



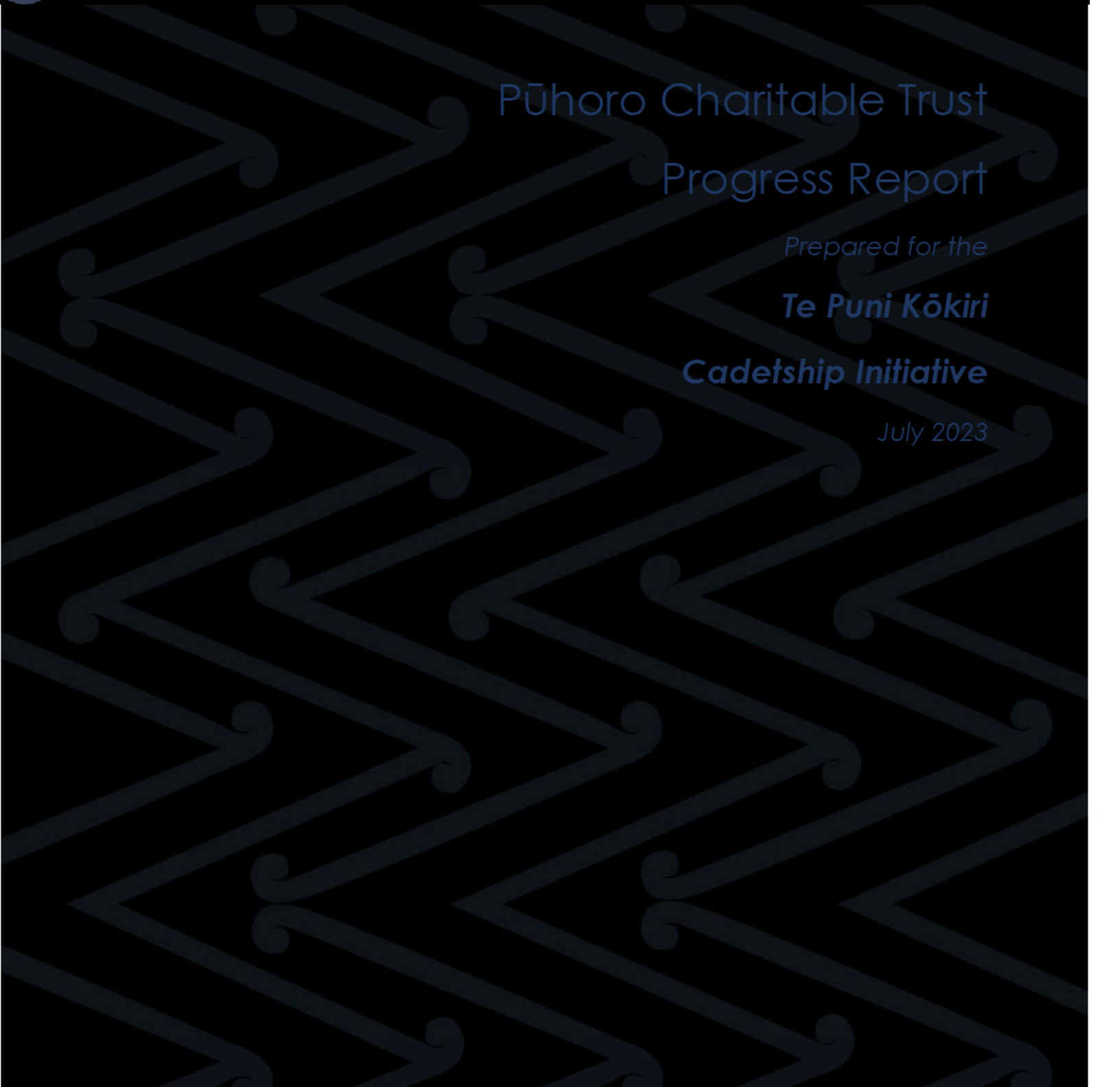
Pūhoro Charitable Trust
Progress Report

Prepared for the

Te Puni Kōkiri

Cadetship Initiative

July 2023



CADETSHIP INITIATIVE FUND INTERIM PROGRESS REPORT

Registered Organisation Name	Pūhoro Charitable Trust	
Lead Contact	Kemp Reweti – Acting Manahautū CE	
Contact Details	Landline	s9(2)(g)(ii)
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Date of report	19 July 2023 (Covers a February to July period of Training)	
(For organisations on multi-year agreements) how many previous interim reports have been completed during this funding agreement period?		Not applicable

Briefly set out how you identified and recruited/enrolled your cadets (onto the Cadetships programme).

Pūhoro Cadets were selected across various roles within the organisation, furthermore, our selection was in alignment with our core values and foundational principles as the Pūhoro kaupapa. These included the following:

1. **Senior Leadership Team:** Cadets were appointed within the organisation's Senior Leadership Team to develop their leadership skills and contribute to strategic decision-making.
2. **Regional Kaihautū Leads:** These Cadets were assigned as tier two leaders. These individuals play a crucial role in guiding and supporting operations within their respective regions. These leads were selected to further grow and invest in their development as key staff operating at the coalface with rangatahi in Pūhoro operating regions.
3. **Operations Staff and Kaihautū:**
 - a. **Data and Analytics:** Cadets were designated to develop expertise in data analysis and analytics, contributing to evidence-based decision-making and organisational efficiency.
 - b. **Policy:** Cadets were appointed to grow their skills in policy development, implementation, and evaluation processes.
 - c. **Finance:** Cadets were assigned to expand capabilities in financial management and operations, financial analysis, and reporting.
 - d. **Student Engagement:** Cadets were dedicated to enhancing student engagement strategies and initiatives, fostering positive interactions and support for students.
 - e. **Non-Qualified Staff:** Cadets without current qualifications were provided opportunities to develop their skills and knowledge in their respective areas of interest.

f. **Tertiary Study:** Cadets studying at tertiary level are supported to undertake their studies within agreed work hours.

4. **Diverse Regions:** Cadets were chosen from various regions, ensuring representation and inclusivity across the organisation's geographical scope that we currently are servicing (Pūhoro currently delivers its services across 10 different regions in Aotearoa).

Additionally and for Pūhoro a key foundational aspect of our kaupapa is that all staff members demonstrate a commitment to developing their understanding of te reo Māori, tikanga, and mātauranga Māori. This approach aims to further embed Māori perspectives and cultural competency throughout our organisation which is fundamental for a Māori kaupapa driven organisation. It is important to note as part of this commitment the connection of this to our values as an organisation. For context these are as follows:

OUR VALUES/NGĀ UARATANGA

Tauheretanga

We build meaningful and purposeful relationships to support collective impact

Ūkaipōtanga

We work to ensure Māori have a strong sense of belonging in STEM

Mā-uitanga

We encourage curiosity and innovation to create opportunities for social, cultural and economic impact

Ngākau Pono

We act with sincerity and are guided by good practice in governance, management and all our relationships

The organisation's aspiration is set for all cadets to have Personal Development Plans (Te Mahere Whāinga) in place. These plans serve as roadmaps for individual growth, outlining specific goals, learning/training opportunities, and support mechanisms to enhance professional development and career progression for each staff member in the Pūhoro Charitable Trust.

Briefly describe the impact your participation in the Cadetships initiative is having on your organisation. How has it affected the culture of the organisation? To what extent has it led to changes to your organisation's links to Māori communities?

Affects on the culture of the organisation

As part of our application process as a new Charitable Trust, we expressed the desire with Te Puni Kōkiri to be able to institute a bespoke Performance Development Plan programme that we could design from the ground up for the Pūhoro cadets and staff. As a result of this cadetship initiative, we have successfully designed and implemented Te Mahere Whāinga, a kaupapa Māori approach to staff development. This process has significantly impacted our staff culture in several positive ways:

1. **Enhanced Confidence and Happiness:** Staff members have become more confident and happier due to the investment made in their growth and development. The opportunities provided through Te Mahere Whāinga have empowered them and fostered a sense of self-assurance in their abilities.
2. **Increased Sense of Value:** Staff have expressed that the organisation's investment in their development has elevated their own sense of value within the organisation. They feel acknowledged and recognised for their contributions, leading to a greater sense of job satisfaction and motivation.
3. **Unprecedented Personal Development Opportunities:** The implementation of Te Mahere Whāinga marks the first time that our organisation has offered such comprehensive personal development opportunities to track, record and progress them. This initiative has allowed staff to access a wide range of resources, training programs, and experiences to enhance their professional growth, development and upskilling pertinent to their roles within Pūhoro as well as providing extension opportunities to gain additional learnings, insights and skills.
4. **Boosted Confidence in Māori Settings:** The inclusion of Mātauranga Māori training opportunities has resulted in increased staff confidence when engaging in Māori settings. By deepening their understanding of Māori culture, language, and protocols, staff members are better equipped to work respectfully and effectively with Māori individuals and communities. For many of our cadets, they are on their own journey

Through the implementation of Te Mahere Whāinga, our organisation has witnessed positive shifts in staff culture, fostering confidence, value, and cultural competency. These outcomes not only benefit the professional growth of our staff but also contribute to creating a more inclusive and culturally responsive working environment for all.

Changes in Māori communities:

1. **Enhanced Facilitation of Hui:** The inclusion of te reo Māori and tikanga training has supported our staff in better facilitating hui with Māori stakeholders. This training has improved their ability to create culturally appropriate and inclusive spaces for engagement and collaboration.
2. **Heightened Community Engagement:** Our cadets have played a crucial role in fostering higher engagement within Māori communities. Through their grassroots networks and connections, they have established stronger relationships and increased participation, resulting in a more interconnected and involved community.
3. **Learning from Te Tihi o Ruahine:** A proactive approach was taken by reaching out to a local Māori organisation Te Tihi o Ruahine, situated nearby. A meeting was held to discuss their own approaches to professional development plans (PDPs) and office culture. Valuable mentoring was received, providing insights and guidance for our own growth and development practices within our own organisation.

4. **Increased Capabilities:** As a result of the initiatives and opportunities offered through our organisation, there has been an evident increase in capacity. Staff members have developed new skills, expanded their knowledge base, and gained confidence, enabling them to take on broader responsibilities and contribute more effectively to their roles.
5. **Continuous Growth and Development:** The emphasis on growth and development has fostered a culture of continuous learning within our organisation. Staff members are motivated to enhance their skills, knowledge, and capabilities, creating a dynamic and forward-thinking environment that supports personal and professional growth.

The changes observed in Māori communities, along with the increased capacity and focus on growth and development, reflect the positive impact of our cadetship initiative. By prioritising te reo and tikanga training, strengthening community engagement, seeking guidance from local organisations, and fostering ongoing learning, we have created an environment that supports the holistic development of our staff and contributes to the well-being and progress of Māori communities. The opportunity to partner in this way with Te Puni Kokiri to support our cadets and kaupapa has been invaluable thus far. We look forward to reporting on the further impacts and work undertaken in this regards in our final report.

Briefly describe the progress your cadets have been making and the training they have been undertaking, including how this compares to your initial expectations/plans. Please feel free to add any particular case studies for individual cadets:

With the support of Te Puni Kōkiri through this partnership, Pūhoro have been able to implement, deliver and increase the following training opportunities for cadets. This has amplified overall the Pūhoro kaupapa and created direct opportunities for growth, development and training for our people.

Please see below for a list of training opportunities that have been provided to cadets:

1. **Fortnightly Training:** Pūhoro offer 90-minute training sessions to all cadets on a fortnightly basis. These sessions alternate between a mātauranga Māori focus and a general focus for overall development. This platform also allows our kaimahi to present and share their different areas of expertise with colleagues. These training sessions have become a key focus for cadets and through them have increased their kete of knowledge for each cadet and supported the growth and development of cadets.
2. **Digital Qualifications:** All cadets now have access to a comprehensive suite of Digital qualifications and credentials. Pūhoro was privileged to meet with [REDACTED] and discuss programmes they have in place and the different technologies they are building. Accordingly, Pūhoro now has access to 9(2)(b)(ii) [REDACTED] which is an online and interactive digital qualifications portal. While the uptake is currently low amongst our cadets, we will be encouraging cadets to participate and acquire Digital credentials by November.
3. **Cultural Professional Development (PD) through Reo and Tikanga Support:**

- a. **Beginner Reo and Tikanga Support:** Our Mātauranga Māori team designs and delivers weekly sessions for cadets. These sessions include a wide range of activities and topics aimed at enhancing te reo Māori capabilities and knowledge of te ao Māori.
- b. **Advanced Reo and Tikanga Support:** For cadets who have a higher level of proficiency in te reo Māori and tikanga, we have established an Ohu that meets weekly for wānanga on various Māori kaupapa. This initiative aims to deepen staff understanding of kaupapa Māori, tikanga and mātauranga Māori from a more advanced and deeper standpoint. This Ohu establishment further speaks to our desire as an organisation to be able to strengthen and train our cadets in ways that meet the demand of where they currently are at training wise.

4. Workshop Delivery Training:

- a. **'NCEA me te Whānau' with 9(2)(b)(ii) Pūhoro** has partnered with 9(2)(b)(ii) to provide key training to all of our Kaihautū cadets. Cadets have undergone training that enables them to deliver key workshops to communities, helping whānau better understand and support their rangatahi in navigating their NCEA studies. This training has been a critical component of further ensuring that Cadets are able to fulfill their role and responsibility to our rangatahi.
- b. **Tuakiritanga session training with the Mātauranga Māori team:** our Mātauranga Māori team has trained several cadets to deliver rangatahi focused sessions that focus on developing their sense of tuakiritanga (self-identity and cultural heritage). An important element of our service delivery is to ensure we can support our rangatahi to be culturally anchored, as our rangatahi stand at different points on the spectrum around how confident or proficient they are in expressing themselves in Te Ao Māori (The Māori world).

5. Systems Training:

- a. **Salesforce CRM training:** Cadets have received specialised training on our new customer relationship management (CRM) platform, which Pūhoro has recently migrated to called Salesforce. Puhoro contracted in a systems specialist to train cadets on the Salesforce system. This has been a huge shift for Pūhoro ensuring that we have a fit for purpose database as our kaupapa grows. Necessarily, this has meant that intensive training has been required to equip cadets with the skills needed to access, analyse and understand data and the new system. This training has also included, important data entry training, training on how to utilise the system to create reports, and dashboard training.
- b. **Financial Training with 9(2)(b)(ii)** Several senior leader cadets have undergone training on our financial systems and processes, enabling them to develop their accounting skills and contribute effectively to financial operations. This has been led by members of 9(2)(b)(ii) We have contracted them to support training in budgeting, reconciliation, forecasting, as well as recruitment of a new Finance cadet. Furthermore, this will include important financial modelling of our programme costs and a tool to help us ensure we are able to remain sustainable with our growth and development. This training has been crucial to the development of our senior leader cadets and has further enlarged their

knowledge and understanding of the different aspects of Pūhoro and financial management practices.

- c. **Website development training:** Several cadets have had the opportunity to receive training around the Pūhoro website and how to update, amend and further improve it. This training has been implemented to ensure that there is a more robust spread of cadets that are aware of this aspect of Pūhoro which is an outward facing platform towards the community and is critical to the propagation of the Pūhoro kaupapa.

6. Skills Training

- a. **Leadership (SLT):** Our Acting Manahautū has received regular and dedicated training and mentoring from our Board since February. Additionally, all senior leaders have participated in specialised psychometric assessments, resulting in customised reports on their strengths and weaknesses as leaders. This valuable information will be used to shape dedicated training and coaching programs provided by 9(2)(b)(ii) coaches to further develop their leadership skills and leverage off the strengths that have been identified.
- b. **Leadership (Regional Leads):** Cadets who are Kaihautū Regional Leads meet fortnightly for updates and skills training with the Mana Urunga Tū Kaihautū Manager. They develop transferable skills like effective communications, adaptability and flexibility, and empowerment and inspiration. They apply these against a plethora of real life situations, systems, and processes in their roles, their regions, and cohorts of rangatahi. They also develop skills to lead their colleagues effectively.
- c. **Communication training with Shelley Davies the 9(2)(b)(ii):** All cadets are undertaking a number of certificated writing courses with 9(2)(b)(ii). These courses aim to enhance the writing capabilities of participants through plain language foundations. This programme is run by Shelley Davies who has extensive experience in the communications, leadership and public communications space. Cadets are working through courses on executive summaries, effective emailing, technical communication and a toolkit around that, subject matter, and business writing basics.

7. **Role Exposure opportunities:** We have created opportunities for some cadets to learn aspects of other roles within the organisation. This initiative aims to broaden their capabilities and provide them with a more comprehensive understanding of different functions within the organisation as well as be exposed to aspects of roles, responsibilities and the different functions of roles within the organisation.

8. **Tertiary Study:** Several of our cadets are currently engaged in tertiary studies which support their development within their respective roles within the organisation. We fully support their academic endeavours and provide them with up to one working day per week to undertake their studies and other relevant supports to support their educational development and progress.

To show the expansive training that has been implemented and put in place thanks to our partnership with Te Puni Kōkiri, please refer to the the **Interim Monitoring Spreadsheet** to see which cadets have

engaged in the above training opportunities and the variety of training that has been built into each of our cadets dependant on the development programmes that we have put in place with them each individually through Te Mahere Whāinga (Performance Development Plans).

Please add any other comments/observations about your organisation's participation in the Cadetships Initiative so far.

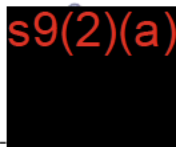
RISK MITIGATION

One of the Senior Leadership Cadets that had been identified as part of the Cadet Initiative finished with the Pūhoro Charitable Trust and moved into another employment. To mitigate this risk, we were able to onboard another Cadet accordingly, to ensure that we could provide for the 20 cadets we are contracted for as per our agreement. We have noted this previous cadet in the progress report breakdown and the different training they undertook before leaving Pūhoro, and also noted that they have finished employment with us.

CONCLUSION

As we monitor and progress the training of our cadets in Pūhoro, what has been really rewarding has been the opportunity this partnership with TPK has given us, in terms of tracking carefully and methodically the opportunities we are providing for each of our cadets. This monitoring aspect helps us visually see the investment and impact that these trainings are having and furthermore showcases the variety that we here at Pūhoro have been able to deliver thus far. As a by Māori, for Māori and with Māori organisation, this initiative further supports our direction and development as a kaupapa. As we move forward through till November, we recognise that the benefits of this partnership with TPK will continue well beyond that period and we are thankful for this incredible opportunity to grow.

s9(2)(a)

Signed:  Kemp Reweti, Acting Manahautū CE – Pūhoro Charitable Trust

Date: 19/06/2023

APPENDICES 1- 3 (emailed as attachments with the submission of the report).

Pūhoro has also attached as appendices the following documents which have been, created and designed as part of the partnership with Te Puni Kōkiri with this cadetship initiative. These are the Te Mahere Whāinga Performance Development Plan Documents, these help identify key training required, plot progress and plans for each of the cadets. The names of the documents are the following which are attached to the email sent to Te Puni Kōkiri with the submission of this report:

1. **Te Mahere Whāinga – Performance Review Closeout 2022.**
2. **Te Mahere Whāinga - Performance and Development Plan 2023**
3. **Te Mahere Whāinga - Performance and Development Check-In**