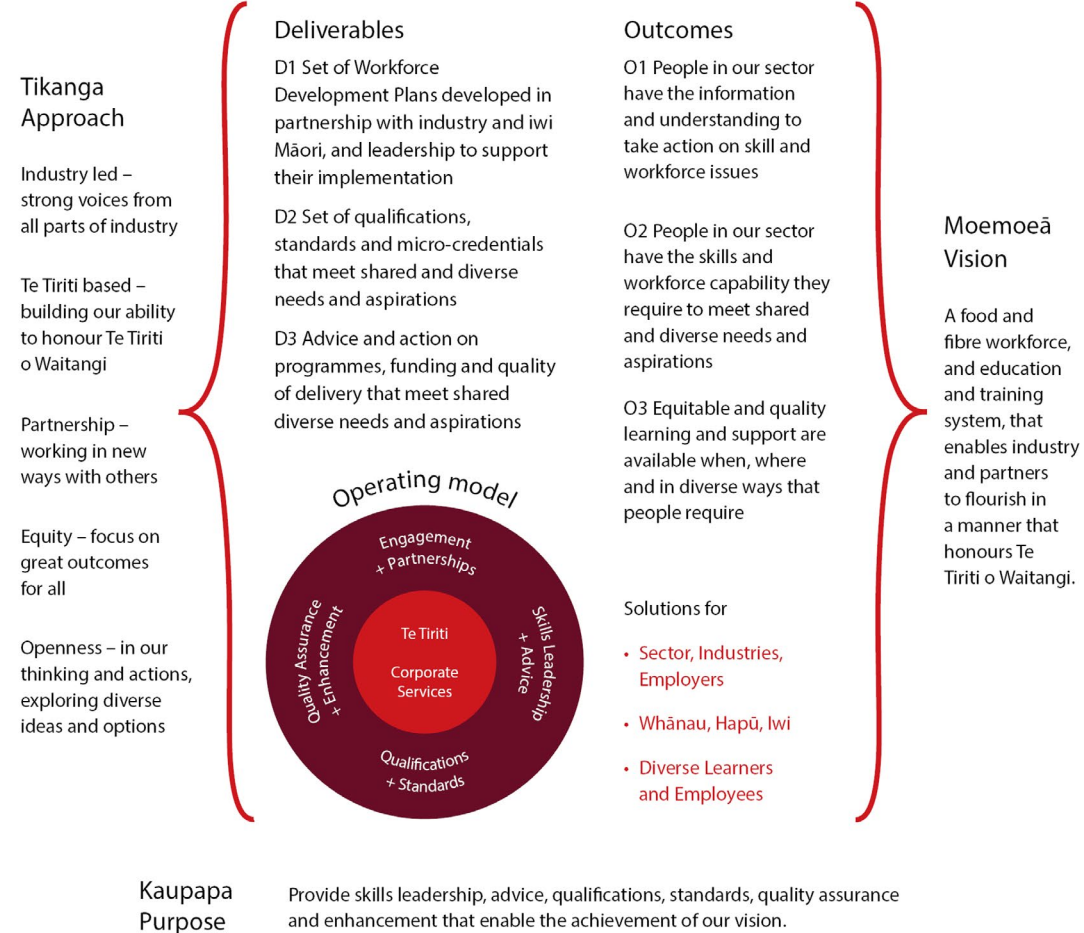
Core Functions

Our core functions, as set out under Section 363 of the Education and Training Act 2020, directly influence our deliverables, approach and operating model to support the achievement of outcomes:

- Industry workforce and skills leadership
- Developing and setting standards, capstone assessments and qualifications
- Endorsing programmes and moderating assessments
- Advisory and representative role

Our strategy

This 'plan on a page' sets out our **Moemoeā** (Vision), **Kaupapa** (Purpose), **Tikanga** (Approach), and the **Deliverables, Operating Model, Outcomes and key sector audiences** that will enable us to deliver our vision.



Our deliverables and achievements in 2023-24

The following describes our deliverables and achievements for the year.

| What does success look like in 2023-24 | What we achieved 2023-24 | What we achieved 2022-23 |
|--|--|---|
| Māori flourish in the food and fibre sector – as owners, leaders, and workers. | <ul style="list-style-type: none"> • Published Te Haumako – Māori Workforce Development Plan for the Food and Fibre Sector. The plan includes 19 ongoing actions with and for Māori to make vocational education and training more fit for purpose, less complex, and easier to access. Te Haumako is a living plan which allows for regular progress updates and additional actions where appropriate. • Post-moderation of ākongā samples from Te Kura Kaupapa Māori o te Waiū o Ngāti Porou conducted completely in te reo Māori. Being able to carry out moderation in te reo Māori means we are able to advise on best practice regarding assessment, improving outcomes for ākongā Māori, and foster stronger connections (whanaungatanga) with Kura Kaupapa Māori. • Worked with other Workforce Development Councils to develop operational guidelines for mātauranga Māori, including a descriptor of mātauranga Māori and three principles to guide kaimahi as they incorporate mātauranga Māori into their work practices. | <ul style="list-style-type: none"> • Our 14 industry-specific WDPs reflect what we've heard and learnt through our engagement with Māori industry leaders. This knowledge will inform our Māori WDP. • We introduced a new approach to quality assurance, and learner pathways that incorporates mātauranga Māori and kaupapa Māori approaches. |
| Intended impact: Mātauranga Māori and kaupapa Māori approaches drive success in education, training and qualifications. | | |



Key Deliverables 2023-24

D1: Workforce Development Plans (WDPs) and Leadership

| What does success look like in 2023-24 | What we achieved 2023-24 | What we achieved 2022-23 |
|---|---|---|
| Outcome 1: People in our sector have the information and understanding to take action on skill and workforce issues. | | |
| <p>Rolling programmes of industry WDP updates commences – Updates made to WDPs based on programme of research and analysis</p> | <ul style="list-style-type: none"> We have updated our 14 industry workforce development plans (WDPs) including data and analysis, adding new insights about our sector and enhancing the user experience: mukatangata.workforceskills.nz. Our WDPs are supported and draw on our wider programme of research and analysis. Highlights from this year include: <ul style="list-style-type: none"> Development of our new Skills Forecasting microsimulation model which will enable us and industry to interrogate the detailed skills needs of industries over the next 50 years using a flexible and transparent set of scenarios. Learner outcomes analysis – looking at the labour market and wellbeing outcomes of those in each of our industries who undertake relevant vocational education Learner trajectories analysis – we’ve started work to analyse the pathways through vocational education and employment that learners in our sector actually take. Deep-dives and industry-specific analysis – focused on areas where existing datasets didn’t provide enough useful information (e.g. our Spotlight on Greenkeepers). Muka Tangata hosts the Shared Data Platform, which provides clean, reusable and accessible data on our industries, workforces and learners via a safe and secure platform for analysis. We deliver this capability, supporting the team, infrastructure tools and public-facing website Te Mata Raraunga, on behalf of all of Ohu Ahumahi (the collective of the six WDCs). We chair the governance group and analyst working group – drawing together talent and expertise from across Ohu Ahumahi, supporting collaboration, upskilling and a focus on the key priorities and data needs from across the sector. We have delivered a safe and secure analytical environment, core data on industries, workforce and learners, dashboards to help users visualise and explore the information, a public-facing website and dashboard tools so the sector can also access key intel. We are developing analytical tools like the GDP and Occupation forecasting tool which will provide new and detailed insights on the forward trends for all of our industries and key occupations. In addition, we have also led additional analysis on behalf of Ohu Ahumahi (learner outcomes analysis) and collaborated directly with WDCs on specific tools (Ringa Hora joined our work developing a Skills Forecasting Microsimulation Model). We undertook a Performance and Skills Survey of representatives of peak bodies and industry-recognised key individuals covering all of our 14 industry groupings, as well as significant Māori organisations. We asked about their overall satisfaction with the performance of our functions and their confidence that the priorities of their industry or of iwi and hapū Māori were understood and communicated. The results were: <ul style="list-style-type: none"> 76% were either somewhat or very satisfied with Muka Tangata’s overall performance 69% were either somewhat or very confident that Muka Tangata understood their priorities 62% were either somewhat or very confident that Muka Tangata communicated their priorities. | <ul style="list-style-type: none"> Published 14 industry specific WDPs for the 14 industries that Muka Tangata represents, based on engagement with industry, backed by data, research, and analysis: mukatangata.workforceskills.nz. The plans capture key workforce and training information about each sector, identify the workforce and skills issues facing the sector, and lay out the roadmap of actions that Muka Tangata is working on with those in industry and wider sector. The online format is dynamic, so that the data, issues, and roadmap actions in each plan are easily accessible, adjustable, and trackable. Our industry plans are truly living plans, which will adapt as industry and wider challenges change. The online format is dynamic, so that the data, issues, and roadmap actions in each plan are easily accessible, adjustable, and trackable. Our industry plans are truly living plans, which will adapt as industry and wider challenges change. |



| What does success look like in 2023-24 | What we achieved 2023-24 | What we achieved 2022-23 |
|---|--|---|
| <p>Priority population groups</p> | <ul style="list-style-type: none"> We published Te Haumako, our Māori WDP for the food and fibre sector as a living document alongside and integrated with our industry workforce development plans: mukatangata.workforceskills.nz/te-haumako. We published Highlights, pulling together key findings on key cohorts within our sector (e.g. Women in the food and fibre sector). In October 2023, we launched our Recognised Seasonal Employer (RSE) Skills Recognition Project, and in May 2024 appointed a Pacific Workforce Development Lead to drive this work as well as the development of a Pacific Workforce Development Plan. The RSE Skills Recognition Project aims to recognise skills workers have before they depart their Pacific home country, recognise skills they gain in Aotearoa NZ, and enable recognition of those skills when they return to their home country. Initial discussions have been held about a pilot project with representatives from three Pacific countries (Vanuatu, Samoa, Tuvalu) and NZ Ethical Employers. The Pacific Workforce Development Lead will also support the work of the Chief Advisor – Pacific/ Fa’atonu Sili Pasifika to implement the Pacific Outcomes Framework. | <ul style="list-style-type: none"> Each WDP contains data and analysis for different population groups and, where appropriate, issues and actions for a population group have been identified, for example the low participation of women in the Forestry industry. While the WDPs include particular Māori, Pacific peoples and other cultural groups information, we identified a need for specific population group plans. We have begun developing a Māori WDP, to be completed by the end of 2023. |
| <p>Cross-cutting focus areas selected in consultation with sectors</p> | <ul style="list-style-type: none"> The WDPs identify cross-cutting sector issues that relate to many of the future-focused challenges and opportunities for the whole sector. Our Roadmaps show how we are working at both the sector and industry level to address these common challenges and opportunities. We have published Highlights focused on cross-cutting issues such as retention and churn within the sector. | <ul style="list-style-type: none"> The WDPs also identify cross-cutting sector issues that arose from many industries. These cross-cutting issues relate to many of the future-focused challenges and opportunities for the whole sector, including climate responsiveness, developing and maintaining healthy and productive soils, water, plants, and animals. Muka Tangata will work both at the sector and industry level to address these common challenges and opportunities. |



D2: Qualifications, Standards and Micro-credentials

| What does success look like in 2023-24 | What we achieved 2023-24 | What we achieved 2022-23 |
|--|---|--|
| <p>Innovative portfolio of qualifications developed that meet shared and diverse sector needs</p> | <p>Outcome 2: People in our sector have the skills and workforce capability they require to meet shared and diverse needs and aspirations.</p> <ul style="list-style-type: none"> Our research project, co-funded with the Food and Fibre Centre of Vocational Excellence (CoVE), developed the Food and Fibre Skills Framework to simplify qualifications and enhance flexibility and skill transferability in the food and fibre sector. The framework supports a 'skills-first' approach, providing flexibility and relevance for both employers and ākonga, and aligning with our strategic goals. It aims to create a thriving, adaptable workforce while honouring te Tiriti o Waitangi, with further work recommended for full implementation. The four key components of the framework that will be applied to future qualifications development work are: <ul style="list-style-type: none"> Core transferable skills – learning, work and life skills; Core technical skills – skills applicable across the food and fibre sector; Industry-specific skills – unique to each industry; Bodies of knowledge – mastery in significant areas. This framework is being used in the current Agriculture and Entry Level Qualification Development Projects. Qualifications development projects have seen regular engagement with iwi/Māori, industry and providers (Te Pūkenga (Primary ITO, Polytechnics), Private Training Establishments, Te Wānanga o Aotearoa, and secondary schools) to consider shared and diverse sector needs. Seafood qualifications development project: The review of the qualifications for Aquaculture, Seafood Processing and Commercial Fishing was completed in December 2023, with input provided by iwi/Māori, providers, and industry. As a result, two new qualifications were developed at Levels 3 and 4, replacing existing qualifications, and the existing Level 5 qualification was rolled over. NZQA approved these changes in June 2024. Steering group and working meetings were held in May and June 2024 to progress the development of micro-credentials and skill standards towards the new qualifications. | <ul style="list-style-type: none"> A New Approach to Learner Pathways was published and distributed in January 2023. The paper was presented at the Work Integrated Learning conference in April, and at the Food and Fibre CoVE Research and Insights Forum in June. The paper has also been used as a starting point for discussion with a range of Vocational Education and Training (VET) participants. The paper forms the basis for approaches being explored in projects such as the current review of Seafood and Forestry qualification suites. Muka Tangata has been a key participant in a Food and Fibre CoVE research project – Training and Career Framework for the Food and Fibre Sector. The objective of the project was to design a training and career framework with flexible pathways, informed by exemplars of learning delivery, which lead to positive outcomes for learners across the sector. The outputs of the project have provided the foundation for Muka Tangata to explore qualification, skill standard and micro-credential development including flexible pathways. A Muka Tangata sponsored research project was conducted by the Food and Fibre CoVE – Pathways, Pride, and Possibilities: Food and Fibre Apprenticeships in Aotearoa. The research culminated in a discussion paper published in April. The paper will guide subsequent qualification development to support the principles of apprenticeships. |



| What does success look like in 2023-24 | What we achieved 2023-24 | What we achieved 2022-23 |
|--|---|---|
| | <ul style="list-style-type: none"> Forestry qualifications development project: This project's scope covers the entire suite of Forestry qualifications (Levels 2–6), including the development of micro-credentials in leadership (Level 5). During the last twelve months, consultations with the forestry industry, wood councils, and other organisations have been held across the country, resulting in the development and publication of a new qualification at Level 2 and a new qualification at Level 5. Also, 12 new micro-credentials at Levels 3, 4 and 5 were developed through engagement and work alongside industry and stakeholders, and approved by NZQA. Entry Level and Agriculture qualifications development projects: We launched two simultaneous projects for the food and fibre sector in February 2024. The Entry Level project focuses on reviewing the two current Primary Industry entry-level qualifications and exploring developing additional or alternative qualifications and supporting micro-credentials and standards at Level 2 and Level 3 that will strengthen pathways into the people, food and fibre sector of Aotearoa. Through the Agriculture project, we will review and develop qualifications, micro-credentials, and standards from Levels 3-5 for Agriculture industries, including arable, dairy, sheep, beef, deer, pork, and poultry farming. We are working with key partners, including industry, iwi Māori, schools, kura Māori, Trades Academies, employers, and providers across the regions to design products that meet the industry needs. The steering groups for both projects were convened in June 2024 and work has begun. | <ul style="list-style-type: none"> Muka Tangata has been a key participant in a Food and Fibre CoVE research project (Food and Fibre Leadership System Research Project) sponsored by Rural Leaders NZ. As chair of the steering committee, the GM Qualifications and Standards has contributed toward the development of the first research report. The goal of the project is to design and adopt a food and fibre leadership framework with supporting system(s), which would provide a set of success criteria that other projects would use to meet the current and future needs of New Zealand's food and fibre sector. Seafood Qualification Review: The revision of the qualifications for Aquaculture, Seafood Processing and Commercial Fishing are underway, with input being provided by iwi/Māori, providers, and industry. The opportunity for Muka Tangata to stack qualifications with micro-credentials is being explored along with the development of Skill Standards in Seafood Processing. Muka Tangata is working with TEC and NZQA to ensure that there are no barriers to the development of programmes in parallel with qualification and standard development. Forestry Qualification Review: The revision of qualifications in the Forestry industry is underway, with a hui planned to gather information from iwi/Māori, providers, and industry about the future of VET in the industry. |



Standards

| 2022-23 Industry | Reviewed |
|---------------------------|----------|
| Agriculture | 12 |
| Agriculture Amenity | 3 |
| Amenity Horticulture | 1 |
| Aquaculture | 3 |
| Arboriculture | 2 |
| Equine Racing | 4 |
| Forestry | 4 |
| Harness Racing | 9 |
| Nursery | 2 |
| Poultry | 32 |
| Primary Sector | 1 |
| Seafood Vessel Operations | 1 |

| 2023-24 Industry | Reviewed and/or Rolled Over |
|---------------------|-----------------------------|
| Agriculture | 9 |
| Sports Turf | 2 |
| Forestry | 154 |
| Agribusiness | 6 |
| Aquaculture Diving | 8 |
| Seafood | 258 |
| Thoroughbred Racing | 1 |

Skill Standards

| 2023-24 Industry | Registered |
|------------------|------------|
| Forestry | 6 |

Qualifications

| 2022-23 Industry | Reviewed | New | Republished |
|----------------------------|----------|-----|-------------|
| Rural Servicing L4 | 1 | | |
| Silviculture 2330 | 1 | | |
| Vet Nursing | | | 4 |
| [2374] Equine L4 | | | 1 |
| [4221] Equine L4 | 1 | | |
| Equine L4 | | 1 | |
| Organic Primary Production | | | 2 |
| Forestry Leadership L5 | | 1 | |

| 2023-24 Industry | Reviewed | New | Republished |
|--------------------------|----------|-----|-------------|
| Vet Nursing | 1 | | 1 |
| Rural Animal Technology | 1 | | |
| Forestry Leadership | 1 | | |
| Forest Industry NZ Cert. | 1 | | |
| Seafood Processing | 7 | | |



Micro-credentials

| 2022-23 Micro-credentials Supported | Provider |
|---|--------------------------------------|
| Certificate in Chainsaw use for Conservation (Level 3) (micro-credential) | Te Pūkenga Tai Poutini Polytechnic |
| Contract Milking 101 and Farm Environment Planning | Dairy Training Ltd (DTL) |
| Computer Optimisation in Forest Harvesting | Te Pūkenga Toi Ohomai |

| 2023-24 Micro-credentials Supported | Provider |
|---|-----------------------|
| Where Productions Meets Post Harvest | Fruition Horticulture |
| Rural Pest Animal Control | Land Based Training |
| Tractors, Equipment and Maintenance | Land Based Training |
| Effluent & Waste Management | Primary ITO |
| Pest Eradication & Bush Survival (L3) | Topec |
| Implement & Monitor a Farm Environment Plan | Primary ITO |
| Rural Vehicles and Trailed Equipment | Land Based Training |
| Rural Fencing and Maintenance | Land Based Training |

| 2023-24 Micro-credentials Developed |
|---|
| Groundspread Nutrient Application for Primary Industry |
| Forestry Operations: Log Scaling |
| Forestry Road Pavement |
| Forestry River Crossing Construction |
| Forestry Earthworks Plant Operation |
| Maintenance and Rehabilitation of Forestry Roads |
| Core Construction of Forestry Roads |
| Forestry Deadman Installation |
| Geotextile Installation in Forestry Infrastructure |
| Core Forestry Leadership |
| Operational Forestry Leadership |
| Business Forestry Leadership |
| Irrigation – Water Measurement telemetry system installation and commission |
| Irrigation – Full pipe water measurement device verification |
| Irrigation – Full pipe water measurement device installation and commission |
| Introduction to Seafood Processing |
| Introduction to Aquaculture |
| Forestry Foundation Skills |
| Emerging Leadership in People, Food and Fibre Industries |
| Introduction to Commercial Fishing |



| What does success look like in 2023-24 | What we achieved 2023-24 | What we achieved 2022-23 |
|--|--|--|
| Develop new priority skill standards, and update priority unit standards to skill standards | <ul style="list-style-type: none"> As part of the Forestry qualifications development project, we have developed six new skill standards at Level 2. Currently under development: <ul style="list-style-type: none"> Wool Harvesting (five skill standards at Level 3) Seafood | <ul style="list-style-type: none"> Te Rāngai Ohu Mahi – Paerewa Ako me te Marautanga ā-motu – Skill Standards and ‘National Curriculum’ Working Group, co-chaired by Ian Funnel (NZQA) and Craig Langdon (Muka Tangata), developed guidelines for Skill Standards. Te Rāngai Ohu Mahi completed its work in November 2022; Skill Standard Guidelines were published by NZQA June 2023. Draft Skill Standards have been developed for the Pet Grooming industry. Skill standards have been developed during Seafood and Forestry qualification reviews. |
| Develop micro-credentials in response to industry needs | <p>We have worked alongside stakeholders to develop and deliver the following micro-credentials:</p> <ul style="list-style-type: none"> Forestry micro-credentials (Level 2-5) Emerging Leadership in People, Food and Fibre Industries (Level 4) Wool Harvesting (Level 3) – Submitted to NZQA and pending approval Seafood (Level 2) Irrigation (Level 5) Groundspread Nutrient Application for Primary Industry (Level 3) In early 2024, we started working with Whakatōhea Māori Trust Board to develop an iwitanga micro-credential. This aligns with our work to remove barriers and complexities from qualifications to make them more flexible, and incorporates mātauranga Māori, including iwitanga, in a way that values, respects, and protects the mātauranga Māori as a taonga. The micro-credential will provide a framework for iwi and hapū to incorporate their own mātauranga in ways that reflect their aspirations for their people. We are looking at how the micro-credential can be incorporated as an option into entry-level qualifications, but once approved by NZQA it will be available to be used to support other learning. As of June 2024, we are seeking feedback on a first draft from iwi and hapū who may wish to use it, before it is submitted to NZQA. | <ul style="list-style-type: none"> Updated micro-credential guidelines were developed with NZQA which were subsequently published in March 2023. We worked with providers to support the development of micro-credentials in Dairy, Forestry and Chainsaw use in Conservation. We worked with VET participants to identify priority micro-credentials. Micro-credentials are being developed for: <ul style="list-style-type: none"> Horticulture, Freshwater Farm Plans Agriculture, Fertiliser Application (Ground spreading), Wool Harvesting. |



D3 Advice, Action and Assurance

| What does success look like in 2023-24 | What we achieved 2023-24 | What we achieved 2022-23 |
|---|---|---|
| Outcome 3: Equitable and quality learning and support are available when, where, and in diverse ways that people require. | | |
| <ul style="list-style-type: none"> Alignment of funding, programmes delivery Advice to other government agencies | <ul style="list-style-type: none"> Investment Advice to Tertiary Education Commission (TEC) for the 2025 academic year submitted and published: mukatangata.workforceskills.nz/tec-advice. Our advice was used by TEC within their investment Plan Guidance for 2025 Plan Guidance². TEC are formally looking for increased provision in critical areas across the food and fibre sector and new provision to support new qualifications or gaps in existing provision. It also reflects our analysis that the supply pipeline of skilled workers has not kept up with the levels needed to support industry. It also notes the need for training that is work-based or has a strong focus on developing skills within a workplace setting so that learners are able to directly apply skills within the workplace. | <ul style="list-style-type: none"> Our Investment Advice to TEC for the 2024 academic year was provided to TEC on 6 April 2023. The advice will be published on our website: mukatangata.nz/publications. TEC provided feedback that our advice was useful and informed us that our advice has been fed into TEC’s Supplementary Plan Guidance for 2024. |
| <ul style="list-style-type: none"> Work with industry, providers, iwi Māori, and government agencies to implement our workforce development plans | <ul style="list-style-type: none"> 938 engagement activities. Engagement has supported implementation of the WDPs and facilitated connection with Māori business owners and employers for: Te Haumako development; qualifications development projects; feedback on quality assurance; and to inform TEC advice. Feedback from industry has directly led to updating and refining our WDPs and, in some cases, developing changes or better representation of sub-industries, in partnership with those groups: Spotlight on Greenkeepers. We worked across Ohu Ahumahi to enable more integrated reporting of engagement for useful insights in our shared customer relationship management system, Aka Kōrero. We have ongoing working engagements with E Tū union, and referral to New Zealand Council of Trade Unions for sustained connection, regular engagement with TEC Leads with specific oversight of the National Careers System Strategy and liaison to support implementation of Tahatū, TEC’s new careers website. We provide secretarial support to the Food and Fibre Capability Forum. | <ul style="list-style-type: none"> 834 engagement activities have occurred over the last year to support the development and begin implementation of our 14 industry-specific WDPs. We have engaged with our key stakeholders to socialise the WDPs and to seek initial responses and have started to implement roadmap actions for each plan. We have collaborated across Ohu Ahumahi to engage with iwi collectively (Ngāti Toa, iwi from Tai Tokerau) and have built our networks with iwi and Māori business owners. |

2. Appendix 4, from page 63



| What does success look like in 2023-24 | What we achieved 2023-24 | What we achieved 2022-23 |
|---|---|---|
| <p>Implementation of a National Quality Assurance Plan incorporating continuous improvements</p> | <ul style="list-style-type: none"> The six programme endorsement kaupapa, or sets, of considerations have been agreed by and are used across all across all WDCs when requesting endorsement for programmes. We have developed rubrics to support the consistency of this mahi. Ohu Ahumahi have developed a principled approach to WDCs endorsing unified and transformative programmes that supports the development of quality programmes by providers. 46 programmes were endorsed, achieving 100% endorsement within the Service Level Agreement (SLA) timeframe. We took part in two of the three joint programme endorsement/approval pilots with NZQA in May and June 2024, that looked to reduce the time taken for providers to have their programmes endorsed by a WDC and approved by NZQA. Results are being collated. These pilots were excluded from the SLA timeframe. External Moderation Review, and Te Whakatōnga continue to influence our quality assurance and moderation activities. These, together with feedback from providers, have enabled continuous improvement opportunities: A new approach to quality assurance. Our National External Quality Assurance and Moderation Plan 2023 with the Moderation Calendar 2023, and the National External Quality Assurance and Moderation Plan 2024 with the Moderation Calendar 2024 provide information and details about how we carry out our moderation functions. 168 post-moderation events were carried out with providers. 1,391 learner assessment samples were evaluated. 24 online and face-to-face site visits, 34 Consent to Assess engagements (covering some 208 unit standards), 407 pre-assessment moderation activities, and 20 professional development workshops/seminars facilitated for providers. The NZQA monitoring report of Muka Tangata released in October 2023 states that “Muka Tangata has developed an effective NEM system that provides confidence that assessment practices are fair, valid and consistent across all sectors”, and that “Muka Tangata has effective moderation processes for assessment standards”. | <ul style="list-style-type: none"> Programme endorsement is well defined and has been communicated to providers. The six programme endorsement kaupapa or sets of considerations have been agreed by and are used across all WDCs. They help to ensure industry and learner needs are met. Muka Tangata has developed rubrics to support the consistency of this mahi. Over the reporting period 66 programmes were endorsed, achieving 100% endorsement within the Service Level Report (SLR) timeframe. We utilise the knowledge and skills of each of the Muka Tangata operational teams together with the Senior Leadership Team to evaluate each programme. Two pieces of research were commissioned and completed in 2022. The SAARA Group carried out an External Moderation Review, and the Muka Tangata Poutiaki te Ara Kounga Māori (Māori Advisor) developed Te Whakatōnga. Both these reports have provided confirmation of our WDC direction of travel, and actionable opportunities for change and continuous improvement. The Muka Tangata National External Quality Assurance and Moderation Plan 2022 was developed and further refined with the publication of the National External Quality Assurance and Moderation Plan 2023. These plans provide information and details about how Muka Tangata carry out its moderation functions, supplemented by moderation calendars. |



| What does success look like in 2023-24 | What we achieved 2023-24 | What we achieved 2022-23 |
|--|---|---|
| | <ul style="list-style-type: none"> We provide a post-moderation report to each provider detailing their performance and opportunities for improvement. Site visits and professional development workshops provide opportunities for the provider to improve practices and for us to discuss programme performance. For the majority of cases the report is also discussed with the provider. Continued poor performance is managed through escalation planning which includes one or more of; provider-led improvements, action or Development plan, site visit, and escalate to NZQA. We connect with Primary ITO and Competenz, and with Private Training Establishment (PTE) peak body groups such as ITENZ, QTI and non-aligned PTEs. The team works with and connects annually with the Primary Industry Polytechnics Tutors Association. We actively initiate and support research that supports the Food and Fibre CoVE projects that have an impact on excellence in the Vocational Education and Training system that relate directly to delivery and assessment. | <ul style="list-style-type: none"> Over the reporting period there have been 174 quality assurance engagements, 32 online and face-to-face site visits, 25 Consent to Assess engagements (covering some 212 unit standards), 443 pre-assessment moderation activities, and 20 professional development workshops/seminars facilitated for providers. Over the reporting period 156 providers were post-assessment moderated. 1,322 learner assessment samples were evaluated. NZQA monitoring of WDCs. NZQA is currently evaluating WDC National External Moderation reporting. Muka Tangata provides a post-moderation report to each provider detailing their performance and opportunities for improvement. Site visits and professional development workshops provide opportunities for the provider to improve practices and for Muka Tangata to discuss programme performance. For the majority of cases the report is discussed with the provider. Site visits and professional development workshops provide opportunities for the provider to improve practices and for Muka Tangata to discuss programme performance. Continued poor performance is managed through escalation planning that includes one or more of provider led improvements, Action or Development plan, site visit, and escalate to NZQA. |

Te Whakamana i te Tiriti o Waitangi me te tautoko te tūhononga Māori Karauna

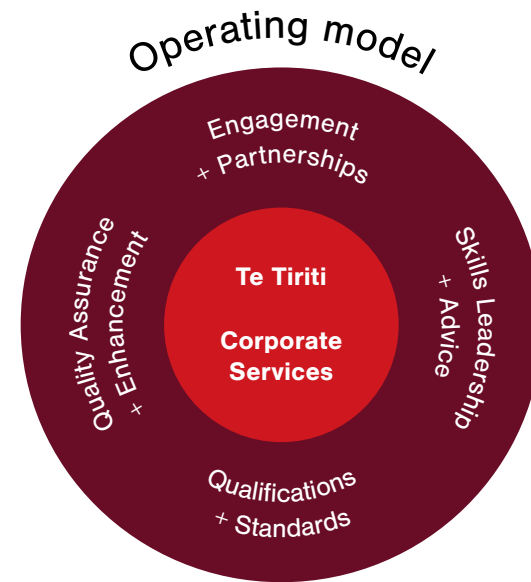
Honouring te Tiriti o Waitangi and supporting Māori Crown relations

Māori are represented significantly across the food and fibre sector of Aotearoa New Zealand. We remain committed to operating in a way where the needs and aspirations of ākonga, kaimahi, and Māori businesses underpin our mahi.

We work to meet the needs of Māori-focused industries, ākonga Māori, and kaimahi 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 skills and training requirements.

Our commitment to honouring te Tiriti is built into our strategic direction and operating model and is reflected in our organisational structure. Each of our operational teams include kaupapa Māori leaders who work within their teams and alongside the Manukura to ensure our work with and for Māori remains a top priority.



Te whakaanga ki ngā iwi Māori

Iwi and Māori engagement

Iwitanga micro-credential development

In early 2024, we started working with Whakatōhea Māori Trust Board to develop an iwitanga micro-credential.

This micro-credential development aligns with our work to remove barriers and complexities from qualifications to make them more flexible (read more about our qualifications development on page 27). Additionally, incorporating mātauranga Māori, including iwitanga, in a way that values, respects, and protects the mātauranga as a taonga is an integral part of this ongoing work.

The micro-credential, designed for Level 2 learners, will provide a framework for iwi and hapu to incorporate their own matauranga in ways that reflect their aspirations for their people.

Muka Tangata is looking at how the micro-credential can be incorporated as an option into entry-level qualifications, however once approved by the New Zealand Qualifications Authority (NZQA) it will be available to be used to support other learning.

As of June 2024, we are seeking feedback on a first draft from iwi and hapū who may wish to use it before it is submitted to NZQA.

"Standing tall and proud and knowing who they are, helps our rangatahi learn," says Hohepa Hei, General Manager of Education and Training at Whakatōhea Trust Board.

"We would like to use this micro-credential in training to support our aquaculture, horticulture, building and tourism training. I can't wait."

First moderation in te reo Māori

In December 2023, we carried out desktop post-moderation of ākonga samples from Te Kura Kaupapa Māori o te Waiū o Ngāti Porou. And, for the first time, moderation was conducted completely in te reo Māori.

Our food and fibre sector is host to an array of industries that naturally have a deep interest and ability to deliver in te ao Māori and te reo Māori. This particular Kura Kaupapa Māori reached out to us to moderate their learner samples in te reo Māori and provide them with best practice guidance.

Being able to carry out this moderation in te reo Māori means we can advise on best practice regarding assessment, improving outcomes for ākonga Māori, and foster stronger connections (whanaungatanga) with Kura Kaupapa Māori.



Kāre he mutunga o ngā mihi nui ki a koe. Hari hari koa ana te ngākau ki te whakaōrite i ēnei mahi ki te tangata matatau ki to tātau reo hoki. Mīharo pai! (I can't thank you enough! I am truly grateful for having our samples moderated by someone who is fluent in our language. It was amazing!)"

Gerry Heeney, Learning Support Coordinator, Te Kura Kaupapa Māori o te Waiū o Ngāti Porou.

Te Haumako

We were proud to share our Workforce Development Plan for Māori in the food and fibre sector, Te Haumako, in June 2024.

Te Haumako was created with the understanding that Māori are significant players in food and fibre. It focuses on the importance of supporting Māori growth and wellbeing in the sector.

Te Haumako brings together actions already underway as part of our **14 industry workforce development plans** released in 2023. It also sets ongoing actions to support, promote, and be transparent in our commitment to Māori. Additional actions draw on what we already know from existing research and respond to changes that Māori industry are looking for.

We've identified four key broad areas of work:

- Qualifications and training that work for Māori
- Support for ākonga Māori
- Māori leadership
- Promoting the industries and supporting pathways within them.

The key areas of work cover 19 ongoing actions that will support Māori growth and wellbeing in the sector – 16 directly related to Muka Tangata work and three relating to how we will work with others.

Te Haumako is a living document. It will be regularly updated, with progress on our actions reported on our website.



Scan for more information:
Our Workforce Development Plan for Māori, Te Haumako



Te Haumako

- Rangatiratanga Māori - Māori Ownership
- Ohumahi Māori - Māori Workforce
- Panoni Hangapori - Demographic Change
- Ākonga Māori - Māori Learner

He wāhi nui tō te Māori i te rāngai kai me te muka hei rangatira, hei kaimahi, hei ākonga hoki.

Māori are significant in the food and fibre sector as owners, employers, kaimahi, and ākonga.

I te tau 2022, ko te taurite o te pāmu Māori ko te 865 heketea, inā noa atu tērā i te taurite o te pāmu i Aotearoa arā, ko te 279 heketea, me te aha he rearua te maha o ngā kararehe ka whakatipua i te whenua Māori.

In 2022, Māori farms¹⁴ averaged 865 hectares, significantly exceeding the average Aotearoa farm size of 279 hectares, with them supporting roughly twice as much livestock.

Ohumahi Māori = ko tōna 16% o te hunga e mahi ana i ngā ahumahi o Muka Tangata.

Māori workers = 16% of the Muka Tangata's industries' workforce.¹⁴

Nga rawa o te ngahere = \$4.3 piriona (2018).

Forestry assets = \$4.3 billion (2018).¹⁵

Nga rawa o te pāmu miraka kau = \$4.9 piriona (2018).

Dairy Farming assets = \$4.9 billion (2018).¹⁵

Kaimahi Māori = 55% i Ngā Ratonga Tautoko (11,376); Pāmu Hipi, Piwhi, Tia hoki (8,809); me Pāmu Miraka Kau (5,868) i 2021.

Māori workers = 55% in Support Services (11,376); Sheep, Beef, and Deer farming (8,809); and Dairy farming (5,868) in 2021.¹⁵

Nga rawa o te pāmu me te Piwhi = \$8.6 piriona (2018).

Sheep and Beef Farming assets = \$8.6 billion (2018).¹⁵

Ko ngā kaimahi Māori he 31-33% i te rōpū ahumahi Ngahere.

Māori make up 31-33% of workers in the Forestry industry group.¹⁵

Ko te ōrautanga o ngā ākonga Māori kua tau ki tōna 23% o ngā ākonga kua whakaurua ki ngā tohu mātauranga o Muka Tangata.

Ākonga Māori has remained steady at around 23% enrolled in Muka Tangata qualifications.¹⁶

Ko te tokomaha o ngā ākonga Māori kua whakaurua ki ngā tohu mātauranga o Muka Tangata i piki ki te 6,975 ākonga i 2021.

Ākonga Māori enrolled in Muka Tangata qualifications increased to 6,975 in 2021.¹⁶

Kei ngā tohu matapae e kitea ana ko te pikinga taupori o te iwi Māori i ngā reanga katoa o te o te taapeke taupori.

Projections indicate that the Māori ethnic group is likely to increase its share of the total population at all ages.¹⁷

Nā te mea he nui ake ngā Māori e whānau mai ana, ko te whakapae ia ka tamariki iho te taupori Māori i ērā atu taupori, iwi atu hoki.

Due to their higher birth rates, the Māori population is expected to maintain a significantly younger age structure compared to other populations.

Hei te tau 2040, ko tōna hauwhā o te ohumahi i raro iho i te 40 tau te pakeke he Māori, nā reira me whai hua te pūnaha mātauranga ahumahiinga mō te whakangungu Māori me te whakatipu pūkenga, haere ake nei.

By 2040, about 1/4 of the potential workforce under 40 will be Māori meaning a higher reliance on ākonga and kaimahi Māori to meet future skill needs.

¹³ Data Source: **Te Ōhanga Māori – The Māori Economy 2018** (rbnz.govt.nz)

¹⁴ For statistical purposes, a farm denotes one or more blocks of land managed as a single operation and engaged in agricultural activity. Māori farms are geographical units belonging to Māori authorities or other Māori enterprises. Activities include livestock farming, horticulture, viticulture, nurseries, forestry, growing grain, and seed crops. For more information, see: **Tātauranga umanga Māori – Statistics on Māori businesses: 2022 (English)** | Stats NZ

¹⁵ Data Source: Stats NZ Integrated Data Infrastructure

¹⁶ ANZSIC codes that fall under Muka Tangata's remit.

¹⁷ **National ethnic population projections: 2018(base)-2043 (update)** | Stats NZ

¹⁸ Data Source: **Tertiary Education Commission database**. For more information about TEC data, please visit Reporting and data collection | Tertiary Education Commission (tec.govt.nz)



Te hiranga i te mātauranga ahumahinga me te whakangungu Excellence in vocational education and training

Anga Pūkenga Kai me te Muka Food and Fibre Skills Framework

The Food and Fibre Skills Framework supports a simplified skills recognition structure and will enable greater flexibility for ākonga and transferability of skills across industries in the food and fibre sector.

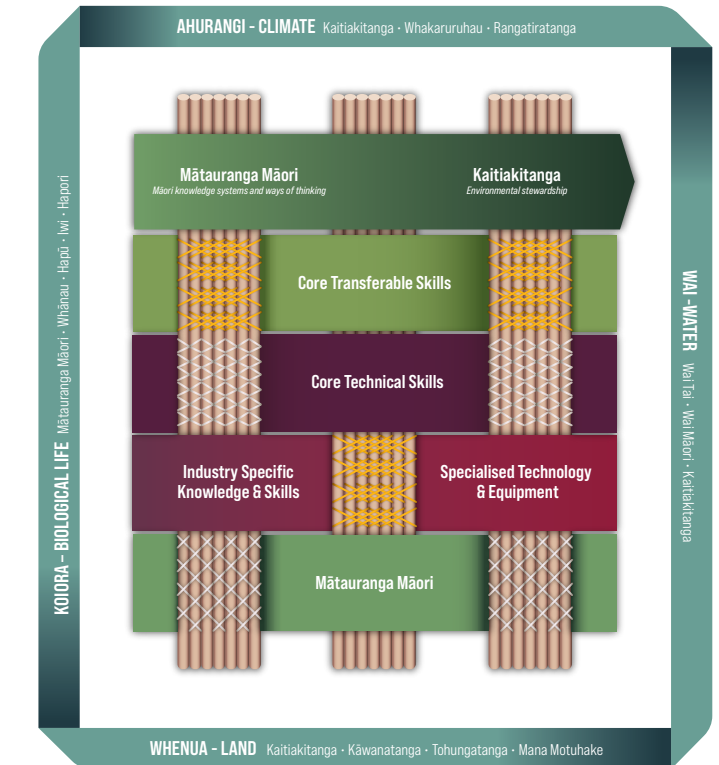


Scan for more information:
Food and Fibre
Skills Framework

Developing a skills framework for the food and fibre sector was identified as a key approach to underpin, inform, and support our work in creating and maintaining qualifications, standards, and micro-credentials that are best for our sector.

We focused on a skills-first approach in the development of this framework, allowing for the recognition of the necessary skills, knowledge, and attributes to succeed in a given role.

The framework is now the basis for our product development mahi and will be updated based on feedback received through qualifications development projects as the needs of the food and fibre sector change and develop.



Food and Fibre Skills Framework visualisation



Te whakawhanake tohu mātauranga

Qualifications development

Our development projects ensure that the qualifications, standards, and micro-credentials for each industry are fit for purpose, clear, and meet the needs of industry, enabling ākongā to succeed in their training and career goals.

Qualifications development projects are supported by our guiding document [A New Approach to Learner Pathways](#) which sets out how Muka Tangata will create a streamlined set of qualifications, standards, and micro-credentials that are responsive to the needs of employers, ākongā, and iwi and hapū Māori.

We focused on targeted qualifications development projects over the past 12 months:

Seafood qualifications development project

Since April 2023, we have been working with industry representatives, iwi Māori, and vocational education providers to review and develop qualifications, standards, and micro-credentials for the Seafood sector.

Project milestones:

- July 2023 – first project wānanga held, bringing together industry experts, training providers, iwi, and Māori
- October 2023 – public consultation opened
- February 2024 – 280+ seafood-related unit standards reviewed and rolled over
- April 2024 – Introduction to Commercial Fishing and Introduction to Seafood Processing (Level 2) micro-credentials approved by NZQA
- May 2024 – Introduction to Aquaculture (Level 2) micro-credential approved by NZQA
- June 2024 – New Zealand Certificate in Seafood Operations (Level 3) developed and approved by NZQA to replace the existing Level 3 qualification

- June 2024 – New Zealand Certificate in Advanced Seafood Operations (Level 4) developed and approved by NZQA to replace the existing three Level 4 qualifications

Work has now begun on the development of further micro-credentials and skill standards to support the new qualifications.



Forestry qualifications development project

Our Forestry qualifications development project continued throughout 2023-24. The review includes the entire suite of Forestry qualifications (Levels 2-6), including the development of a Level 5 leadership qualification.

Project milestones:

- October 2023 – New Zealand Certificate in Forestry Leadership (Level 5) with strands in Operational Forestry Leadership, and Business Forestry Leadership approved by NZQA
- November 2023 – New Zealand Certificate in Forest Industry Foundations Skills with strands in Harvesting, Silviculture and Earthworks (Level 2) approved by NZQA
- November 2023 – Forestry Operations: Log Scaling (Level 4) micro-credential approved by NZQA
- January 2024 – seven Earthworks micro-credentials at Level 3 approved by NZQA. Muka Tangata worked in collaboration with Waihanga Ara Rau on the development of these micro-credentials. This included working with industry to identify needs across both the forestry and construction/infrastructure sectors

- February 2024 – three Level 5 Forestry Leadership micro-credentials approved by NZQA
- March 2024 – rollover of 12 Level 2 unit standards
- April 2024 – Forestry Foundation Skills (Level 2) micro-credential approved by NZQA
- April 2024 – rollover of 44 Level 3 unit standards, 71 Level 4 unit standards, and 33 Level 5 unit standards
- May 2024 – development of six Level 2 skill standards
- May 2024 – rollover of five Level 6 unit standards

Micro-credentials are small, stand-alone awards with set learning outcomes.



Groundspread Nutrient Application for Primary Industry micro-credential

We worked in collaboration with Hanga-Aro-Rau to develop micro-credentials for Groundspread NZ.

The Groundspread Nutrient Application for Primary Industry micro-credential provides a further opportunity for industry professionals to have their skills recognised.



There is no way we could've done this without them. We don't have the skills, time, or expertise to be able to build something this amazing. We're just so appreciative that they took the time to get to know us and guide us on this incredible journey.

Rose Hyslop, Executive Officer,
Groundspread NZ



Irrigation micro-credentials development

Through our engagement with Irrigation NZ, we began development of Level 5 micro-credentials for the Irrigation sector.

This mahi began in October 2023 after we were approached by Irrigation NZ to develop two NZQA unit standards into micro-credentials.

We worked closely with kaimahi from Irrigation NZ, the irrigation service sector, and local council, to collate their feedback and recommendations on the micro-credentials.

The three micro-credentials – Full pipe water measurement device installation and commission, Full pipe water measurement device verification, and Water measurement telemetry system installation and commission – were approved by NZQA and listed on the New Zealand Qualifications and Credentials Framework (NZQCF) in March 2024.



Emerging Leadership in People, Food and Fibre Industries micro-credential

In direct response to feedback from the Horticulture sector, we began developing a micro-credential that would recognise emerging leaders in the sector in August 2023.

The micro-credential supports kaimahi moving into leadership roles to become more confident in themselves and their work, enabling them to be reflective, resilient, and versatile, while leading engaged and productive teams.

We worked closely with industry experts to ensure the micro-credential is fit for purpose across the food and fibre sector.

The Emerging Leadership in People, Food and Fibre Industries micro-credential was approved by NZQA and listed on the NZQCF in May 2024.



Wool harvesting micro-credentials development

We have now finalised the form and content of new skill standards and micro-credentials which will provide a training pathway for those looking to join the Wool Harvesting industry and the opportunity to formally recognise the skills gained.

In total, four micro-credentials and five skill standards in shearing, wool handling, and wool pressing have been developed at Level 3 and submitted to NZQA in May 2024. These educational products are a key step in establishing a sustainable and enduring formal learning pathway for the industry after decades of the absence of such opportunities.

Following NZQA approval of these products, they will be listed on the NZQCF.



Entry Level qualifications development project

We began scoping the Entry Level project in late 2023, following feedback from industry and vocational education partners.

The focus of the Entry Level project is to review the two current primary industry entry-level qualifications and explore developing additional or alternative qualifications and/or supporting micro-credentials and standards at Level 2 and Level 3 that will strengthen pathways into the people, food, and fibre sector of Aotearoa. We are working with key partners including industry, iwi Māori, schools, kura Māori, trades academies, and employers to develop educational products that will allow a wide range of people, including school leavers, to transition into the food and fibre workforce.

Because entry-level training is across the breadth of the food and fibre sector, our focus is on practical areas of on-job training, professionalism, basic health and safety, communication, pastoral care, resilience training, and critical thinking.



Agriculture qualifications development project

Through the Agriculture project, we will review and develop qualifications, micro-credentials, and standards from Level 3 to Level 5 for Agriculture industries including arable, dairy, sheep, beef, and deer farming.

From initial engagement with industry partners, we identified an opportunity to enhance potential pathways through and between these qualifications; while ensuring they are fit for purpose.

This project is being conducted in parallel with (and will be informed by) the Entry Level qualification development project.

During April and May 2024, we held wānanga across the motu and online, with focus on the Agriculture and Entry Level qualifications development projects. The purpose of these wānanga was to allow attendees to learn more about the projects, provide general feedback on the pre-existing qualifications and standards, and to share aspirations for future industry training.

The projects, and our plan to implement our New Approach to Learner Pathways and Skills Framework, has received endorsement from various key industry groups in the food and fibre sector, including Federated Farmers, DairyNZ, Beef + Lamb NZ, and Deer Industry NZ.

He huarahi hou hei whakaū i te kounga

A new approach to quality assurance

Our approach to quality assurance focuses on working collaboratively with providers to develop and deliver quality programmes.

Following feedback from schools and providers, we worked to make changes to our National External Quality Assurance and Moderation plan.

Over the past year we have:

- Continued with the face-to-face hui whakapūmau site visits and held monthly online professional development sessions for providers and schools.
- Let each provider know at the start of the moderation year which post-moderation samples we would be calling for, and when.
- Taken part in two pilots with NZQA to reduce the time taken for providers to have their programmes endorsed by a WDC and approved by NZQA.
- Worked collaboratively across the WDCs to support consistency.

- Adjusted our moderation reports to reflect te ao Māori values and our commitment to te Tiriti o Waitangi.
- Built on our mahi that supports the success of ākonga Māori, mātauranga Māori, and te ao Māori through our quality assurance and moderation functions (including asking for samples from ākonga Māori).



Consent and Moderation Requirements

In March 2024 we started the review and revision of current Consent and Moderation Requirements (CMR). This review will ensure the documents fully reflect the function of the WDCs and are up to date with current WDC practices and requirements.

Our expectation at the completion of the review is that the Muka Tangata CMR will accurately reflect our quality assurance and moderation requirements, provide current and relevant assessor criteria, list the domains, unit standards, and skill standards related to Muka Tangata only, and be user-friendly for providers.

The new CMR is expected to be published by April 2025.

Te whakaōrite ā-waho External moderation

Our quality assurance and moderation activities for 2023-24 have been guided by recommendations from our **External Evaluation and Review** and **Te Whakatōnga** research reports.

The key activities included in our quality assurance practices were:

- Using moderation and quality assurance tools that support success
- Continuing to build relationships with providers
- Presenting Te Whakatōnga at the Careers and Transition Education Association conference in Whangārei in November 2023
- Moderating te reo Māori learner samples from Kura Kaupapa Māori
- Developing the Quality Assurance and Enhancement team's te ao Māori principles
- Leading the development of the WDCs te ao Māori programme endorsement rubric
- Collaborating with providers and education partners to establish a **resource repository**.

Te Whakatōnga progress report

Te Whakatōnga is our approach to incorporating mātauranga Māori and te ao Māori values into our quality assurance and moderation activities. Our April 2024 progress report focused on the implementation of eight key recommendations detailed in Te Whakatōnga.



Scan for more information:
Te Whakatōnga progress report



Te whakapūmau hōtaka Programme endorsement

Endorsing programmes is an important part of our quality assurance and enhancement functions. It helps us ensure that the programmes leading to our qualifications are robust, fit for purpose, and meet the needs of industry and ākonga. Ohu Ahumahi (the collective of the six WDCs) have worked collaboratively with NZQA to develop the programme endorsement considerations that focus on programme content, equity for learners, programme engagement and consultation, te ao Māori, Pacific languages and learners, and disabled people.

Ohu Ahumahi have been working with NZQA on ways to reduce duplication and the time required for the programme approvals process. Three joint Ohu Ahumahi/NZQA pilot programme evaluations to address this are currently underway and near completion.



Te mahitahi me ngā kaituku akoranga Working alongside providers

Hui whakapūmau enhancement visits enable our kaimahi to observe delivery and assessment, view facilities, talk with staff about programme delivery and assessment, and talk to ākonga where possible. As part of our new approach to quality assurance we have conducted workshops for individual providers to support them in meeting moderation requirements.

We understand that relationships are the cornerstone of success for Māori who are engaged in the food and fibre sector, and we are continually working to build strong relationships with providers.

In September 2023, Ohu Ahumahi conducted a series of whanaungatanga visits with iwi and hapū-based providers, kaupapa Māori organisations, and Whare Wānanga. The focus and goal of these engagement hui was to build sustainable relationships with Māori providers.

We have developed our approach to Māori engagement in a manner that puts relationships at the centre, in a way that respects and honours their importance. This approach is further detailed in our report, Te Whakatōnga.

Toi Ohomai quality assurance workshop

In May 2024, we hosted a workshop at Toi Ohomai. The aim of the workshop was to support the Quality Assurance team with their assessment writing practices.

“

The value of meeting kanohi ki te kanohi (face-to-face) is that it allows us to build whanaungatanga, mutual relationships, and confidence – leading to stronger relationships with the providers we work with.

The feedback was positive – the workshop was a timely refresher and a good opportunity for more in-depth discussions regarding the importance of good quality assessment material.

“A couple of participants talked about how assessor comments from twenty-odd years ago have positively influenced what they do now,” says Muka Tangata kaimahi Damian.

“Hearing how people remembered what their assessor had said to them was inspiring and showed the power of positive feedback.”



Te whakamana i te ahumahi me ngā ākonga Empowering industry and learners

We remain focused on addressing the workforce development and skill needs of Aotearoa New Zealand's food and fibre sector.

Ā te Ohu Mahi mahere whakawhanake Workforce development plans

Our 14 workforce development plans (WDP) cover the industry groupings for our sector. The plans guide our advice on food and fibre training funding to the Tertiary Education Commission, and inform the development of food and fibre qualifications, standards, and micro-credentials.

The plans are living, which means as the food and fibre sector landscape changes, so do the plans – ensuring they adapt to the needs of industry.

Throughout the year, we have improved the functionality of our workforce development plans' website to enhance the user experience.

- Created an 'all food and fibre sector' page with whole-of-sector Trends and Analysis, Opportunities and Roadmap actions to address these.
- Updated Roadmap actions with our progress.
- We worked with representatives from the Sports Turf industry to present more inclusive data about their industry: Spotlight on Greenkeepers.
- Uploaded a summary of each industry's moderation and quality assurance performance and activities for the past 12 months.

- Updated the industry data for all our industry groups. For each industry, we explore economic indicators (such as export revenue and GDP trend) and labour market dynamics (e.g. median earnings, worker turnover rate and number of filled jobs).
- Updated the learner data for all our industry groups to show the enrolment trends for Muka Tangata qualifications, strand information for work-based learners, and relevant micro-credentials for our industry groups.
- Stats NZ Integrated Data Infrastructure (IDI) data has been used to take a closer look at the food and fibre workforce and the demographics within.
- Added downloadable datasets about Industry and Workforce for each industry group.
- Created a Highlights page to share short-form information and stories about the food and fibre sector.

We published our Workforce Development Plan for Māori in the food and fibre sector in June 2024 – read more on page 24.

We have begun scoping for our Pacific Workforce Development Plan, and in June 2024 welcomed a Pacific Workforce Lead to drive this project. We expect to publish our Pacific Workforce Development Plan in 2024/25.



Scan for more information:
Spotlight on Greenkeepers

Te whakarite mahere whakawhanake

Implementing workforce development plan Roadmap actions

Muka Tangata engaged with industry contacts across the sector to explore the opportunities and challenges identified in our workforce development plans, and to advance our WDP Roadmap actions. In some cases, we undertook specific action with industries so that our plans better represented their industries.

| | |
|----------------------|----|
| Roadmaps completed | 9 |
| Roadmaps scoping | 10 |
| Roadmaps upcoming | 5 |
| Roadmaps progressing | 11 |



Tohutohu ki Te Amorangi Mātauranga Matua

Advice to the Tertiary Education Commission

We provided investment advice to the Tertiary Education Commission (TEC) in November 2023 for the 2025 academic year. This advice guides TEC investments in vocational education and training to meet the workforce development needs of the food and fibre sector.

Our advice drew on our engagement with industry, our workforce development plans, and analysis of workforce and learner data. It was determined by mapping Ministry for Primary Industries (MPI) workforce forecasts and the skills needs identified through our engagement with industry to our relevant qualifications. We also conducted an analysis of the enrolment trends for our qualifications based on Ngā Kete³ data, which was then calibrated against the MPI workforce forecasts.

The overarching advice we provided was:

- Our food and fibre sector needs more skilled workers. There's a need for both an increase in a pipeline of new, skilled workers as well as a much deeper level of skill to support workforce productivity. As such, we are seeking an increase in learner numbers for nearly all of our qualifications.
- A preference for workplace training as part of the mix of provision across all our industries. This could include both work-based training and campus-based learning that includes a strong component of practical 'on job' experience in a workplace setting.
- The rising cost of training is a critical concern for our sector. Many of our industries are struggling with profitability and responding to immediate costs and rising prices. We are keen to explore funding options to meet these challenges with TEC.

Te matapae pūkenga

Skills forecasting

In response to industry, in November 2023, Muka Tangata began the development of a skills forecasting microsimulation model which utilises Shared Data Platform information and existing MPI workforce forecasts. This interactive forecasting model will allow us to predict the skill needs and training demands of the food and fibre industries over a 50-year time horizon, showing us how workforce and skill needs may vary under different circumstances. This tool will inform our workforce development plans and our investment advice to TEC. We began testing the initial model in June 2024, with plans for a finalised Phase 1 model in October 2024.

3. Ngā Kete is the TEC's secure portal, enabling the sharing of information with tertiary providers, government agencies, high schools, and iwi.

Te mahitahi me ngā whakahoatanga Collaboration and partnerships

Muka Tangata works in collaboration with the food and fibre and vocational education and training sectors to ensure training is fit for purpose. Additionally, we have continued our efforts to seek out the views of those not traditionally represented in the vocational education sector.

Te mahitahi i te rāngai mātauranga ahumahinga

Collaboration in the vocational education sector

Food and Fibre Capability Forum

The Food and Fibre Capability Forum is a group comprised of key stakeholders and interested parties in our sector. We have provided the secretariat for the Forum since early 2022, managing membership, with a regular attendance of around 70 people at quarterly forums. The focus for 2023-24 has primarily been on the Government's plans for the vocational education sector and the future opportunities for a new model.

Tahatū – Tertiary Education Commission

We have worked with TEC to support the development of their new careers website, Tahatū. Tahatū will be a key source of careers information across Aotearoa. We have worked closely with food and fibre industries to provide up-to-date, accurate information about occupations and opportunities in our sector to populate the new platform.

Food and Fibre Centre of Vocational Excellence

We continue to work collaboratively with the Food and Fibre CoVE on a variety of research projects to transform vocational education and training for the food and fibre sector.

Projects:

- **Residential Group Training Research Project (Phase 2)** (Business case under development)
- **Quality Host Employers in Group Training** (Under development)
- **Food and Fibre Māori Leadership Development Framework** (Under development)
- **Delivery and Assessment for the 21st Century** (In delivery)
- **Food and Fibre Leadership System Research Project (Stage 1)** (In delivery)
- **A New Approach to Learner Pathways: Skills Framework** (Completed April 2024)
- **Ngawha Innovation and Enterprise Park** (Completed August 2023)

New Zealand Farm Environment Trust

We were proud to partner with the New Zealand Farm Environment Trust (NZFET) in November 2023. Working with NZFET allows us to engage with a wider range of people in the sector who can share their valuable experience and knowledge by contributing to our qualification development projects, workforce development plans, and investment advice to government. NZFET are champions of good farming practice and actively promote sustainability in agriculture. Our partnership allows us to work together to support our shared vision of seeing those in the food and fibre sector thrive.



This partnership will help provide a pathway for our future generation farmers and growers in environmental, social and financial sustainability.

Sarah Harris, GM, NZFET

Federation of Māori Authorities

Our partnership with the Federation of Māori Authorities (FOMA) has continued to be an important source of support for our work in shaping qualifications and standards that promote Māori excellence. FOMA members (Māori agribusinesses) provide vital insight for our qualification development projects, specifically within Seafood, Entry Level, and Agriculture.

Engagement with FOMA members across Aotearoa has also significantly contributed to the development of and consultation on Te Haumako.

We are responding directly to members' areas of interest through our iwitanga micro-credential development and the establishment of a Māori Leadership Development Framework as outlined in Te Haumako.

Marine Stewardship Council

The Marine Stewardship Council (MSC) is a global organisation that sets and monitors international standards for sustainable fishing.

We've been fortunate to have MSC members on the advisory groups for our Seafood qualifications development project – MSC's first involvement with vocational education development.

We look forward to growing a close working relationship with the MSC as we continue the project and appreciate their valuable input so far.

Te mahitahi puta noa i ngā Ohu Ahumahi

Collaboration across Ohu Ahumahi

Ohu Ahumahi Workforce Development Councils work closely and collaboratively to ensure Aotearoa New Zealand's vocational education needs are met.

Shared Data Platform – Te Mata Raraunga

Te Mata Raraunga, our shared data platform (SDP), provides consistent information on the ākonga and workforce of Aotearoa New Zealand. It's a valuable resource that enables a single point of access to data from multiple sources across the employment and vocational education ecosystem of Aotearoa.

The SDP has adopted Te Mana Raraunga⁴ Māori data sovereignty principles to ensure that platform development aligns with our obligations in accordance with te Tiriti o Waitangi. This means that at every point, from governance to testing, the SDP team will be guided by Te Mana Rauranga principles, pūkenga and tōhunga Māori, the exemplar of the Mana Ōrite agreement with Stats NZ, and most importantly, Māori end-users of the platform.

The SDP is a collaborative effort between the six WDCs. Multiple groups across Ohu Ahumahi work to ensure the platform is accessible and fit for purpose.

- **Shared Data Platform Governance Group:** The SDP Governance Group is comprised of senior representatives from each WDC. The group sets the priorities and provides governance support for the SDP work plan.
- **Ohu Ahumahi Analyst Group:** This group ensures the SDP is understood and accessible, and that the level of data and insights meet the needs of Ohu Ahumahi, so that it can be regularly used by data analysts in their core mahi.

Occupation and GDP forecasting

As part of ongoing SDP mahi Muka Tangata has led a partnership with Scarlatti, on behalf of Ohu Ahumahi, to undertake Intergrated Data Infrastructure analysis. In June 2024, we completed the build of an occupation forecasting tool that will provide three-year forecasts (and hindcasts) of occupations and industry contributions to GDP for all industries covered by Ohu Ahumahi. The tool will give the WDCs capacity to generate forecasts in-house as needed rather

than outsourcing to a third party. These forecasts will be available so that industry, government, and communities will be able to utilise the information, and will feed into workforce development plans and TEC Investment Advice for all WDCs.

Te Kāhui Ahumahi

Te Kāhui Ahumahi is made up of Council members from each WDC. The governance group works to support Ohu Ahumahi in honouring and embedding te Tiriti o Waitangi in our mahi, as well as supporting Māori Crown relationships.

Te Kāhui has developed a draft approach, He Rau Ranga Tira, to support Ohu Ahumahi kaimahi to apply the principles of te Tiriti o Waitangi in every role across our organisations and give effect to our duties, including through the Education and Training Act 2020. He Rau Ranga Tira is expected in July 2024.

Pacific Fono

The Pacific Fono is a collective of members of Pacific heritage from the Ohu Ahumahi Workforce Development Councils. The Fono works to amplify the Pacific voice within the vocational education and training ecosystem and provides strategic leadership across the WDCs.

Memorandum of Collaboration between the Pacific Business Trust and WDCs

In September 2023, Ohu Ahumahi and the Pacific Business Trust signed a Memorandum of Collaboration. The memorandum underpins our commitment to a partnership that recognises the importance of Aotearoa New Zealand's current and future Pacific workforce.

At the heart of the memorandum is the shared desire to strengthen career pathways, create a pipeline of Pacific talent, and ultimately enrich vocational education training experiences for the Pacific workforce.

Visit from Pacific delegation

In October 2023, Ohu Ahumahi hosted visitors representing qualifications and training authorities across Pacific nations as part of a tour hosted by NZQA. Muka Tangata has a particular area of focus in the Recognised Seasonal Employers (RSE) Scheme operated by the NZ Government. The RSE Scheme enables a partnership between Pacific nations and the New Zealand horticulture sector providing seasonal work and income for Pacific workers

and essential workers during the peak periods for the sector.

The Pacific delegation included participants from the Samoa Qualifications Authority, Tonga National Qualifications and Accreditation Board, Vanuatu Qualifications Authority, Solomon Islands Tertiary Education and Skills Authority, and Fiji Higher Education Commission, and the South Pacific Commission's Educational Quality and Assessment Programme.



4. Te Mana Raraunga is the Māori Data Sovereignty Network. They advocate for Māori rights and interests in data to be protected.

Anga whakamua Next steps

Our **Operational Plan** details how we will advance our commitments and deliver our legislative functions over the 2024-2026 period.

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 agencies to lift delivery and performance for our industry, employers, and ākonga. It is vital that we see improved outcomes for Māori, Pacific workers, and rural communities.

Our priorities to 2026 are:

- Complete a series of major qualification development projects that 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.

- 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.
- Provide advice to TEC and vocational education and training providers on how best to respond to their needs.
- Advance Pacific workforce development, particularly to improve skill recognition for RSE workers in Aotearoa New Zealand.



| Delivery Area | 2024-25 Deliverables | 2025-26 Deliverables | Objectives | Intended Outcome | |
|--|----------------------|--|--|--|---|
| D1. Set of Workforce Development Plans (WDP) developed in partnership with industry and iwi Māori, and leadership to support their implementation | | | | | |
| D1. Workforce Development Plans and Leadership | D1.1 | Rolling programme of WDP industry updates underway | 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 (disabled people, 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 learners, 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 skills standards, and update priority unit standards to skills standards | Update all relevant standards to skills 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 as part of qualifications reviews | Micro-credentials 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 to other government agencies | Advice on funding levels and optimal delivery approaches | Investment and mix of provision are aligned to the needs of our industries, learners, 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 programme endorsement and continuous improvements | | Industries, learners, and whānau are provided with assurance that programmes and delivery support their aspirations and skill needs | |

Muka Tangata Our people

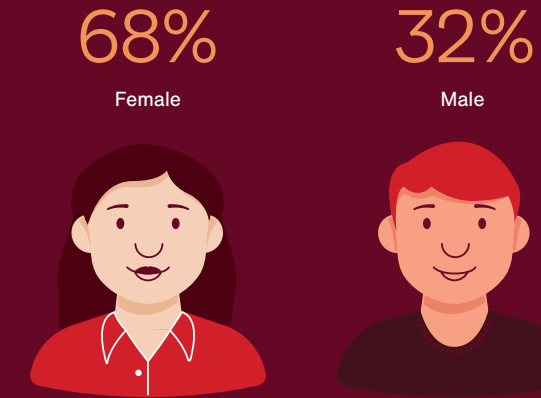
Our Statement of Strategic Direction sets out our Operating and Organisational Model. Our four functional teams (Engagement and Partnerships, Skills Leadership and Advice, Qualifications and Standards, Quality Assurance and Enhancement) are supported by two core teams (Manukura and Corporate Services).

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 operational 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.

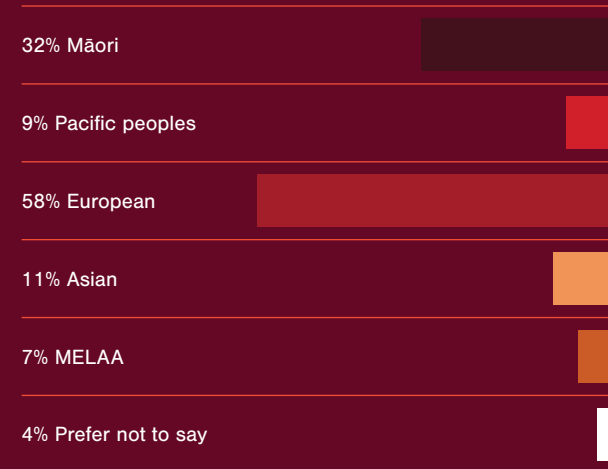
Location



Gender



Ethnicity



**As kaimahi can appear more than once in our reporting, ethnic group totals will add to more than 100 percent.*

Te whakahaerenga o Muka Tangata Governance and accountability

Te hanganga me ngā haepapatanga Structure and responsibilities

The Muka Tangata Council has established three sub-committees:

Te Rōpū hei Tiaki Tangata

Te Rōpū hei Tiaki Tangata provides leadership, oversight, and direction on matters relating to Health, Safety and Wellbeing, and People and Culture. Made up of five Council members, and attended by the Council Chair, they have been integral in maintaining culture and practice across Muka Tangata.

Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee is made up of members representing a wide range of interested stakeholders including union and industry representatives. The committee provides invaluable oversight, direction, and governance over matters including financial reporting and ensuring our risk management settings are aligned to the Council's priorities. The committee is made up of five Council members, attended by the Council Chair, and chaired independently by Darryl Pollard.

Te Rōpū Māori

Te Rōpū Māori provides valuable insights and gives effective direction to ensure that the needs and aspirations of Māori have a specific voice. Through this committee, kaupapa Māori can be discussed, reviewed, and approved prior to (or in some cases instead of) going to the full Council.

The committee provides valuable insights and gives effective direction to ensure that the needs and aspirations of Māori have a specific voice. The committee is made up of all Māori members of our Council and two non-Māori members, and is chaired on a rotational basis.



Te Kaunihera Our Council



Erin Simpson, Chair
(**TARANAKI, TE ATIAWA**)

Erin has grassroots understanding of Horticulture and vocational education. He is passionate about ensuring skills and training are agile, adaptable, and fit for purpose and that there is a space for every member of society to see a pathway of learning that suits them, their culture, and beliefs.

*Full Council bios can be found on our website mukatangata.nz/muka-tangata-council/



Kevin Ihaka, Deputy Chair
(**NGĀTI KAHUNGUNGU**)

Kevin has over 30 years' experience in the Forestry sector. He is the founder and director of the Forest Protection Services group of companies, which works across silviculture, fire, and forest maintenance.



Cathy Webb

Cathy brings 30 years' experience in the Seafood sector and is currently the GM Seafood Standards and Market Access at Seafood New Zealand. She was a member of the interim Establishment Board for the Primary Industries WDC.



Turi Ngatai
(**NGĀI TE RANGI, NGĀTI RANGINUI**
MNZM)

Turi comes from a background in Horticulture and cares greatly about achieving excellence in vocational education and workforce opportunities for Māori. Turi is the Kaumatua for Ohu Ahumahi, and was a member of the interim Establishment Board for the Primary Industries WDC.



Cheyenne Wilson
(**NGĀI TŪHOE, NGĀTI AWA**)

Cheyenne grew up in rural Southland and has deep technical knowledge of farm systems. She is the Founder and Managing Director of Te Kaharangi Hono, a specialist Māori agribusiness and whenua Māori consulting firm.



Bernadette Kelly

Bernadette comes from a long line of farmers, and is the Chief People, Safety and Reputation Officer for Pāmu (Landcorp Farming). She has previously held senior roles focusing on people, capability, safety, and workforce development.



Chris Flatt

Chris is the National Secretary of the NZ Dairy Workers Union and brings a wealth of experience in vocational education. He was a member of the interim Establishment Board for the Primary Industries WDC and Deputy Chair of Primary ITO.



Geoff Taylor

Geoff is part of the Strategy and Investment Team at DairyNZ. He also farms a small grazing unit with his family in the Waikato. Geoff was a member of the Interim Establishment Board for the Primary Industries WDC.



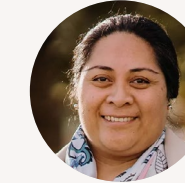
Renee Rooney

Renee has first-hand industry knowledge as the co-owner/operator of a dairy farm on the West Coast. Through various roles Renee has demonstrated her commitment to supporting development in the West Coast region, and to the food and fibre sector of Aotearoa.



Iani Nemani

Iani is Tongan ('Ovaka, Fasi moe Afi) with Fijian origins (Vulaga). Iani brings a background in community economic development, labour market, industry training and workforce development and is an experienced engagement practitioner. He is the Manager, Strategic Engagement for Kainga Ora.



Antonia Lili,
Associate Director

Antonia is the National Executive Board member for FIRST Union. She is passionate about helping Pacific peoples progress and improving the lives of Pacific migrant workers. She is of Samoan descent, originally from the village of Leauvaa, Upolu, Samoa.



Paul Crick

With over three decades involved in sheep, beef, and deer farming, Paul is a passionate advocate for the farming industry. Paul is Chair of Beef + Lamb NZ's National Farmer Council Executive, and Beef + Lamb NZ's Farmer Research Advisory Group.



Warwick Tauwhare-George
(**WAIKATO TAINUI – NGATI HIKAIRO,**
NGĀI TAHU – NGĀTI WAEWAE,
NGĀTI WHEKE)

Warwick's term with Muka Tangata ended in August 2023, and we extend our sincere thanks for his contributions.

Ngā tāngata i tae mai Attendance register

| Name (Role) | Sub-Committee | Term ends | Council fee | Meetings attended |
|----------------------------|-----------------------------------|------------------|-------------|-------------------|
| Erin Simpson (Chair) | | 10 December 2025 | \$60,000 | 6/6 |
| Kevin Ihaka (Deputy Chair) | Te Rōpū | 10 December 2024 | \$37,169 | 5/6 |
| Bernadette Kelly | Te Rōpū Chair | 10 December 2025 | \$33,000 | 5/6 |
| Cathy Webb | Te Rōpū | 10 June 2024 | \$30,000 | 5/6 |
| Cheyenne Wilson | | 10 March 2026 | \$5,000 | 5/6 |
| Chris Flatt | Finance, Audit and Risk Committee | 10 June 2025 | \$30,000 | 4/6 |
| Geoff Taylor | Finance, Audit and Risk Committee | 10 June 2024 | \$30,000 | 6/6 |
| Iani Nemani | Finance, Audit and Risk Committee | * | \$30,000 | 5/6 |
| Paul Crick | Te Rōpū | 10 December 2024 | \$30,000 | 6/6 |
| Renee Rooney | | 10 March 2026 | \$7,500 | 6/6 |
| Turi Ngātai | | 10 June 2025 | \$30,000 | 6/6 |
| Antonia Lili | | No fixed date | \$30,000 | 6/6 |

**Iani's term has been extended until such time as a suitable person with the relevant skills, experiences, and mandate from industry can be appointed.*

Te Taha Pūtea Financial Performance



Independent auditor's report

To the readers of Muka Tangata – People, Food and Fibre Workforce Development Council's financial statements and statement of service performance for the year ended 30 June 2024.

The Auditor-General is the auditor of Muka Tangata – People, Food And Fibre Workforce Development Council (the Council"). The Auditor-General has appointed me, Geoff Potter, using the staff and resources of BDO Wellington Audit Limited, to carry out the audit of the financial statements and statement of service performance of the Council on his behalf. resources of BDO Wellington Audit Limited, to carry out the audit of the financial statements and statement of service performance of Muka Tangata on his behalf.

Opinion

We have audited:

- the financial statements of the Council on pages 55 to 84, that comprise the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Council on pages 10 to 21.

In our opinion:

- the financial statements of the Council on pages 55 to 84:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2024; and
 - its financial performance and cash flows for the year then ended; and

- comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards issued by the New Zealand Accounting Standards Board; and
- the statement of service performance on pages 10 to 21:
 - presents fairly, in all material respects, the service performance achievements of the Council as compared with the forecast outcomes included in the investment plan for the year ended 30 June 2024; and
 - complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards issued by the New Zealand Accounting Standards Board.

Our audit was completed on 30 October 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Council and our responsibilities relating to the financial statements and the statement of service performance, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing



BDO Wellington Audit Limited

and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Council for the financial statements and the statement of service performance

The Council is responsible on behalf of the Council for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Council is also responsible on behalf of the Council for preparing a statement of service performance that is fairly presented and that complies with generally accepted accounting practice in New Zealand.

The Council is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the statement of service performance, the Council is responsible on behalf of the Council for assessing the ability of the Council to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters

related to going concern and using the going concern basis of accounting, unless the Council intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

The Council's responsibilities arise from the from the Order in Council made under section 363 of the Education and Training Act 2020 and the Charities Act 2005.

Responsibilities of the auditor for the audit of the financial statements and the statement of service performance

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements and statement of service performance.

For the budget information reported in the financial statements and the statement of service performance, our procedures were limited to checking that the information agreed to the approved budget of the Council.

We did not evaluate the security and controls over the electronic publication of the financial statements and the statement of service performance.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls of the Council.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- We evaluate the appropriateness of the reported performance information within the framework of the Council for reporting its performance.



BDO Wellington Audit Limited



BDO Wellington Audit Limited

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Council to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of service performance or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the statement of service performance, including the disclosures, and whether the financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Emphasis of Matter

Uncertainty over the future of Muka Tangata – People, Food And Fibre Workforce Development Council

Without modifying our opinion, we draw attention to note 1 on page 60, which outlines uncertainties over the future of Muka Tangata – People, Food And Fibre Workforce Development Council due to the government's ongoing review of vocational education and training. The financial statements have been prepared on a going concern basis of accounting (see note 1), because a final decision has not yet been made by the Government at the date of the audit report.

Other information

The Council is responsible for the other information. The other information comprises the information included on pages 1 to 9, 22 to 50 and 85 to 88, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

Our opinion on the financial statements and the statement of service performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is

materially inconsistent with the financial statements and the statement of service performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Council in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board*.

Other than the audit, we have no relationship with or interests in the Council.

Geoff Potter

BDO Wellington Audit Limited
On behalf of the Auditor-General
Wellington, New Zealand

Statement of Responsibility

Muka Tangata is responsible for establishing and maintaining a system of internal controls designed to provide reasonable assurance about the integrity and reliability of reporting. The Council is responsible for the preparation of the Statements of Performance, under the Public Finance Act 1989, and Financial Statements for Muka Tangata and for the judgements made within them.

In the Council's opinion:

The Statement of Performance fairly reflects the performance of Muka Tangata for 1 July 2023 to 30 June 2024.

The Financial Statements fairly reflect the financial position and operations of Muka Tangata for 1 July 2023 to 30 June 2024.

Signed by:

Erin Simpson
Council Chair
30 October 2024

Jeremy Baker
Chief Executive
30 October 2024

Statement of Comprehensive Revenue and Expense

Muka Tangata – People, Food and Fibre

Workforce Development Council

For the year ended 30 June 2024



BDO WELLINGTON

| All in \$000s | Note | Actual 2024 | Budget 2024 | Actual 2023 |
|---|------|---------------|---------------|---------------|
| Revenue | | | | |
| Government funding | 2 | 10,155 | 10,155 | 10,155 |
| Grants funding | 2 | - | 600 | 1,946 |
| Interest revenue | 2 | 209 | 172 | 80 |
| Other revenue | | 500 | - | - |
| Total revenue | | 10,864 | 10,927 | 12,181 |
| Expenditure | | | | |
| People related costs | 3 | 7,665 | 8,060 | 6,724 |
| Hāpaitia Limited – Shared Council services ⁽¹⁾ | 3 | 1,473 | 1,699 | 1,604 |
| Administration and other expenses | 3 | 1,242 | 1,570 | 925 |
| Depreciation and amortisation | 3 | 164 | - | 104 |
| Total expenditure | | 10,544 | 11,329 | 9,357 |
| Surplus/(Deficit) | | | | |
| Other comprehensive revenue and expense | | - | - | - |
| Total comprehensive revenue and expense | | 320 | (402) | 2,824 |

1. Hāpaitia Ltd provides the Workforce Development Councils with shared services including Finance, IT, People and Culture, and Office Management services.

Explanations of major variances against budget are provided in Note 13.
The accompanying notes form part of these financial statements.

Statement of Financial Position

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

| All in \$000s | Note | Actual 2024 | Budget 2024 | Actual 2023 |
|----------------------------------|------|--------------|--------------|--------------|
| Assets | | | | |
| Current assets | | | | |
| Cash and cash equivalents | 4 | 6,060 | 122 | 5,337 |
| Short term investments | | - | 3,489 | - |
| Trade and other receivables | 5 | 998 | 835 | 932 |
| Prepayments | | - | - | 24 |
| Total current assets | | 7,058 | 4,446 | 6,293 |
| Non-Current assets | | | | |
| Intangible assets | 7 | 1,374 | - | 1,538 |
| Total non-current assets | | 1,374 | - | 1,538 |
| Total assets | | 8,432 | 4,446 | 7,831 |
| Liabilities | | | | |
| Current liabilities | | | | |
| Trade and other payables | 8 | 761 | 495 | 550 |
| Employee entitlements | 9 | 439 | 74 | 366 |
| Revenue received in advance | 10 | - | - | 3 |
| Total current liabilities | | 1,200 | 569 | 919 |
| Total liabilities | | 1,200 | 569 | 919 |
| Net assets | | 7,232 | 3,877 | 6,912 |

Explanations of major variances against budget are provided in Note 13.
The accompanying notes form part of these financial statements.



Statement of Changes in Net Assets/Equity

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

| 2024 | | Accumulated surplus | Operating reserve | Capital reserve | Special projects reserve | Total net assets/equity |
|---|-----------|---------------------|-------------------|-----------------|--------------------------|-------------------------|
| All in \$000s | Note | | | | | |
| Balance at 1 July 2023 | 12 | 278 | 1,500 | 2,334 | 2,800 | 6,912 |
| Total comprehensive revenue and expense for the year | | 320 | - | - | - | 320 |
| Transfers between reserves | | | | | | |
| Operating reserve | | (1,000) | 1,000 | - | - | - |
| Capital reserve | | 284 | - | (284) | - | - |
| Special projects reserve | | 415 | - | - | (415) | - |
| Total transfers | | (301) | 1,000 | (284) | (415) | - |
| Balance at 30 June 2024 | | 297 | 2,500 | 2,050 | 2,385 | 7,232 |
| 2023 | | | | | | |
| All in \$000s | Note | Accumulated surplus | Operating reserve | Capital reserve | Special projects reserve | Total net assets/equity |
| Balance at 1 July 2022 | 12 | 188 | 1,500 | 900 | 1,500 | 4,088 |
| Total comprehensive revenue and expense for the year | | 2,824 | - | - | - | 2,824 |
| Transfers between reserves | | | | | | |
| Capital reserve | | (1,434) | - | 1,434 | - | - |
| Special projects reserve | | (1,300) | - | - | 1,300 | - |
| Total transfers | | (2,734) | - | 1,434 | 1,300 | - |
| Balance at 30 June 2023 | | 278 | 1,500 | 2,334 | 2,800 | 6,912 |

The accompanying notes form part of these financial statements.



Statement of Cash flows

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024



| All in \$000s | Note | Actual 2024 | Budget 2024 | Actual 2023 |
|---|------|--------------|----------------|----------------|
| Operating activities | | | | |
| Receipts from Government | | 10,152 | 10,755 | 10,155 |
| Receipts of interest | | 208 | 172 | 80 |
| Receipts of other revenue | | 469 | - | 43 |
| Goods and services tax (net) | | (21) | 770 | (253) |
| Payments to people | | (6,903) | (7,316) | (6,559) |
| Payments to suppliers | | (3,213) | (5,567) | (2,772) |
| Net cash flows from operating activities | | 692 | (1,186) | 694 |
| Investing activities | | | | |
| Purchase of intangible assets | | - | - | (1,642) |
| Net cash flows from investing activities | | - | - | (1,642) |
| Financing activities | | | | |
| Advances to Hāpaitia | | - | - | (375) |
| Advances repaid by Hāpaitia | | 31 | - | - |
| Net cash flows from financing activities | | 31 | - | (375) |
| Net (decrease) increase in cash and cash equivalents | | 723 | (1,186) | (1,323) |
| Cash and cash equivalents at beginning of the period | | 5,337 | 4,798 | 6,660 |
| Cash and cash equivalents at end of the period | | 6,060 | 3,612 | 5,337 |

Explanations of major variances against budget are provided in Note 13.
The accompanying notes form part of these financial statements.

Note Index

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024



| Note | Page |
|---|------|
| 1. Statement of accounting policies | 60 |
| 2. Revenue | 63 |
| 3. Expenditure | 65 |
| 4. Cash and cash equivalents | 66 |
| 5. Trade and other receivables | 66 |
| 6. Associates | 68 |
| 7. Intangible assets | 69 |
| 8. Trade and other payables | 71 |
| 9. Employee benefit liabilities | 71 |
| 10. Revenue received in advance | 72 |
| 11. Financial instruments | 73 |
| 12. Equity | 75 |
| 13. Major budget variations | 78 |
| 14. Operating leases | 81 |
| 15. Commitments and contingencies | 81 |
| 16. Related party transactions and key management personnel | 82 |
| 17. Events after reporting date | 84 |

Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

1. Statement of accounting policies

Reporting entity

Muka Tangata is domiciled in Aotearoa New Zealand and is a charitable organisation registered under the Charities Act 2005. The Council is a body corporate established in October 2021 through Orders in Council (OIC) and in accordance with section 363 of the Education and Training Act 2020. The role of Muka Tangata is to ensure the vocational education system meets industry needs and gives a stronger voice to Māori business and iwi development. Muka Tangata will give their industries and employers greater leadership and influence across vocational education. Success for Muka Tangata will mean employers – including Māori business owners – are confident that vocational education graduates are ready for work and that the future skills needs of their industry will be addressed by the vocational education system.

Basis of preparation

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period. This means accounts have been produced on the assumption that we will continue to operate for the foreseeable future (a period of greater than 12 months after the reporting date). Preparing the accounts on a going concern basis will be subject to an annual

assessment and declaration as part of the audit of the Annual Report and Financial Statements.

Management has identified the following material uncertainties that may cast significant doubt on the entity's ability to continue as a going concern:

1. Changes in law or regulation or government policy expected to adversely affect the entity.

The government has sought feedback from the public through consultation on proposed reforms to replace the current vocational education and training system. The consultation period closed 12 September 2024. The proposed reforms do not include an option to retain the current system and so depending on the outcome of the consultation process the Muka Tangata Workforce Development Council may ultimately be disestablished. Should the reform lead to the disestablishment of the Muka Tangata Workforce Development Council then Muka Tangata may be unable to realise its assets and discharge its liabilities in the normal course of business or at the values expressed in these financial statements.

2. No indication of funding beyond 30 June 2025.

At the time of executing these financial statements the entity has only secured government funding until 30 June 2025. Given that government funding is

the sole revenue source for the entity's operations, failure to secure further funding will result in Muka Tangata being unable to continue operations. Should funding not be secured beyond 30 June 2025 Muka Tangata Workforce Development Council may be unable to realise its assets and discharge its liabilities in the normal course of business or at the values expressed in these financial statements.

Significant assumption applied in determining the appropriateness of the going concern assumption:

If, as an outcome of the consultation, the government decides to disestablish the workforce development councils, new legislation would need to be drafted and approved by Parliament. At the time of signing the financial statements there is no indication on what the final decisions will be or if and when the government will act on its proposals or the consultation outcome, therefore it was concluded that the going concern assumption is appropriate until that time.

Reporting period

The reporting period for the current year is for the 12-month period 1 July 2023 to 30 June 2024 with the comparative year also reflecting 12 months of activities.



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

1. Statement of accounting policies (continued)

Statement of compliance

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entity (PBE) Accounting Standards Reduced Disclosure Regime (RDR) and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for public sector entities. For the purposes of complying with NZ GAAP, the Council is a public sector public benefit entity and is eligible to apply Tier 2 Public Sector PBE Standards RDR on the basis that it does not have public accountability and it is not defined as large. The Council members have elected to report in accordance with Tier 2 Public Sector PBE Accounting Standards RDR and in doing so have taken advantage of all applicable RDR disclosure concessions.

The Council has complied with its obligations under the Charities Act 2005.

These financial statements were authorised for issue by Muka Tangata Council on 30 October 2024.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars which is the functional currency of Muka Tangata, and all values are rounded to the nearest thousand dollars (\$000). There has been no change in the functional currency of the controlling entity or any significant foreign operations during the year.

Budget figures

Budget figures provided in the annual financial reports will be derived from the financial budget approved by the Council at the beginning of the financial year. The budget figures were prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Council in preparing these financial statements.



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

1. Statement of accounting policies (continued)

Use of judgements and estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expense. Actual results may differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Judgements made in applying accounting policies that have had significant effects on the amounts recognised in the financial statements include the following:

- judgement when recognising grant revenue to determine if conditions of the grant contract have been satisfied. This judgement will be based on the facts and circumstances that are evident for each grant contract
- judgement was also required when distinguishing between the research and development phase of projects and whether software costs meet the recognition criteria for capitalisation.

Assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ending 30 June 2024 include the following:

- Useful lives and residual values – The useful lives and residual values of assets are assessed using the following to determine potential future use and value from disposal:
 - the condition of the asset,
 - the nature of the asset,
 - its susceptibility and adaptability to changes,
 - the nature of the process in which the asset is deployed,
 - availability of funding to replace the asset changes in the market in relation to the asset.

Goods and services tax (GST)

Items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows. Commitments and contingencies are disclosed exclusive of GST.

Income Tax

Muka Tangata is exempt from Income Tax as it is a registered Charity under the Charities Act 2005. Accordingly, no provision will be made for Income Tax.



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

2. Revenue

Accounting Policy

Revenue is recognised when the amount of revenue can be measured reliably and it is probable that economic benefits will flow to Muka Tangata, and measured at the fair value of consideration received or receivable. The following specific recognition criteria in relation to revenue streams must also be met before revenue is recognised.

Revenue from Exchange Transactions

Interest and dividends

Interest revenue is recognised on an accrual basis, using the effective interest rate. Dividends are recognised when the right to receive payment has been established.

Revenue from Non-Exchange Transactions

Non-exchange transactions are those where we receive an inflow of resources (e.g., cash and other tangible or intangible items) but provides no (or nominal) direct consideration in return. With the exception of services-in-kind, inflows of resources from non-exchange transactions are only recognised as assets where both:

- it is probable that the associated future economic benefit or service potential will flow to the entity, and
- fair value is reliably measurable.

Inflows of resources from non-exchange transactions that are recognised as assets are recognised as non-exchange revenue, to the extent that a liability is not recognised in respect to the same inflow.

Liabilities are recognised in relation to inflows of resources from non-exchange transactions when there is a resulting present obligation as a result of the non-exchange transactions, where both:

- it is probable that an outflow of resources embodying future economic benefit or service potential will be required to settle the obligation, and
- the amount of the obligation can be reliably estimated.

The following specific recognition criteria in relation to our non-exchange transaction revenue streams must also be met before revenue is recognised.

Government Funding

Funding under the Workforce Development Council Fund is the main source of operational funding for Muka Tangata from the Tertiary Education Commission (TEC). Muka Tangata considers this funding to be non-exchange revenue and recognises the TEC funding as revenue when received. The TEC funding has stipulations, and they take the form of restrictions not conditions.

Grants

The recognition of non-exchange revenue from grants depends on the nature of any stipulations attached to the inflow of resources received, and whether this creates a liability (e.g., present obligation) rather than the immediate recognition of revenue.





Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

2. Revenue (continued)

Other grants received

The recognition of non-exchange revenue from grants depends on the nature of any stipulations attached to the inflow of resources received, and whether this creates a liability (e.g., present obligation) rather than the recognition of revenue. Stipulations that are ‘conditions’ specifically require the return of the inflow of resources received if they are not utilised in the way stipulated, resulting in the recognition of

a non-exchange liability that is subsequently recognised as a non-exchange revenue as and when the ‘conditions’ are satisfied. Stipulations that are ‘restrictions’ do not specifically require the return of the inflow of resources received if they are not utilised in the way stipulated, and therefore do not result in the recognition of a non-exchange liability, which results in the immediate recognition of non-exchange revenue.

| All in \$000s | Actual 2024 | Actual 2023 |
|---|---------------|---------------|
| Government funding classified as non-exchange transactions | | |
| Government funding classified as non-exchange transactions | 10,155 | 10,155 |
| Project grant funding classified as non-exchange transactions | - | 1,946 |
| Total | 10,155 | 12,101 |
| Other revenue classified as exchange transactions | | |
| Interest revenue | 209 | 80 |
| Other revenue | 500 | - |
| Total | 709 | 80 |
| Total revenue | 10,864 | 12,181 |
| Revenue classification | | |
| Non-exchange revenue | 10,155 | 12,101 |
| Exchange revenue | 709 | 80 |
| Total revenue | 10,864 | 12,181 |



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

3. Expenditure

The table below provides detail regarding key areas of expenditure shown in the Statement of Comprehensive Revenue and Expense.

| All in \$000s | Actual 2024 | Actual 2023 |
|---|--------------|--------------|
| People related expenses | | |
| Wages and salaries | 6,927 | 5,952 |
| Contractors | 311 | 276 |
| Councillors and board expenses | 355 | 438 |
| Other employee expenses | 72 | 58 |
| Total | 7,665 | 6,724 |
| Hāpaitia Shared Council Services⁽¹⁾ | 1,473 | 1,604 |
| Depreciation and Amortisation | | |
| Amortisation | 164 | 104 |
| Total | 164 | 104 |
| Administrative and other expenses | | |
| Consultancy costs | | |
| Consultancy costs | 174 | 43 |
| Audit expenses ⁽²⁾ | 38 | 50 |
| Legal fees | 2 | - |
| Total | 214 | 93 |
| People and Culture costs | | |
| Other staff costs | 38 | 42 |
| Total | 38 | 42 |

| All in \$000s | Actual 2024 | Actual 2023 |
|--|---------------|--------------|
| Information Technology costs | | |
| IT licensing costs | 6 | - |
| Subscriptions and memberships | 36 | 10 |
| Total | 42 | 10 |
| Office and other costs | | |
| General expenses | 183 | 179 |
| Travel and engagement costs | 428 | 238 |
| Communication and marketing | 337 | 59 |
| Project costs | - | 304 |
| Total | 948 | 780 |
| Total administration and other expenses | 1,242 | 925 |
| Total expenditure | 10,544 | 9,357 |

- Hāpaitia Ltd provides the Workforce Development Councils with shared services including Finance, IT, People and Culture, and Office Management services.
- Audit expenses paid or payable to BDO for the audit of financial statements.

Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

4. Cash and cash equivalents

Accounting Policy

Cash and cash equivalents include cash on hand, cash in transit, in bank accounts and deposits with an original maturity of no more than three months. They are reported initially and subsequently at amount invested. If there are bank overdrafts these are shown in current liabilities in the Statement of financial position.

| All in \$000s | Actual 2024 | Actual 2023 |
|---------------|--------------|--------------|
| Bank deposits | 2,456 | 5,337 |
| Call deposits | 3,604 | - |
| Total | 6,060 | 5,337 |

There are no restrictions over any of the cash and cash equivalent balances held by Muka Tangata. A Call account was held with the Bank of New Zealand with a daily floating interest rate.

5. Trade and other receivables

Accounting Policy

Receivables are recognised initially at fair value plus directly attributable transaction costs and subsequently at amortised cost, using the effective interest method, less impairment losses.

For trade receivables from exchange transactions impairment losses are based on an assessment of the lifetime expected credit loss conducted at the end of each reporting period. That is, at each reporting date, the entity is required to assess whether it expects to recover all receivable balances outstanding and, if not, perform an assessment of the amount of loss expected to be suffered over the life of the receivable.

Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults and adjustments for future economic indicators.

The amount of the loss is measured as the difference between the receivables carrying amount and the present value of estimated future cash flow. The carrying amount of the asset is reduced and the amount of the loss is recognised in surplus or deficit.

In a subsequent period, if the amount of the impairment loss decreases, the reversal of previously recognised impairment loss is recognised in the surplus or deficit.

There are no amounts overdue or to be impaired at the reporting date and no balances were written off to bad debts during the reporting period.

There are no recoverables from non-exchange transactions at reporting date.



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

5. Trade and other receivables (continued)

Advances

Advances have been made to Hāpaitia for shared services to be provided. As provided in the Service Contract with Hāpaitia further advances are made on request from Hāpaitia and should the contract be terminated at any time, once all obligations of the Council to Hāpaitia have been met the balance of the advance account would be payable to the Council. The advance to Hāpaitia, an associate, is non-interest bearing (Note 15).

| All in \$000s | Actual 2024 | Actual 2023 |
|---|-------------|-------------|
| Trade receivables | | |
| Trade receivables from exchange transactions | 76 | - |
| Net trade receivables from exchange transactions | 76 | - |
| Receivables from non-exchange transactions | | |
| GST receivable | 128 | 107 |
| Advances to Hāpaitia Limited | 794 | 825 |
| Total receivables from non-exchange transactions | 922 | 932 |
| Total trade and other receivables | 998 | 932 |



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

6. Associates

Accounting Policy

Associates

An associate is an entity over which Muka Tangata has significant influence, but not control, over the financial and operating policies and that is neither a subsidiary nor an interest in a joint venture.

Investments in associates are accounted for in the financial statements using the equity method of accounting. Investments in associates are measured at cost, including directly attributable transaction costs, in our financial statements, and there is no quoted market value for determining the fair value of the investment in the Associate.

Muka Tangata holds significance over the following entity, which is accounted for using the equity method:

| Name | Voting rights and Ownership interest |
|------------------|--------------------------------------|
| Hāpaitia Limited | 16.67% |

Hāpaitia, shared services provider for the Workforce Development Councils, operates on a break-even basis and hence there are no accumulated revenues and expenses to be carried forward. Each Council was issued with one equal share, unpaid. Therefore no Investment in associate balance is reported in the Council Statement of Financial Position.

Hāpaitia has the same reporting date as Muka Tangata, being 30 June. The company is domiciled in Aotearoa and is a Limited Liability company. There are no significant restrictions regarding the distribution of dividends or repayments of loans from Associates. There were no contingent liabilities in relation to the associate, Hāpaitia, as at reporting date.

Management determined that Muka Tangata had significant influence over Hāpaitia even though it held less than 20% of the voting rights because it has one representative on the board of directors of Hāpaitia and has the same voting rights as the other five shareholders in Hāpaitia, all of whom are Workforce Development Councils.



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

7. Intangible assets

Accounting Policy

The cost of internally generated computer software represents expenditure incurred in the development phase of the software only. The development phase occurs after the following can be demonstrated: technical feasibility; ability to complete the asset; intention and ability to sell or use the asset; and development expenditure which can be reliably measured. Expenditure incurred on the research of an internally generated intangible asset is expensed when it is incurred. When the research phase cannot be distinguished from the development phase the expenditure is expensed when it is incurred. Costs associated with maintaining computer software are recognised as an expense when incurred.

Amortisation

Amortisation begins when an asset is available for use and ceases at the date that the asset is de-recognised. The amortisation charge for each period is recognised in the statement of comprehensive revenue and expense. The useful lives and associated amortisation rates of major classes of intangible asset have been estimated as follows:

| Asset Class | Useful Life |
|-----------------------------|--------------|
| Developed Computer Software | 5 - 10 years |

Impairment

The carrying amounts of intangible assets are reviewed at least annually to determine if there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised.

Losses resulting from impairment are reported in the Statement of Comprehensive Revenue and Expense. No assets have been impaired during the reporting period. There are no restrictions over the titles of intangible assets.

| 2024 | Internally generated software | Total |
|--|-------------------------------|--------------|
| All in \$000s | | |
| Cost or valuation | | |
| Balance at 1 July 2023 | 1,642 | 1,642 |
| Balance at 30 June 2024 | 1,642 | 1,642 |
| Accumulated depreciation and impairment | | |
| Balance at 1 July 2023 | (104) | (104) |
| Amortisation | (164) | (164) |
| Balance at 30 June 2024 | (268) | (268) |
| Net Book Value | | |
| As at 1 July 2023 | 1,538 | 1,538 |
| As at 30 June 2024 | 1,374 | 1,374 |





Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

7. Intangible assets (continued)

| 2023 | Internally generated software | Total |
|--|--|--------------|
| All in \$000s | | |
| Cost or valuation | | |
| Balance at 1 July 2022 | - | - |
| Additions | 1,642 | 1,642 |
| Balance at 30 June 2023 | 1,642 | 1,642 |
| Accumulated depreciation and impairment | | |
| Balance at 1 July 2022 | - | - |
| Amortisation | (104) | (104) |
| Balance at 30 June 2023 | (104) | (104) |
| Net Book Value | | |
| As at 1 July 2022 | - | - |
| As at 30 June 2023 | 1,538 | 1,538 |



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

8. Trade and other payables

Accounting Policy

Short-term payables are initially recognised at fair value plus directly attributable transaction costs and subsequently at amortised cost, using the effective interest method. Payables are non-interest bearing and are normally settled on the 20th day of following month or earlier per due date.

| All in \$000s | Actual 2024 | Actual 2023 |
|----------------|--------------------|--------------------|
| Trade payables | 674 | 436 |
| Accruals | 69 | 108 |
| Other payables | 18 | 6 |
| Total | 761 | 550 |

9. Employee benefit liabilities

Accounting Policy

Short-term employee benefits

Short-term employee benefit liabilities are recognised when there is a legal or constructive obligation to remunerate employees for services provided and that are expected to be settled wholly before 12 months after the reporting date. Short-term employee benefits are measured on an undiscounted basis and expensed in the period in which employment services are provided. These include salaries and wages accrued up to reporting date, annual leave earned but not yet taken at reporting date.

Long-term employee benefits

Long-term employee benefits are those that are due to be settled beyond 12 months after the reporting date in which the employee provides the related service, such as long service leave and retirement gratuities, and have been calculated on an actuarial basis.

The calculations are based on:

- likely future entitlements accruing to employees, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Annual leave and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of reporting are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

11. Financial instruments (continued)

ii) Fair value through surplus or deficit

These assets arise principally from the provision of goods and services to customers (e.g., trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

Impairment provisions for current and non-current trade receivables are recognised based on the simplified approach within PBE International Public Sector Accounting Standards (IPSAS) 41 using a provision matrix in the determination of the lifetime expected credit losses. During this process, the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with

the loss being recognised in surplus or deficit.

On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Impairment provisions for receivables from related parties and loans to related parties are recognised based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Muka Tangata financial assets measured at amortised cost comprise trade receivables from exchange transactions and other receivables and cash and cash equivalents in the statement

of financial position. Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

iii) Amortised cost financial liabilities

Financial liabilities at amortised cost are initially recognised at fair value net of any transaction costs directly attributable to the issue of the instrument. They are subsequently measured at amortised cost using the effective interest rate method, which ensures that any interest expense over the period to repayment is at a constant rate on the balance of the liability carried in the statement of financial position. For the purposes of each financial liability, interest expense includes initial transaction costs and any premium payable on redemption, as well as any interest or coupon payable while the liability is outstanding.

Muka Tangata financial liabilities measured at amortised cost comprise trade and other payables and accruals in the statement of financial position.



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

12. Equity

Accounting Policy

Our equity comprises accumulated revenue, expenses and reserves. Equity is represented by net assets. Muka Tangata manages its equity by prudently managing revenues, expenses, assets, liabilities, investments, and general financial dealings to ensure that it achieves its objectives and purpose, while remaining a going concern. As provided in the Prudent Reserves policy movements in reserves, both inward and outward, must be approved by the Council. The prudent reserves policy provides guidelines for determining the appropriate level of capital, operating and other reserves for the Council to hold each year to maintain its financial health.

| All in \$000s | Actual 2024 | Actual 2023 |
|---|--------------|--------------|
| Equity | | |
| Accumulated revenue and expenses | 297 | 278 |
| Reserves | | |
| Operating reserve | 2,500 | 1,500 |
| Capital reserve | 2,050 | 2,334 |
| Special projects reserve | 2,385 | 2,800 |
| Total reserves | 6,935 | 6,634 |
| Total equity | 7,232 | 6,912 |
| All in \$000s | Actual 2024 | Actual 2023 |
| Accumulated revenue and expenses | | |
| Balance at 1 July | 278 | 188 |
| Surplus/(deficit) for the year before other comprehensive revenue and expenditure | 320 | 2,824 |
| Allocation from/(to) operating reserve | (1,000) | - |
| Allocation from/(to) capital reserve | 284 | (1,434) |
| Allocation from/(to) special projects reserve | 415 | (1,300) |
| Balance as at 30 June | 297 | 278 |





Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

12. Equity (continued)

The operating reserve was established by Council under the Prudent Reserves policy to receive an allocation of operating surplus for the financial year and funds from which could be applied with the approval of the Council for special initiatives or future operating deficits.

| All in \$000s | Actual 2024 | Actual 2023 |
|--|--------------|--------------|
| Operating Reserve | | |
| Balance at 1 July | 1,500 | 1,500 |
| Allocation from/(to) accumulated revenue and expense | 1,000 | - |
| Balance as at 30 June | 2,500 | 1,500 |

The Capital Reserve was established by Council under the Prudent Reserves policy to receive an allocation of any operating surplus for the financial year which could be applied for the purchase of Capital Assets in the future with the approval of the Council. The reserve would also be applied to cover the annual cost of leasing assets purchased by Hāpaitia upon the establishment of the Workforce Development Councils.

| All in \$000s | Actual 2024 | Actual 2023 |
|--|--------------|--------------|
| Capital Reserve | | |
| Balance at 1 July | 2,334 | 900 |
| Allocation from/(to) accumulated revenue and expense | (284) | 1,434 |
| Balance as at 30 June | 2,050 | 2,334 |



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

12. Equity (continued)

The Special Projects Reserve is a reserve established by Council under the Prudent Reserves policy to receive an allocation of operating surplus for the financial year which could be applied to fund future special projects and initiatives with the approval of the Council.

| All in \$000s | Actual 2024 | Actual 2023 |
|--|--------------|--------------|
| Special Projects Reserve | | |
| Balance at 1 July | 2,800 | 1,500 |
| Allocation from/(to) accumulated revenue and expense | (415) | 1,300 |
| Balance as at 30 June | 2,385 | 2,800 |



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

13. Major budget variations

Explanations for major statement of comprehensive revenue and expense budget variations from the 2024 Muka Tangata budget are detailed below:

| All in \$000s | Actual 2024 | Budget 2024 | Variance |
|--|-------------|--------------|------------|
| Revenue variances | | | |
| Government funding | 10,155 | 10,155 | - |
| Project grants funding | - | - | - |
| Other revenue | 500 | 600 | (100) |
| Interest revenue | 209 | 172 | 37 |
| Expenditure variances | | | |
| People related expenses | 7,665 | 8,060 | (394) |
| Shared services | 1,473 | 1,699 | (227) |
| Administration and other expenses | 1,242 | 1,570 | (328) |
| Depreciation and amortisation | 164 | - | 164 |
| Total comprehensive revenue and expense | 320 | (402) | 722 |

Interest revenue was slightly more than budget due to higher levels of term deposits than expected when preparing the budget. Other revenue relates to charges to the other WDCs for maintenance of the Shared Data Platform, with the variance relating to the Muka Tangata own share of this cost. Employee expenses were lower than budgeted due to unfilled vacancies during the year. Shared services expenses were lower than expected due to lower costs incurred by Hāpaitia Ltd during the year. Administration and other expenses were lower than budgeted primarily due to savings in consultancy, meeting and event costs and promotion and marketing expenditure. Depreciation and amortisation expenditure relates to the Shared Data Platform amortisation which was not budgeted.



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

13. Major budget variations (continued)

Explanations for major statement of financial position budget variations from the 2024 Muka Tangata budget are detailed below:

| All in \$000s | Actual 2024 | Budget 2024 | Variance |
|--|-------------|-------------|----------|
| Statement of financial position | | | |
| Current assets | 7,058 | 4,446 | 2,612 |
| Non-current assets | 1,374 | - | 1,374 |
| Current liabilities | 1,200 | 569 | 631 |
| Equity | 7,232 | 3,877 | 3,355 |

Current assets were higher than budgeted due to higher than expected cash balances resulting from lower levels of expenditure than planned. At the time the budget was prepared the Shared Data Platform intangible asset had not been established and therefore was not budgeted. Current liabilities were higher than expected due to higher levels of trade payables. Equity reserves were higher than budgeted due to the higher level of surplus at the end of the year and reduced expenditure from the special projects reserve.

Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

13. Major budget variations (continued)

Explanations for major statement of cash flow budget variations from the 2024 Muka Tangata budget are detailed below:

| All in \$000s | Actual 2024 | Budget 2024 | Variance |
|---|--------------|--------------|--------------|
| Statement of cash flows | | | |
| Cash flow from operating activities | 692 | (1,186) | 1,878 |
| Cash flow used in investing activities | - | - | - |
| Cash flows from financing activities | 31 | - | 31 |
| Net increase/(decrease) in cash and cash equivalents | 723 | (1,186) | 1,909 |
| Cash and cash equivalents at beginning of the year | 5,337 | 4,798 | 539 |
| Total cash and cash equivalents at end of the year | 6,060 | 3,612 | 2,448 |

Cashflows from operating activities were higher than budgeted due to lower payments to people and suppliers resulting from lower than planned levels of expenditure. A partial repayment of the advance to Hāpaitia was not budgeted. This resulted in higher cash balances than budgeted.



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

14. Operating leases

Accounting Policy

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Leases that are not finance leases are classified as operating leases. Operating leases are not recognised in our statement of financial position.

Payments made under operating leases are recognised in surplus or deficit on a straight-line basis over the term of the lease. We have entered leasing arrangements with our associate Hāpaitia for computer and office equipment as part of the Service contract between both parties (Note 15).

Muka Tangata has a commitment under the service contract with Hāpaitia to meet its computer and office equipment lease and continuing operating cost commitments for the life of the assets and lease commitments made by Hāpaitia.

All operating leases have been signed through Hāpaitia and costs are recharged to the WDCs. Muka Tangata has no other operating leases.

15. Commitments and contingencies

Accounting Policy

Commitments are future expenses and liabilities to be incurred, on contracts that have been entered into at reporting date.

Commitments

Muka Tangata has a commitment under the service contract with Hāpaitia to meet its computer and office equipment lease obligations and continuing operating cost commitments for the life of the assets and lease commitments made by Hāpaitia during the term of the contract.

The annual operating lease value for the computer and office equipment is variable depending on the quantum of assets leased, with an approximate annual lease cost of \$118,519 (2023: \$111,200). The lease commitment continues until either party terminate the contractual arrangement.

Hāpaitia has ongoing contractual commitments including operating leases. Each WDC is required under the terms of the service contract to meet these commitments for the life of any contracts executed during the period of the service contract. The value of this commitment for Muka Tangata, at the 30 June 2024, was \$141,147 (2023: \$226,607).

Contingent Liabilities

The funding from the TEC sourced from the WDC Fund (“Fund”) has been assessed as being without conditions and recognised as revenue when received.

There are some circumstances when some or all of this funding could be required to be repaid (including receiving funding that we are not actually entitled to) but the triggers for this contingent liability are very unlikely given the governance and management oversight processes in place.

The quantity of any contingent liability is difficult to quantify as even if events triggered a liability there is extreme variability in what this liability would be.

Capital Commitments

There are no capital commitments at reporting date (2023: Nil).



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024



16. Related party transactions and key management personnel

Accounting Policy

Related party disclosures have not been made for transactions with related parties that are:

- within a normal supplier or client/recipient relationship; and
- on terms and conditions no more or less favourable than those that are reasonable to expect that we would have adopted in dealing with the party at arm's length in the same circumstances.

Further, transactions with government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with normal operating arrangements and undertaken on the normal terms and conditions for such transactions.

i) Key management personnel remuneration

Muka Tangata classifies its key management personnel into one of two classes:

- Members of the governing body
- Senior executive officers, responsible for reporting to the governing body

Members of the governing body are paid annual fees in accordance with the Cabinet Office Circular CO-(22) 2 Revised Fees Framework for members appointed to bodies in which the Crown has an interest, dated 6th October 2022. Senior executive officers are employed as employees of Muka Tangata on normal employment terms.

All in \$000s

Key management personnel related party transactions

Council members

| | Actual 2024 | Actual 2023 |
|--|--------------|--------------|
| Number of Council members ^{(1) (2)} | 0.37 | 0.32 |
| Remuneration | 355 | 391 |
| Senior executive officers | | |
| Full-time equivalent members ⁽³⁾ | 7 | 7 |
| Remuneration | 1,547 | 1,478 |
| Total full-time equivalent members | 7.37 | 7.32 |
| Total key management personnel remuneration | 1,902 | 1,869 |

1. There were 14 members of council who served throughout the reporting period. There was one member who resigned in December 2023 and one member who joined in December 2023 (2023: There were 14 members of council who served throughout the reporting period. In addition there was one member who resigned on 30 September 2022, one member who resigned 30 April 2023 and two who commenced on 1 May 2023.)
2. An independent chairperson for the Finance, Audit and Risk Committee was appointed on 18 January 2022. This role has not been included in Council member numbers and was paid \$6,279 during the reporting period. (2023: \$4,266).
3. There are seven members of the senior management team considered to be key management personnel. These members were employed throughout the period 1 July 2023 to 30 June 2024. (2023: There are seven members of the senior management team considered to be key management personnel. These members were employed throughout the period 1 July 2022 to 30 June 2023.)

The aggregate level of remuneration paid and number of persons (measured in 'people' for Members of the governing body, and 'full-time equivalents' (FTEs) for Senior executive officers) in each class of key management personnel is presented here:

Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024



16. Related party transactions and key management personnel (continued)

ii) Other related parties

During the reporting period Muka Tangata transacted with the following related parties:

| 2024 Related Party | Goods/Services Provided | Transaction Value (\$000's) | Transaction Value (\$000's) | Accounts Payable (000's) | Accounts Receivable (000's) | Advances made (000's) |
|-----------------------|---|-----------------------------|-----------------------------|--------------------------|-----------------------------|-----------------------|
| | | Paid | Received | As at June 30 | As at June 30 | As at June 30 |
| Hāpaitia Ltd | Shared Corporate Services including Finance, IT, People & Culture, and Office Management) | 1,556 | 6 | 199 | - | 794 |
| Hanga-Aro-Rau | Shared project and operational costs recharged | - | 19 | - | 6 | - |
| Ringa Hora | Shared project and operational costs recharged | 40 | 19 | - | 6 | - |
| Toi Mai | Shared project and operational costs recharged | - | 19 | - | 6 | - |
| Toitū te Waiora | Shared project and operational costs recharged | - | 19 | - | 6 | - |
| Waihanga Ara Rau | Shared project and operational costs recharged | 11 | 19 | - | 6 | - |
| Total | | 1,607 | 101 | 199 | 30 | 794 |

| 2023 Related Party | Goods/Services Provided | Transaction Value (\$000's) | Transaction Value (\$000's) | Accounts Payable (000's) | Accounts Receivable (000's) | Advances made (000's) |
|-----------------------|---|-----------------------------|-----------------------------|--------------------------|-----------------------------|-----------------------|
| | | Paid | Received | As at June 30 | As at June 30 | As at June 30 |
| Hāpaitia Ltd | Shared Corporate Services including Finance, IT, People & Culture, and Office Management) | 3,018 | 34 | 178 | - | 825 |
| Hanga-Aro-Rau | Shared project and operational costs recharged | 22 | 13 | 3 | - | - |
| Ringa Hora | Shared project and operational costs recharged | - | 13 | - | - | - |
| Toi Mai | Shared project and operational costs recharged | - | 13 | - | - | - |
| Toitū te Waiora | Shared project and operational costs recharged | 30 | - | - | - | - |
| Waihanga Ara Rau | Shared project and operational costs recharged | 33 | 13 | 6 | - | - |
| Total | | 3,103 | 86 | 187 | - | 825 |



Notes to the Financial Statements

Muka Tangata – People, Food and Fibre Workforce Development Council

For the year ended 30 June 2024

17. Events after reporting date

On 1 August 2024, the New Zealand Government announced a review of vocational education and training, which may affect the future operations of the Workforce Development Councils (WDCs) and their shared services entity, Hāpaitia Ltd. As of the date of this report, the potential impact of this review remains uncertain and cannot be quantified. The Government is expected to make a final decision on this matter by late November 2024. (2023: Nil).

Ngā ĀpitiHanga Appendices

Rēhita whaipānga – Puakanga whānui Interests register – General disclosures

The disclosures set out in this section of the register have been made in terms of section 140(2) of the Companies Act 1993 such that the director named below is to be regarded as interested in any transactions which the company may enter into with any of the persons named below.

| Name of Director | Nature of Interest* |
|-------------------------|---|
| Antonia Lili | <ul style="list-style-type: none"> • Uptempo NZ (FIRST Union partnership with Auckland Council CSI) – Aiga facilitator • FIRST Union Pacific Fono Co-convenor • FIRST Union (Pacific Fono Rep) – National Executive Board Member • Auckland Catholic Diocese Justice and Peace Commission (Social Welfare Anti-Poverty Committee) – Member • International Migrants Alliance (IMA Global) – International Coordinating Body Member • Asia Pacific Mission for Migrants (APMM) – Member • NZCTU Komiti Pasifika Fono – Member |
| Bernadette Kelly | <ul style="list-style-type: none"> • Pāmu (Landcorp Farming Ltd) – General Manager |
| Cathy Webb | <ul style="list-style-type: none"> • Seafood NZ – GM Seafood Standards and Market Access |
| Cheyenne Wilson | <ul style="list-style-type: none"> • Te Kaharangi Hono Limited – Director • Meat the Need – Trustee • Our land and water – Governance group member |
| Chris Flatt | <ul style="list-style-type: none"> • NZ Dairy Workers Union National Secretary • UniMed Board Director and FAR Committee Member • Trust Waikato Trustee, Co Deputy Chair and Chair FAR Committee • NZ Labour Party Affiliates Vice President NZ Council and FAR Committee Member • NZ Council of Trade Unions: Member of National Affiliates Council • Waikato Trade Union Centre Ltd – Chair and Managing Director • Labour Party Properties – Director |

| Name of Director | Nature of Interest* |
|---------------------|---|
| Erin Simpson | <ul style="list-style-type: none"> NZ Agricultural Education Trust (Growsafe) – Chair Hawke’s Bay Labour Governance Group – Chair Tātau Tātau Horticulture GP Limited – Director Te Koha Organics Ltd – Director Hawkes Bay Regional Economic Development Agency Ltd – Director Hawke’s Bay Jobs and Skills Hub for Construction and Infrastructure – Chair Rex Simpson Whānau Trust – Trustee |
| Geoff Taylor | <ul style="list-style-type: none"> Works for DairyNZ, an industry organisation that owns a PTE |
| Iani Nemani | <ul style="list-style-type: none"> Board of Trustee Pasifika Education Centre Board of Trustee Leadership NZ Panel Member Human Rights Review Tribunal Panel Member Social Workers Complaints and Disciplinary Tribunal Engagement Strategic Manager – Kāinga Ora |
| Kevin Ihaka | <ul style="list-style-type: none"> FPS Forestry Ltd – Director/Shareholder Forest Protection Services Ltd – Director FPS Geospatial Ltd – Director Forest Industry Contractors Association – Director New Zealand Institute of Forestry – Member Council Member and founding Trustee Forest Industry Safety Council Trustee K&K Trust Chair Contractors and Suppliers Chapter, Tangata Matatau MBIE College of Assessors – Assessor Business Leaders Health and Safety Forum United Fire Brigades Association – Deputy Chair Forest Industry Transformation Plan Steering Group |

| Name of Director | Nature of Interest* |
|------------------------------|---|
| Paul Crick | <ul style="list-style-type: none"> National Farmer Council Executive Chair, Beef + Lamb New Zealand Member Industry Partnership Group PITO Wairarapa Primary Skills Advisory Group – Chair Independent Trustee on the New Zealand Rural Leadership Trust |
| Renee Rooney | <ul style="list-style-type: none"> Development West Coast – Chairperson and Trustee (Grey District elected) West Coast Development Holdings Ltd – Director West Coast Alliance Holdings Ltd – Director West Coast Mayors, Chairs and Iwi Forum – Member Federated Farmers West Coast – Vice President Lake Brunner Community Catchment Care Group – Committee member |
| Turi Ngatai | <ul style="list-style-type: none"> Trustee Te Kupenga – Catholic Leadership Institute Food and Fibre Centre of Vocational Excellence – Director Company Director Te Awanui Huka Pak Ngaiterangi Post Settlement Group – Deputy Chair Te Kahui Matauranga – Member Māori Relationship Manager Seeka Industries Kiwifruit Grower – Director K & M Ngatai Governing Council/Te Mana Whakahaere, Te Wānanga a Aotearoa Kāhui for Ohu Ahumahi – Interim Chair |
| Name of Independent Director | Nature of Interest |
| Darryl Pollard | <ul style="list-style-type: none"> Te Pūkenga advising on organisational change and implementation categories. |

Rēhita whaipānga – Puakanga whāiti

Interests Register – Particular Disclosures

The disclosures set out in this section of the register have been made in terms of particular transactions including under s140(1) and s162 (indemnities and insurances).

| Name of Director | Particulars of matter for which disclosure is required |
|-------------------------|---|
| Bernadette Kelly | <ul style="list-style-type: none"> Involved in discussions of credentialising Pāmu's in-house leadership training at Lincoln University |
| Kevin Ihaka | <ul style="list-style-type: none"> Noted that as a Director of FPS Forestry Ltd and Forest Protection Services Ltd (see general disclosures) has a contractual relationship to provide training services to Northtec. Noted that as Director FPS Forestry Ltd have contractual relationship with Te Wananga O Aotearoa. |

