

Te Pukenga Strategic Advisory Review

7 March 2022

Te Pukenga: Strategic Advisory Review of the Transformation Programme

INTRODUCTION:

This Review is a focused high-level assessment of the current status, strategic risks and issues within the Te Pukenga Transformation Programme and its alignment with the expectations of the Minister. Its purpose is to provide advice to the Te Pukenga Council and Chief Executive of the Tertiary Education Commission with any practical measures that may improve the programme's success. It is based on interviews within Te Pukenga and TEC, including the ROVE Board, and a limited review of information.

It has been clear that there is strong commitment to the intent of the ROVE reforms, and it is acknowledged that a great deal of work has been undertaken in a challenging work environment. That said, 1 January 2023 represents a significant milestone for the ROVE programme and there is much that remains to be done.

CONCLUSION:

The programme as currently configured will not meet the Minister's expectations, as we understand them, for 1 January 2023, unless there is a clear intervention of additional resources with an appropriate mandate.

Te Pukenga: Strategic Advisory Review of the Transformation Programme

KEY ISSUES:

Issue 1: There is not an agreed Minimum Viable Product (MVP) to be delivered on 1 January 2023

Te Pukenga and TEC hold different views of what will be delivered on 1 January 2023 and have done so for some time. This is a significant cause of tension between the two organisations.

Issue 2: The programme governance and management structures and processes are not yet sufficiently robust to provide confidence to stakeholders that delivery is feasible

Recent efforts notwithstanding, Council oversight, Transformation Board governance, Programme management structures, risk management and programme reporting have not yet reached best practice standards. A prioritised integrated programme with a critical path has not yet been delivered (noting it is due at the end of February).

Issue 3: The detailed operating model, organisation structures and governance models required to enable transformational change have yet to be delivered with the result that restructuring within the regional and local delivery system will likely be a 2023 activity

The level of work required to develop the detailed design of the operating model, organisation structures and governance arrangements at the regional and local levels with sufficient time for consultation, and preparation for implementation and execution is significant. In the absence of a detailed plan, it is difficult to determine what is able to be accomplished by 1 January 2023.

Te Pukenga: Strategic Advisory Review of the Transformation Programme

KEY ISSUES (Cont'd):

Issue 4: The academic, work-based learning and integrated learning network designs will likely land before new regional and local delivery structures and leadership are in place

Work has progressed well in the academic and work-based learning streams and is ahead of progress on the operating model detailed design.

Issue 5: ITPs do not fully understand the extent of change required by the reforms and do not seem to receive direction

Whilst there is good engagement at the academic level many aspects of ITP behaviour seem to reflect business as usual and an anticipation of minimal change. There is a sense Te Pukenga has yet to establish control of ITPs

Issue 6: Te Pukenga has been slow to build out its own capabilities in support functions such as finance, technology and information and human resources impairing its ability to be ready on 1 January 2023

Ideally leadership of these support functions would be in place to drive the relevant aspects of the detailed operating model design and progress implementation. Without them Te Pukenga is not well placed to provide functional leadership to ITPs and prepare for implementation of the detailed operating model.

Te Pukenga: Strategic Advisory Review of the Transformation Programme

KEY STRATEGIC RISKS:

Risk 1: The transformation required to give effect to the ROVE reforms will take longer and may not deliver the scope of change expected

This risk arises from the measured approach to transition and delays to finalisation of detailed design.

Risk 2: The proposed transition and transformation will not be financially viable

This risk arises from delays to the completion of the Programme Business Case.

Risk 3: Lack of progress will undermine sector and stakeholder confidence in the ability to deliver reform

This risk arises from delays to finalisation of detailed design, absence of agreement on deliverables on 1 January 2023, and lack of visibility of the programme plan and critical path.

Risk 4: Flight of key staff in ITPs and ITOs will impact the ability to execute change

This risk arises from lack of certainty for affected staff about roles and terms and conditions, tight labour market conditions and the outcome of upcoming collective agreement negotiations.

Te Pukenga: Strategic Review of the Transformation Programme

PRACTICAL MEASURES:

- 1. Align expectations of the MVP to be delivered 1 January 2023, adjusting the programme plan as needed**
- 2. Accelerate dissolution of ITP Boards and appoint Te Pukenga candidates as acting leaders to enable effective direction in preparation for transformation**
- 3. Clarify roles, responsibilities and accountabilities for Te Pukenga, TEC and ROVE Board**
- 4. Target ITP and regional organisation structures to be implemented by 1 January 2023**
- 5. Appoint a DCE level Transformation Director as the Senior Responsible Officer with the mandate and decision rights to drive programme execution**
- 6. Complete delivery of the programme plan (with the critical path) and Programme Business Case as planned**
- 7. Complete programme management strengthening enabling effective governance (Te Pukenga Council and Programme Board) and monitoring (TEC and Minister), including establishment of a small sub-committee of Council, augmented with independent expertise to provide focus and oversight of execution**