Te Pūkenga
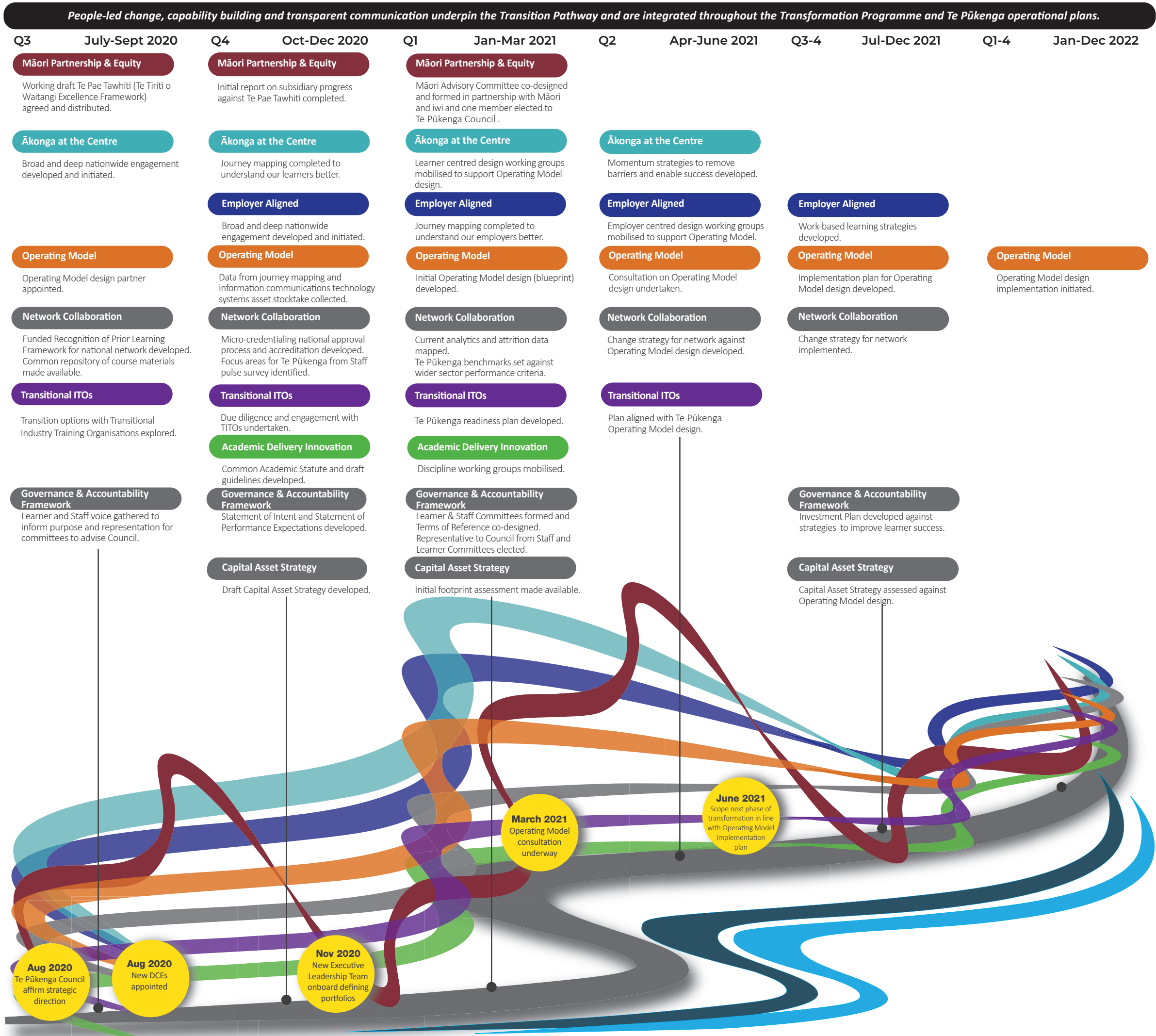
Designing the future of vocational learning for New Zealand

Transition Pathway

Legend:

- **Māori Partnership & Equity** — *Mana Ōrite*
- **Ākonga at the Centre** — *Ko te Ākonga te Putake*
- **Employer Aligned** — *Hāngai ki te Kaitukumahi*
- **Operating Model** — *Whakaumu i te ako*
- **Network Collaboration** — *Whātui Mahi Tahi*
- **Transitional ITOs** — *Ahumahi, Ahuako*
- **Academic Delivery Innovation** — *He Tukunga Auaha*
- **Governance & Accountability Framework** — *Mana Tiaki, Manu Mātai*
- **Capital Asset Strategy** — *Tātai Rawa*

People-led change, capability building and transparent communication underpin the Transition Pathway and are integrated throughout the Transformation Programme and Te Pūkenga operational plans.

	Q3 July-Sept 2020	**Q4** Oct-Dec 2020	**Q1** Jan-Mar 2021	**Q2** Apr-June 2021	**Q3-4** Jul-Dec 2021	**Q1-4** Jan-Dec 2022
Māori Partnership & Equity	Working draft Te Pae Tawhiti (Te Tiriti o Waitangi Excellence Framework) agreed and distributed.	Initial report on subsidiary progress against Te Pae Tawhiti completed.	Māori Advisory Committee co-designed and formed in partnership with Māori and iwi and one member elected to Te Pūkenga Council.			
Ākonga at the Centre	Broad and deep nationwide engagement developed and initiated.	Journey mapping completed to understand our learners better.	Learner centred design working groups mobilised to support Operating Model design.	Momentum strategies to remove barriers and enable success developed.		
Employer Aligned		Broad and deep nationwide engagement developed and initiated.	Journey mapping completed to understand our employers better.	Employer centred design working groups mobilised to support Operating Model.	Work-based learning strategies developed.	
Operating Model	Operating Model design partner appointed.	Data from journey mapping and information communications technology systems asset stocktake collected.	Initial Operating Model design (blueprint) developed.	Consultation on Operating Model design undertaken.	Implementation plan for Operating Model design developed.	Operating Model design implementation initiated.
Network Collaboration	Funded Recognition of Prior Learning Framework for national network developed. Common repository of course materials made available.	Micro-credentialing national approval process and accreditation developed. Focus areas for Te Pūkenga from Staff pulse survey identified.	Current analytics and attrition data mapped. Te Pūkenga benchmarks set against wider sector performance criteria.	Change strategy for network against Operating Model design developed.	Change strategy for network implemented.	
Transitional ITOs	Transition options with Transitional Industry Training Organisations explored.	Due diligence and engagement with TITOs undertaken.	Te Pūkenga readiness plan developed.	Plan aligned with Te Pūkenga Operating Model design.		
Academic Delivery Innovation		Common Academic Statute and draft guidelines developed.	Discipline working groups mobilised.			
Governance & Accountability Framework	Learner and Staff voice gathered to inform purpose and representation for committees to advise Council.	Statement of Intent and Statement of Performance Expectations developed.	Learner & Staff Committees formed and Terms of Reference co-designed. Representative to Council from Staff and Learner Committees elected.		Investment Plan developed against strategies to improve learner success.	
Capital Asset Strategy		Draft Capital Asset Strategy developed.	Initial footprint assessment made available.		Capital Asset Strategy assessed against Operating Model design.	

Milestones:

- **Aug 2020** — Te Pūkenga Council affirm strategic direction
- **Aug 2020** — New DCEs appointed
- **Nov 2020** — New Executive Leadership Team onboard defining portfolios
- **March 2021** — Operating Model consultation underway
- **June 2021** — Scope next phase of transformation in line with Operating Model Implementation plan

Te Pūkenga Programme Workstreams - Overview 27 October 2020

	TRANSFORMATION PROGRAMME						CORE CAPABILITY & ENABLING PROJECTS		
Te Pūkenga Workstreams	**Mana Ōrite** *Māori Partnership & Equity*	**Ko te Ākonga te Putake** *Ākonga at the Centre*	**Hāngai ki te Kaitukumahi** *Employer Aligned*	**Whakaumu i te ako** *Operating Model*	**Ahumahi, Ahuako** *TITO Transition & Workbased Learning*	**He Tukunga Auaha** *Academic Delivery Innovation*	**Whātui Mahi Tahi** *Network Collaboration*	**Mana Tiaki, Manu Mātai** *Governance & Accountability Framework*	**Tātai Rawa** *Capital Asset Strategy & Network Stabilisation*

Te Pūkenga is centred on inclusivity and equity for all learners and their Whānau

| **Objectives** | Ensure our systems and services work well for Māori; and respond with excellence to the priorities of Māori learners and their whānau, and to the wider aspirations of hapū and Māori hāpori throughout Aotearoa; in accordance with Te Tiriti o Waitangi. In our work practice we will co-design approaches that meet Ka Hikitia expectations with Māori, to facilitate *Māori succeeding as Māori* throughout vocational education. | Develop learner journey maps and undertake analytics to inform the design of our future operating model. Ensure the unique needs of ākonga, including Māori, Pacific Peoples, disabled and other under-served learners, are met through co-design with our learners, their whānau and our stakeholders. Develop momentum strategies that Te Pūkenga can implement as we transition to the new operating model. | Develop employer journey maps and undertake analytics to inform the design of the future operating model. Ensure the needs of employers are aligned throughout the wider transformation programme. Develop momentum strategies that Te Pūkenga can implement as we transition to the new operating model. | In partnership with Māori design the institute's new operating model which will form the blueprint that achieves equity for Māori, places learners at the centre and is employer aligned. Develop an implementation plan that will take Te Pūkenga from its current state to the future state. | Develop a practical implementation plan to transition TITO arranging training function and capability. Develop Te Pūkenga readiness to provide work based learning. Consider and address the key operational risks associated with any transition of TITOs to Te Pūkenga. Integrate arranging training function and capability into Te Pūkenga operating model. | Design and plan our qualification and regulatory framework to support the transformation of our teaching and learning models. Support deeper and wider engagement with academic staff to support change (Discipline Forums). | Support collaboration of efficiency gains across the network. Respond to COVID-19 training skills and needs development. Improve accessibility for learners across the sector (i.e. Technology Access Fund). Support a reset of Internationalisation strategy against the post COVID-19 environment. | Design and develop functions of the new entity that can effectively monitor consolidated performance of the group. Development of the Te Pūkenga Investment Plan. Establish Staff and Learner Committees | Physical footprint assessment and evaluation. Progress the development of a capital asset management policy and strategy, an asset management information system, and a sector-wide improvement plan. |

Te Tiriti o Waitangi partnership guides our decision-making processes

| **Letter of Expectation Reference** | **EXPECTATION 1** Te Tiriti o Waitangi | **EXPECTATION 2** Ākonga at the centre | **EXPECTATION 6** Accountable to all stakeholders | **EXPECTATION 5** Striking the right balance – delivering transformative change and core business | **EXPECTATION 3** Collaborative working | **EXPECTATION 2** Learners at the centre | **EXPECTATION 3** Collaborative working **EXPECTATION 4** Quality international education | **EXPECTATION 6** Accountable to all stakeholders | **EXPECTATION 2** Ākonga at the centre |

PLEASE NOTE:

The workstreams above are the priority workstreams designed to meet the needs of the Letter of Expectations and adhere to the intent of Te Pūkenga Charter and Reform of Vocational Education. Alongside these workstreams are a series of smaller projects and tasks that will ensure the operational requirements of head office are met and that the workstreams adhere to a consistent project methodology, are on time, within budget and of the quality required to meet the expectation of the Te Pūkenga Council, education agencies and Minister of Education. Stakeholder engagement, communication of progress and transformation initiatives and continued quality assurance is inherent across all workstreams.