

Ko tāu e kite ai | What you can expect

This document sets out what you can expect on our shared pathway towards future horizons. A Te Pūkenga glossary at the end of this document defines commonly used terms.

What you can expect if you are... iwi / hapū

First horizon - 2023	Second horizon - 2026	Future state – 2027 to 2033+
<ul style="list-style-type: none"> Te Pūkenga takes a ‘whole of organisation’ approach, and long-term view, to Te Tiriti excellence and relationships. There is a blue-print for how this will happen. You see an increased focus on Te Tiriti excellence and relationships, equity and inclusion. Strong relationships that exist in your takiwā/rohe continue. Other relationships will grow. While our network will change you will have a key Te Pūkenga point of contact and continuity. There are options for you to choose how you want to engage and at what level(s). A permanent Te Pūkenga Māori Advisory Committee is established. There are processes to connect Māori learners in our network to their iwi/hapū. Gifted Mātauranga Māori and Taonga Māori are valued and protected. You may help shape Te Pūkenga outcomes framework which guides what Te Pūkenga needs to achieve. You may partner with us in your rohe on some new initiatives e.g., early whakawhanaungatanga and tuakana/teina initiatives for learners which are inclusive of whānau. Te Pūkenga has Māori specific strategies and action plans for staff, learners, and advancing our relationships with iwi/hapū. Mātauranga, te reo, and tikanga Māori, as well as Māori knowledge and values, are led within Te Pūkenga by Māori. You will see our equity approach acknowledges your role as a Te Tiriti partner and you may work alongside us on its implementation. Te Pūkenga works with the existing structures you have in place to engage with government agencies. We look to better align with education agencies so iwi have a single conversation focussed on education. 	<ul style="list-style-type: none"> You can connect with culturally competent staff and teams who work alongside you to partner on things that are important to you. There is a clear process and support to resolve any concerns you may have in working with Te Pūkenga. You may start to see an improvement in outcomes for Māori learners as national infrastructure, reporting, feedback loops, policies, processes, and data collection becomes more consistent to ensure Māori learner success. Te Pūkenga increasingly partners with you on mutually beneficial, future-focused opportunities You can explore opportunities to provide services with Te Pūkenga within your takiwā/rohe. These could deliver capability building and cultural competency programmes, or other innovative programmes or services. You can access Te Pūkenga support to grow any capability needed. There are processes to connect Māori staff in our network to their iwi/hapū. You increasingly partner in activities and decisions with us and have access to information about how we deliver and invest in your takiwā/rohe. You can access relevant data from Te Pūkenga on shared measures. To ensure we are accountable, you will receive an annual report on outcomes achieved with Māori. We share our learnings from the first horizon with you and how we will adapt our strategies. You may work alongside us on specific initiatives to grow our Māori staff and learners. You may co-design a Mātauranga Māori and innovation hub with us. These bring learners, whānau, employers, and communities together. Fees are free to study Te Reo and Tikanga Māori courses. 	<ul style="list-style-type: none"> Te Pūkenga is a global high-quality vocational applied and on-the-job learning organisation. What makes us unique is our genuine, mutually beneficial partnership with you and our foundation of Te Tiriti excellence. This is reflected in the governance, management, and operations of Te Pūkenga across Aotearoa. Māori thrive as Māori and achieve equitable outcomes at Te Pūkenga. Further these outcomes are determined in partnership with Māori. There are strong and connected cohorts of Māori learners and staff in Te Pūkenga network. Iwi/hapū are growing the pipeline of Māori leadership, learners, and staff with us. We share information that enables tailored initiatives to ensure Māori success as Māori. Learners and staff easily connect to their iwi/hapū. They access multiple opportunities across their lifetime to return home to learn Te Reo and Tikanga Māori. We share our learnings from the first two horizons with you and how we will adapt our strategies. You have relevant and timely access to all information on how Te Pūkenga delivers for your iwi/hapū and rohe. There are Māori-led programmes and services in your takiwā/rohe that meet the needs of your communities. Mātauranga Māori and innovation hubs are Māori-led. The learning curriculum, environment, people and culture strongly reflect Māori identity and knowledge right across Aotearoa. Māori learners can increasingly navigate their way into meaningful mahi, no matter where they start their journey. Our staff are culturally intelligent with a working understanding of Te Tiriti which produces meaningful results for you. Te Pūkenga supports the Māori economy including through procurement practices.

What you can expect if you are... all learners

First horizon - 2023

- When you enrol or sign-up with Te Pūkenga you join the largest network of learners across Aotearoa - nearly a quarter million learners.
- You start to see a greater range of learning options available to you and some consistent national programmes being offered. Your learning starts to increasingly align to different industry groups through Ako (Learning) Networks.
- You can access an online careers pathway platform that allows you to explore and find the path to occupations, study, and training options.
- Domestic and international learners can access a new external learner dispute resolution service which is responsive to a diverse range of learners.
- You can participate in elections to a new Te Pūkenga Learner Advisory Committee. One member will sit on Te Pūkenga council.
- You can start to connect into national and local learner networks and join learner/student associations across Aotearoa. No matter where or how you learn, you can provide feedback on what matters to you through increasingly system-wide engagement channels.
- A long-term Learner with their whānau Success/Equity Strategy is in place to ensure all Te Pūkenga learners succeed. You start to see an increased focus on holistic wellbeing for learners (inclusive of whānau), no matter where you are. This includes increased mental health and mentoring services.
- A Learner Engagement Framework is in place which sets out interactions across Te Pūkenga, from governance and national level to the local level. The ecosystem supports the diverse voices of all learners.
- Te Pūkenga learner experience surveys are brought together with wider learner insights and data so that your voice informs what we do and how we do it.
- You see an increased focus on Te Tiriti excellence, equity, and inclusion no matter where you learn. Te Pūkenga has an Equity Strategy across Aotearoa which is Te Tiriti based. There is zero-tolerance for racism, and you easily and safely escalate issues when needed.
- When you successfully complete your learning, you receive a Te Pūkenga qualification/credential.

Second horizon - 2026

- There are strong learner engagement systems and feedback loops no matter where you are. You can see how your voice matters and influences decisions in the organisation. Increasingly there are more sophisticated communication channels and platforms to engage the way you want to e.g., digital communities.
- Partnering with learners is the way things are done at Te Pūkenga from designing the curriculum, our teaching and learning, through to available services.
- Processes like enrolment are more learner-centred wherever you are. There is more responsive early reach-out and pathway planning with you (and even your whānau) to ensure that you are set up for success. You can easily access a learner contact centre for queries.
- You have increased options for your learning which is now fully aligned to industry groups through Ako Networks. Your Ako Network works in combination with other kaimahi to provide more proactive and personalised support to you.
- Learners in remote areas also experience increasing learning options.
- Increasingly you have greater connections with employers throughout your learning.
- You easily access information on other things that you need to succeed e.g. scholarships, financial information, learning support.
- Actions arising from the Learner Success/Equity Strategy start to shift long-standing inequities for specific learners.
- You easily access relevant information and learning. All communications are more accessible to you.
- Learner services are increasingly more proactive and personalised to you (including your whānau) as per Te Pūkenga Learner Wellbeing Strategy.

Future state - 2027 to 2033+

- All learners inform, and increasingly achieve, equitable outcomes.
- You are prepared for the future through your learning. Our graduates are known for being innovative and culturally competent with the right skills to meet the future of work in Aotearoa and abroad.
- All stages of your learning journey are simple and centred around you (with your whānau). You can 'earn while you learn'.
- There are intuitive systems and technology that ensure the voices of learners drive our future direction.
- You move easily between work, classroom, and online study. If you need to you can relocate within Aotearoa and continue with your learning. You have access to a stable system that's fit for the future any time you upskill, reskill, or retrain.
- You can easily access what you need to succeed with your learning - this includes wider wellbeing services - as and when you need it in the context of your wider learning environment and community.
- You see diverse staff at all levels of Te Pūkenga who are culturally skilled and disability confident.
- You have strong relationships with kaimahi and employers. You can contribute feedback in ways that further improve the learning experience for future cohorts of learners.
- A broad range of learning/teaching tools are available, including Virtual Reality and Artificial Intelligence.
- We reach secondary school learners, with their whānau, earlier. They can easily access information about potential pathways and the future of work while still at school.
- You can navigate your learning journey with Te Pūkenga at any stage of your life. There are seamless transitions between schooling and into the world of mahi. Learners who have not followed traditional paths can also navigate their unique pathway with Te Pūkenga.
- You access proactive personalised (and whānau inclusive) support to set you up for success. You easily access innovative digital platforms that support you to plan and achieve success for you and your whānau.
- Your learning and environment reflects Māori identity as part of our Te Tiriti excellence approach, celebrates diversity, and is inclusive of all.
- There are international opportunities with Te Pūkenga during your learning and beyond.

What you can expect if you are... a Māori learner

First horizon - 2023	Second horizon - 2026	Future state – 2027 to 2033+
<ul style="list-style-type: none"> • Same as all learners, plus: • You may participate in early whakawhanaungatanga activities and interactions that build meaningful connections and a sense of belonging for you (inclusive of whānau). • Tuakana/teina initiatives may be available to you, co-designed with Māori. Your enrolment offers the opportunity to connect back to your iwi/hapū. • You can connect into both national and local Māori learner and staff networks. • You are enabled to connect to your iwi/hapū if you wish. • Te Pūkenga has an Equity Strategy across Aotearoa which is Te Tiriti based. There is zero-tolerance for racism, and you can easily and safely escalate issues when needed. • Māori may shape a new outcomes framework and measures for Te Pūkenga. Māori learner-specific strategies and action plans ensure Māori success. • Māori sit on all Te Pūkenga advisory committees and its Council. • Te Pūkenga invests in Māori research and starts consistent reporting, obtaining national data on Māori learners. 	<ul style="list-style-type: none"> • Same as all learners, plus: • You and your whānau experience Māoritanga throughout your Te Pūkenga journey. • There is increased learning on marae available, and you can see Māori identity increasingly reflected in your learning and across Te Pūkenga. • There is a strong Māori eco-system across Aotearoa, and you can choose which networks you connect into. Specific Māori plans and initiatives (with measures) ensure that you and Māori communities thrive. • Your whānau can connect to learner pre-start whakawhanaungatanga. • You have access to information on how well Te Pūkenga is delivering for you, Māori, and your community. • Fees are free to study Te Reo and Tikanga Māori courses. • You see staff and employers proactively growing their cultural competency. • You may start to see an improvement in outcomes for Māori learners as national infrastructure, reporting, feedback loops, policies, processes, and data collection becomes more consistent in ensuring Māori learner success. 	<ul style="list-style-type: none"> • Same as all learners, plus: • Māori learners achieve equitable outcomes at Te Pūkenga. Further these outcomes are determined in partnership with Māori. Māori values and principles are inherent in measures of learner success. • Your learning and wellbeing needs are proactively met. Te Pūkenga supports the wellbeing of all Māori learners. • Māoritanga is embedded through your learning journey. You have a clear view of Māori learners' success, and Māori are visible at all levels of Te Pūkenga. • There are strong connections to your iwi/hapū. You can access multiple opportunities across your lifetime to return home to learn Te Reo and Tikanga Māori, as well as use your new skills for your iwi/hapū. • A strong Māori workforce is available to support you and your whānau. There is a vibrant Māori ecosystem. Māori learners and staff thrive, their capability grows and is nurtured – there are future opportunities for you to stay on and work at Te Pūkenga. • You recognise your identity reflected within your learning and environment. Learning with Te Pūkenga is mana-enhancing for you and your whānau. • Te Pūkenga staff are culturally intelligent and have a core understanding of Te Tiriti o Waitangi. • Kura kaupapa rangatahi thrive at Te Pūkenga. • Māori knowledge, reo, tikanga, and values are incorporated into everyday practice.

What you can expect if you are... a Pacific learner

First horizon - 2023

- Same as all learners, plus:
- You may participate in early whakawhanaungatanga activities and interactions that build meaningful connections and a sense of belonging for you (inclusive of aiga).
- Pacific mentoring initiatives may be available to you, co-designed with Pacific peoples.
- You can start to connect into both national and local Pacific learner and staff networks.
- Te Pūkenga has an Equity Strategy across Aotearoa which is Te Tiriti based and inclusive of all.
- Pacific peoples are represented on Te Pūkenga learner and staff advisory committees and Council.
- Te Pūkenga invests in Pacific learner research and starts consistent reporting, obtaining data related to Pacific learners across Aotearoa.
- Pacific knowledge, language, and culture within Te Pūkenga is led by Pacific peoples.

Second horizon - 2026

- Same as all learners, plus:
- Your whānau can connect to learner pre-start whakawhanaungatanga initiatives.
- You may start to see an improvement in outcomes for Pacific learners as national infrastructure, reporting, feedback loops, policies, processes, and data collection becomes more consistent to ensuring Pacific learner success.
- There is a strong Pacific voice through an eco-system across Aotearoa. You can choose which networks you connect into.
- You have access to information on how well Te Pūkenga is delivering for you and your community.
- Language, culture, and identity is enabled through access to Pacific languages and culture courses in partnership with Pacific communities.
- Specific action plans ensure longer-term success and measures for Pacific peoples.
- The learner journey and curriculum increasingly reflects Pacific values, knowledge and principles. This knowledge is valued and protected.
- You see staff and employers proactively growing their cultural competency.

Future state - 2027 to 2033+

- Same as all learners, plus:
- Pacific learners achieve equitable outcomes at Te Pūkenga. These outcomes are aligned to Pacific aspirations for intergenerational development and prosperity.
- Your needs are proactively met throughout the learning journey and the wellbeing needs of all Pacific learners are met.
- A strong Pacific workforce is available to support you and your aiga. Pacific learners and staff thrive, their capability grows and is nurtured. There are future opportunities for you to stay on and work for Te Pūkenga.
- There are strong connections with Pacific communities and a vibrant Pacific ecosystem at Te Pūkenga.
- You recognise yourself and your language and culture within your learning and environment. Learning with Te Pūkenga is mana enhancing for you and your aiga.
- Te Pūkenga staff are culturally intelligent.

What you can expect if you are... a disabled learner

First horizon - 2023	Second horizon - 2026	Future state – 2027 to 2033+
<ul style="list-style-type: none"> • Same as all learners, plus: • You may participate in early whakawhanaungatanga activities and interactions that build meaningful connections and a sense of belonging for you (inclusive of whānau). • New mentoring initiatives may be available to you. • You are connected to disabled support staff and learner networks. You see disability action plans in place wherever you are. • A National Disability Action Plan and regional disability action plans are implemented and reported. These plans set out priorities for ensuring equitable outcomes for disabled learners no matter where they are – this is a long-term plan with immediate priorities. • There is the start of consistent reporting, obtaining data on disabled learners across the network. • Te Pūkenga has adopted and started to implement the Accessibility Charter programme. • Disabled learner research is supported. 	<ul style="list-style-type: none"> • Same as all learners, plus: • You experience increasingly consistent infrastructure, policies, plans, procedures, support, and delivery that respond to your needs. You can see activities that contribute to a more accessible environment for you and support your success. There are increasingly consistent systems for reporting information about the needs of learners from different impairment groups. • You start to see more safe spaces to provide personal information about an impairment, including at enrolment. • Disability action plans start to deliver more support tailored to your needs and identify wider needs. You see safe spaces created no matter where you learn to ensure you succeed. You start to access greater learning support. • Communication and information access increasingly meets the different needs of learners and those who use assistive technology. • There is increasingly more effective support for learners who experience anxiety and mental distress. • You see staff and employers undertake professional development to proactively become disability confident. 	<ul style="list-style-type: none"> • Same as all learners, plus: • Disabled learners achieve equitable outcomes at Te Pūkenga. There is consistent infrastructure across Aotearoa for disabled learners. There are nationally consistent disabled strategies, policies, and procedures. • Research, feedback loops, and data from across Aotearoa enables Te Pūkenga to be informed and pro-active about what disabled learners need. Learnings are shared with other parts of the system and with partners. • Your learning spaces are safe, accessible, and welcoming. You receive the right early support for you and your learning. • You are supported and empowered to navigate your pathways into employment. You gain meaningful mahi. • There is effective support for you – either with Te Pūkenga or through our partners. • You can easily access all information and communications you need. • A strong disability-confident workforce is available to support you and your whānau. They understand how to create safe spaces for you no matter what their role.

What you can expect if you are... an international learner

First horizon - 2023	Second horizon - 2026	Future state – 2027 to 2033+
<ul style="list-style-type: none"> • Same as all learners, plus: • Te Pūkenga International Strategy is centred more around you as an international learner. You experience ‘manaakitanga’ as an international learner no matter where you learn in Te Pūkenga network. ‘Manaakitanga’ is a powerful way of expressing how Māori communities care about each other’s wellbeing, nurture relationships and engage with one another. • You continue to access services that you currently access as an international learner. • International learners are represented at the governance level on Te Pūkenga learner advisory committee. 	<ul style="list-style-type: none"> • Same as all learners, plus: • You see us actively work with selected international partners with offshore initiatives in place. • You have access to information on how well Te Pūkenga is delivering for international learners. • There is strong international learner voice through an ecosystem operating across Aotearoa New Zealand. You can connect into national or local international student associations. • You experience a greater focus on your wellbeing to ensure your learning with us is a success. 	<ul style="list-style-type: none"> • Same as all learners, plus: • Te Pūkenga is a strong international brand known for being a global leader of high-quality vocational applied and on-the-job learning organisation. • You can study for qualifications that are delivered consistently across Aotearoa which enable you to move around the network if you wish. • You enjoy a uniquely New Zealand experience through your learning that you cannot get anywhere else.

What you can expect if you are... an employer with Te Pūkenga learners

First horizon - 2023	Second horizon - 2026	Future state - 2027 to 2033+
<ul style="list-style-type: none">• An Employer Engagement Framework embeds a strong industry and employer voice within Te Pūkenga at both a national and regional level. It optimises opportunities for employers to engage across the wider network by aligning to WDCs and RSLGs.• We work with your business and industry to identify the unique needs and trends that impact you and develop fit for purpose responses. We share these insights across every level of engagement to ensure consistency of delivery across the motu.• A co-designed toolkit begins to help you develop more capabilities to assist with teaching and learning across a diverse range of learners in an inclusive work environment.• Through partnering with industry and employers, you see the start of new ways of operating and delivering value through Te Pūkenga now that it offers the full suite of campus, remote and work-based learning options.• As TITO field staff are now providers, they have the opportunity to partner with firms to help them train their staff. Staff capability plans are in place to realise this opportunity.	<ul style="list-style-type: none">• Collaboration increases between employers, iwi/hapū, and regions. As we integrate teaching and learning, delivery recognises the value of combining different modes of delivery to meet employer needs that align with the workplace in new and exciting ways. This includes increasing employer-led initiatives and a wider range of products and services that provide value to a broad cross section of firms.• With well-trained field staff, you experience customised solutions that include the ability to co-deliver the teaching and learning required. There is a systematic process for determining priorities and gaining assurance on implementation.• You have multiple two-way communication channels available, and you're connected into employer networks and communities of practice that enable success for learners and your industry.• The critical teaching role employers have is recognised. As the unification of programmes unfolds you have increasing access to a broad range of support and teaching and learning tools to help you meet your learning/training needs in a workplace environment. This includes specific cultural support to ensure the needs of your diverse staff/learners are met. You can easily retrain and upskill your staff as the system is more flexible and responsive to individual needs.	<ul style="list-style-type: none">• Work-based learning is fully integrated with everyday mahi so that naturally occurring evidence provides the basis for all practical requirements.• A broad range of learning/teaching tools are available including Virtual Reality, and Artificial Intelligence.• Employers and industry are true partners in delivering a valued and quality learning experience.• Employers hire and support diverse learners and create diverse workplace environments.• Te Pūkenga (and partners) grow the right employees and connect them to employers matched to their business needs.• The products and services you require are fit for purpose and quick to respond to the changing nature of work.

What you can expect if you are... all staff

First horizon - 2023

- You are employed by Te Pūkenga, and this transition is as seamless as possible. Change teams across Aotearoa support you and the relevant unions.
- Te Pūkenga Council is the ultimate governance body for the network. Existing subsidiary boards cease and there is a single Chief Executive and leadership team with regional representation.
- You can participate in elections for members to sit on Te Pūkenga staff advisory committee. One member sits on Te Pūkenga Council.
- Expectations of your current position may change as approaches are harmonised across the network. Your reporting lines may also change. This may not happen at once – our future model will likely take us until horizon 3 to fully implement.
- Initially many enrolment, learning and student/learner management systems stay the same but with a Te Pūkenga brand. There will not be large systems change.
- Te Pūkenga Organisational Strategy “Te Piko” outlines our longer-term direction and immediate shared priorities, which will bring us together as a network.
- Te Pūkenga outcomes framework sets out the shared outcomes we must achieve and associated measures. There is a stronger focus on Te Tiriti excellence, as well as meeting the needs of learners and employers.
- A new teaching and learning framework (Ako Framework) is in place. Some programmes across Aotearoa will be unified.
- Ako Networks are demonstrated and supported in a phased approach. Ako development and delivery is increasingly networked. The Ako Networks align learning to industry groupings of WDCs (and potentially others). Different staff come together to help the integration of mahi into Ako Networks, building on the expertise of staff, Māori, learners, employers, WDCs, RSLGs, and others.
- More informally you can continue to (or begin to) connect into national and local communities of practice across the network where you can share challenges, and lead practice to continuously improve.
- Staff can actively contribute to key programmes and projects on our work plan which guide the way for the future organisation. This includes the development of longer-term future strategies across different disciplines.
- Some of you will be supported to connect to learners earlier through a few initiatives which leverage great practice in our network.
- Te Pūkenga People Strategy and Staff Capability Programme grows and supports our pipeline of talented staff. Professional development is increasingly available to you that promotes inclusion and equity.
- You are valued for cultural, Te Tiriti, equity and inclusion capability and disability confidence that you contribute to Te Pūkenga.

Second horizon - 2026

- There is greater consistency at both an operational and regional representation level, with regional nuances based on specific needs and strengths. Transitional work is still occurring.
- Many programmes are unified, and all Ako Networks are functioning. The expertise for the networks sits across Aotearoa and not in one geographical location. This ‘domain’ expertise continues to be grown.
- You increasingly work in a more matrix style – bringing together different experts from across the network as well as others. You have opportunities to showcase your domain expertise across Aotearoa and internationally.
- More and more delivery functions are integrated to ensure teaching and learning sets learners and employers up for success.
- Existing digital and other platforms are progressively brought together.
- Cultural competence and fostering equity and inclusion are core requirements linked to your performance.
- There’s data informed decision-making at all levels and improving metrics around outcomes.
- You’ll be supported to grow your area of expertise but also to grow cultural capability, Te Tiriti excellence, equity and inclusion, and disability confidence. Professional development starts to roll out across the network, building the capability we need for the future.
- Commercial opportunities for Te Pūkenga grow so we can leverage our size and scale for the benefit of our learners with their whānau, employers, industries, and communities.

Future state – 2027 to 2033+

- Te Pūkenga is a global high-quality vocational applied and on-the-job learning organisation. We are known for our foundation of Te Tiriti excellence. You work within a network that is internationally known for its inclusiveness, equitable outcomes, innovation, and quality of learning. There is an inclusive environment with a culturally diverse and aware workforce.
- The new organisation structure is fully implemented. Delivery of programmes and services are fully integrated. All programmes are unified and relevant to the future needs of learners, whānau, communities, Māori, and employers, and the future of work.
- Our strategies, systems, processes, and practices are fully integrated.
- Te Pūkenga is a great place to work with many career opportunities and development.
- Leadership and capability building programmes continuously develop talent with the right skills and attributes required for the future.
- Partnerships with others (including commercial initiatives) ensure that the network is sustainable.
- Te Pūkenga is data driven informed by learners, staff, Māori, employers, regions, communities, WDCs, and RSLGs.
- All staff grow their cultural competency and understanding of Te Tiriti ensuring this does not fall solely on Māori staff. Māori knowledge, reo, tikanga, and values are normalised throughout Te Pūkenga.

What you can expect if you are... Māori staff

First horizon - 2023	Second horizon - 2026	Future state – 2027 to 2033+
<ul style="list-style-type: none"> • Same as all staff, plus: • Te Pūkenga takes a ‘whole of organisation’ approach, and long-term view, to Te Tiriti excellence and relationships. There is a blueprint for how this happens. You see an increased focus on Te Tiriti excellence, equity, and inclusion, and delivering for our learners and employers. • Te Pūkenga Māori, staff, and learner advisory committees are established. The staff and learner advisory committees include Māori membership. • Gifted Mātauranga Māori and Taonga Māori are valued and protected. • Māori help shape Te Pūkenga outcomes framework which guides what the whole organisation needs to achieve. • Staff are co-leading some new initiatives e.g. early whakawhanaungatanga and tuakana/teina initiatives for learners which are inclusive of whānau. • Te Pūkenga has Māori specific strategies and action plans for staff, learners, and advancing our relationships with iwi/hapū. There is a strategy and targets for increasing Māori staff. • You can connect into national and local Māori staff and learner networks and responsive network-wide engagement channels. • You will see specific initiatives to ensure Māori are more visible at all levels of the organisation, including governance and management. 	<ul style="list-style-type: none"> • Same as all staff, plus: • You increasingly see ways of learning founded on Mātauranga Māori. • Te reo and tikanga Māori is valued and rewarded by Te Pūkenga. • You start to see an improvement in outcomes for Māori learners as national infrastructure, reporting, feedback loops, policies, processes, and data collection becomes more consistent to ensuring Māori learner success. • Te Pūkenga partners with iwi/hapū on more services, innovative programmes, and decisions. • Iwi/hapū can access relevant data from Te Pūkenga on shared measures. To ensure we are accountable there is an annual report on outcomes achieved with Māori. • Iwi/hapū may work alongside us on specific initiatives to grow our Māori staff and learners. • You are enabled to connect to your iwi/hapū if you wish. 	<ul style="list-style-type: none"> • Same as all staff, plus: • You experience Māoritanga at all levels of Te Pūkenga. Māori are realising success as defined by them, and iwi, hapū and whānau have increasing roles in this success. • There are more Māori staff across all aspects of our organisation. • There are vibrant Māori staff (and learner) networks. Initiatives to grow the capability of Māori staff, and opportunities for their careers, as well as supporting Māori identity.

What you can expect if you are... academic / teaching staff

First horizon - 2023	Second horizon - 2026	Future state – 2027 to 2033+
<ul style="list-style-type: none">• Same as all staff, plus:• Network academic policies are in place and processes remain in transition. The national Academic Board (Te Poari Akoranga) and sub-committees are fully operational and you are aware of the opportunities to be involved.• You are supported to grow your domain expertise and contribute your expertise with more diversely skilled network groups. You are supported to develop new teaching and training skills and to deliver programmes that better support learners. You work alongside other professionals and partners to ensure learners get more holistic support as part of their learner journey.• You can access more support for the Performance-Based Research Funding (PBRF) assessment round.• As programme (and other credential) delivery across the network is unified, you are encouraged to get involved.	<ul style="list-style-type: none">• Same as all staff, plus:• Together staff within Ako Networks effectively engage and support underserved learners in their learning.• There are consistent quality management and assurance approaches and systems. An effective quality management system assures the organisation is delivering against Te Pūkenga outcomes framework and Ako Framework. There are effective feedback loops and evidence of strong evaluative processes.• Ako Product Development and Te Tiriti o Waitangi Excellence frameworks are embedded, and strengthened delivery is resulting in improved outcomes.• You see improved PBRF outcomes from Research and Rangahau Māori strategies.• Most Level 1-6 programmes are unified and degree and post-graduate unification is underway.	<ul style="list-style-type: none">• Same as all staff, plus:• Unification of programmes is complete. There is one programme per qualification that allows for a range of delivery modes: blended, distance, and on-job.

Glossary

Terms	Definition
Ako Networks	A formalised group of experts in a particular field that come together to reflect, share, and improve on that field (similar to communities of practice). They also lead and drive pedagogical innovation to develop credentials and support learning delivery of vocational and on-the-job education, including degree and postgraduate programmes.
Blueprint or Te Tiriti blueprint	An outline of how Te Tiriti relationships will work at all levels of the future organisation.
Equity	People have different educational outcomes that have significant consequences both economically and on wellbeing. These outcomes are not only avoidable but are unfair and unjust. Equity recognises that people with different levels of advantage require different approaches and resources to get equitable outcomes. Te Pūkenga takes a Te Tiriti-based equity approach in partnership with Māori, to deliver empowerment, inclusion, and success for all.
Hapū	Sub-tribe, a section of a larger kinship group who share a common ancestor.
Holistic wellbeing / wellbeing	Encompasses the physical, emotional, mental, and spiritual wellness of an individual within the context of their whānau and wider environment.
Iwi	Tribe, a large kinship group who share a common ancestor.
Kōrero	To speak, discuss, converse.
Mahi	The work we do.
Māori	Indigenous people to Aotearoa, New Zealand.
Matrix	An organisation model type that brings teams of functional experts together to deliver certain outcomes.
Outcomes framework	Outlines the outcomes, indicators, and measures that support the vision and priorities of Te Pūkenga.
Pathway	Our critical pathway that signposts major milestones through the integration and changes that result in Te Pūkenga as a connected network of education providers.
Proposed functions	Proposed groups of activities or areas of speciality in an organisation.
Regional Collective impact	An approach to achieving desirable outcomes at a local/regional level through collaborative efforts focussed on agreed measures of success.
RSLG - Regional Skills Leadership Groups	RSLGs provide advice about the skills needs of the regions to the Tertiary Education Commission, WDCs and Te Pūkenga Network.
Subsidiary	A current subsidiary of Te Pūkenga. This includes the 16 Institutes of Technology and Polytechnics and Work-based Learning (the subsidiary created for transitional Industry Training Organisations to transition into).
Te Tiriti	Te Tiriti o Waitangi – The Māori text of the Treaty of Waitangi.
Time horizons or horizons	A fixed point in time when certain things will happen.
Tuakana/Teina	Māori designed mentoring model where a more experienced person guides a less-experienced person. With both parties establishing a mutually supportive relationship.
WDC – Workforce Development Councils	WDCs ensure the vocational education system meets industry needs and engages with Māori business and iwi development. They set standards, develop qualifications, and help to shape the curriculum of vocational education.
Whakawhanaungatanga	The process of establishing meaningful relationships with each other.
What you can expect document	Describes the changes different people will experience and when, during the transition of Te Pūkenga into a connected network of vocational learning.
Work plan	Te Pūkenga work plan which sets out core programmes of work that will deliver on the Charter.