



# FOOD & FIBRE CoVE

Learner-Focused, Industry-Led,  
Government-Enabled



Photo by John Coupland / Alphasix



## FOOD & FIBRE COVE STRATEGIC STATEMENT

### INVESTING IN THE TRANSFORMATION OF OUR TALENT POOL AND GROWTH OF THE FOOD AND FIBRE SECTOR

- Centres of Vocational Excellence (CoVEs) are a key feature of the Reform of Vocational Education (the RoVE).
- CoVEs will play an important role in the vocational education system. As part of the structural changes being made, the CoVEs will work closely with their Constituent Industries and Associated Employers, Workforce Development Councils, Regional Skills Leadership Groups, Te Pūkenga (the New Zealand Institute of Skills and Technology) and other CoVEs.
- The CoVEs will receive funding from the TEC, initially for 5 years, to support the growth of excellence in vocational education.
- The Food and Fibre CoVE (FFCoVE) and the Construction and Infrastructure CoVE (ConCoVE) were announced in 2020 by the Minister of Education as the first two CoVEs to be launched.
- FFCoVE is an initiative of the Food and Fibre Centre of Vocational Excellence Society Incorporated. The society is a combination of industry peak bodies, employers and training providers from the food and fibre sector.

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The CoVE is vital for our sector's growth, continual learning and enduring success.



## WELCOME TO FOOD & FIBRE COVE

The Food and Fibre Centre of Vocational Excellence (FFCoVE) was established as part of the wider Review of Vocational Education. We are now a year into our operation as a national Centre supporting the Food and Fibre sector. Our work invests in applied research and development projects that focus on key issues in workplace learning.

Progress through the year was guided using a workplan, which contained milestones and outputs agreed with the Tertiary Education Commission and Te Pūkenga. This approach enabled the Board and Management to expedite foundation work while allowing time for strategic priorities to materialise. This gave the Board the space it needed to develop a strategy that will guide its decision making in coming years. This statement is the outcome of several months' deliberation on this task.

Experiences from 2021 have reinforced the need for a strategic plan that can help us navigate the turmoil of Covid and climate change - global forces that are changing the way we operate in the food and fibre sector. Given the speed and scale of change affecting our sector, we will update this plan annually.

Aotearoa - New Zealand is unique culturally, with Te Tiriti o Waitangi principles underpinning our values and informing how we approach skills development. We envisage an exciting partnership continuing to unfold in vocational education and training in our sector. The FFCoVE is enthusiastic about the support it can provide to the learners and organisations that are embarking on this journey.



Mark Paine  
Board Chair



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Knowledge transfer  
is only helpful if the  
person hangs around

## COMMITMENT WITH ASPIRATION NGĀ WAWATA HEI WHAKAPŪMAU

The FFCoVE is committed to investing in excellence in vocational education and training for the food and fibre sector so that:

- Learners have access to and experience exciting, varied and fulfilling opportunities
- Employers engage as trainers/learners and develop motivated and ambitious employees
- Higher numbers and a more diverse talent pool of learners are attracted and retained
- We see the needs of Māori and Pasifika employers and ākongā being met
- FFCoVE complements the strategies of Fit for a Better World and the Food & Fibre Skills Action Plans
- As investment agents we understand what the market and consumers require for success

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Learner-focused,  
industry-led,  
government-enabled



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We have an important  
role to deliver quality  
outcomes for  
New Zealanders

## FOOD & FIBRE COVE VALUES NGĀ MĀTĀPONO O TE COVE FOOD & FIBRE

- **Courage – Māia:** We will challenge ideas, systems, models and practices and pursue a path of positive disruption, all the time seeking Vocational Education and Training excellence
- **Innovation - Auaha:** We consider possibilities and encourage new ideas, seize relevant opportunities, learn from challenges, and build on our successes
- **Integrity - Pono:** We will be transparent, responsible, honest and accountable, listening with intent and taking relevant action
- **Synergy - Whanaungatanga:** Valuing our relationships, we will work with others through productive and co-design partnerships by sharing knowledge and expertise to contribute towards common goals

## INSPIRING WORKPLACE NGĀ WAWATA HEI WHAKAPŪMAU

The Food and Fibre CoVE will ensure an enduring focus on educational excellence for the industry and employers, and current and future workforce by:

- Facilitating industry-led collaboration that focuses on innovation and transformative up-skilling and re-skilling opportunities
- Changing the culture to welcome all New Zealanders and the diversity of learners
- Investing in projects to deliver excellence in educational products and services and creating a connection of the talent pipeline from school to employment
- Facilitating Māori and Pasifika-centric models of innovation and excellence to improve employer and ākonga satisfaction
- Sharing excellence to ensure the food and fibre sector thrives



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Building a talented team  
is important for the  
success and longevity  
of our business

## INSPIRING THE TALENT TE WHAKAOHOHO TANGATA

The Food and Fibre CoVE will ensure an enduring focus on educational excellence in the food and fibre sector for learners and their whānau by:

- Ensuring the learners see a future with food and fibre as full of vibrant, varied and fulfilling opportunities
- Maintaining the ākonga/learner (tauirā) at the centre of all FFCoVE activity
- Incorporating Te Reo and Te Ao Māori meaningfully into everyday learning and training
- Including any and all learners and as a result building cultural change
- Collaborating with industry, employers and providers to ensure ākonga have the skills, knowledge and pathways to succeed in work
- Strengthening teaching, training, leadership, wellbeing and learner support

## FLEXIBLE & INNOVATIVE LEARNING KIA NGĀWARI, KIA AUAHA HOKI TE AKO

The Food and Fibre CoVE will ensure an enduring focus on educational excellence with providers in the food and fibre sector by:

- Driving quality and consistency into learning outcomes to create better work-ready employees and confident employers
- Enriching partnerships with industry to adopt scalable, repeatable delivery and innovation
- Enabling and supporting a greater emphasis on workplace-focused learning
- Leading transformation to deliver equitable outcomes with Māori and Pasifika succeeding with all other New Zealanders
- Investing in projects which increase diversity, attraction and retention

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Show us how you add value to our sector through vocational education pathways and innovation



## NATIONAL LEADERSHIP TE HAUTŪTANGA Ā-MOTU

The Food and Fibre CoVE will ensure an enduring focus to Government expectations and complementary policy work by:

- Partnering with relevant Government agencies and organisations
- Creating enduring partnerships between industry and education
- Progressing innovation, knowledge, capability and skills
- Honouring Te Tiriti o Waitangi, and supporting an equitable and integrated New Zealand
- Defining coherent, clear pathways and career opportunities for all food and fibre ākongā
- Funding support for agreed models of excellence
- Collaborating across the food and fibre sector and other industries

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The goal is not simply for you to cross the finish line, but to see how many people you can inspire to run with you.

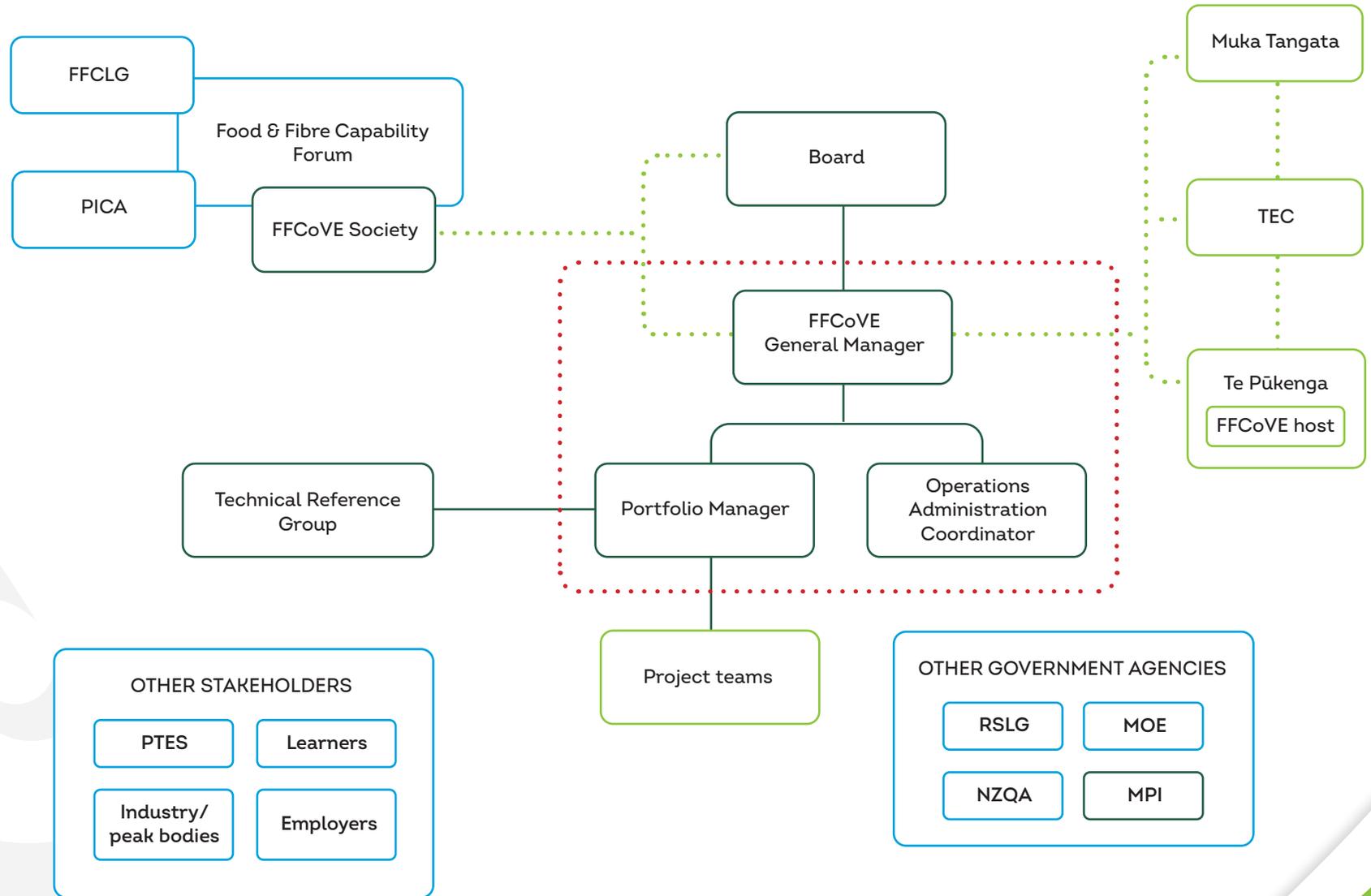
Simon Sinek

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Help us understand  
what great looks like,  
and what we need to  
do to get there



# RELATIONSHIP AND OPERATIONS MAP



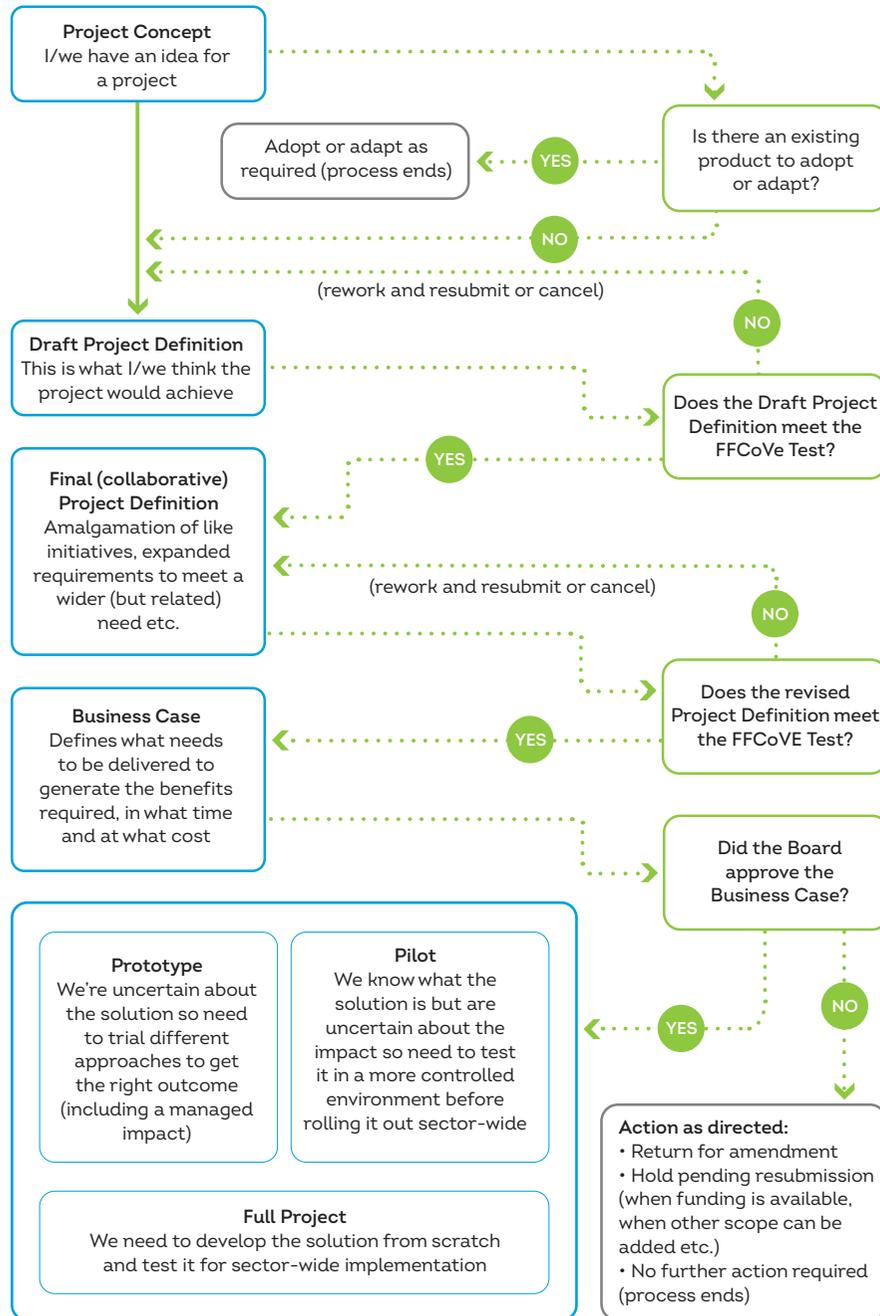
- KEY:
- Core structure
  - Key partners
  - Other influencers



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Support confident  
and competent  
futures through  
quality vocational  
education pathways

## THE FFCOVE PROJECT EVALUATION & APPROVAL PROCESS



## THE FFCOVE TEST

### THE GAME PLAN

#### THE PROJECT DELIVERS ON THE COVE'S TERMS OF REFERENCE?

- Learner outcomes
- Industry outcomes
- Education outcomes

#### THE PROJECT DELIVERS ON 1 OR MORE OF THE COVE'S FOCUS AREAS & THEMES?

- Vocational excellence
- Attraction and retention
- Innovation

#### THE PROJECT CREATES POSITIVE IMPACTS IN EACH TARGET GROUP?

##### Impact on Learners

- Increases enrolments and higher achievements
- Provides more effective pathways
- Improves Māori outcomes
- Equalises opportunities (gender, ethnicity, etc.)
- Reduces location dependence
- Reduces learning challenges
- Improves hauora/resilience
- Creates easier, quicker transitions
- Provides a better knowledge and skills mix
- Improves curriculum/courses/qualifications
- Enhances career stage/lifelong (up-skilling and re-skilling)

##### Impact on Industry

- Supports employers as learners
- Increases productivity
- Optimises system settings
- Improves sustainability
- Targets Māori expectations
- Improves skills supply
- Increases investment/funding
- Improves employer/leadership outcomes

##### Impact on Education

- Improves flexibility, agility, relevance
- Enhances workplace-focused learning
- Increases demand
- Delivers work-ready graduates
- Increases employer and learner satisfaction

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Ehara taku toa i te toa takitahi,  
engari ko taku toa he toa takitini.

My strength is not that of a  
single warrior but that of many.



## BECOME A FOOD & FIBRE COVE MEMBER

If you are a food and fibre related business or sole trader, you can request to become a member of The Food & Fibre CoVE Society Incorporated any time, at no cost. You will have the choice to be consulted on projects, be kept up to date with project newsletters, and have access to forums, presentations, and workshops.

You will also be eligible to submit projects for consideration by the FFCoVE that you believe might add to building excellence in vocational education in the food and fibre sector.

Simply complete the membership form at [www.foodandfibrecove.nz/get-involved/](http://www.foodandfibrecove.nz/get-involved/) for the FFCoVE Board to review and approve. You will be notified as soon as your application has been reviewed. That's it.

## FOOD & FIBRE COVE BOARD



**From left to right:** Prue Younger, Ben Allomes, Sandy Scarrow, Glen Harkness, William Beetham, Wiremu McMillan (Ngāti Porou), Mark Paine, Turi Ngatai, Chrissie Hape (absent)