

# Minimum viable product for 1 January 2023 (Horizon 1)

Transformation across Te Pūkenga network is substantial and must be phased over three-time horizons:

- Horizon 1: January 2023
- Horizon 2: January 2026
- Horizon 3: 2027 – 2033+

Throughout this journey Te Pūkenga is committed to creating a sustainable network that embeds Te Tiriti excellence and delivers high-quality on-the-job, on campus and online learning opportunities that put learners with their whānau at the centre of everything we do.

This will take time. To do this we need to phase the change and as we continue on our journey, we need to empower and grow our people on the journey – including our staff, Māori, learners, employers, and regions.

Below is what Te Pūkenga will deliver by 1 January 2023 (Horizon 1)..

Area	Delivery by 1 January 2023
<b>Operating model</b> (organisation structure, governance, leadership, regions, Ako Networks, corporate functions, WBL integration)	New organisation design and structure in place includes: <ul style="list-style-type: none"> <li>• single Council with advisory committees and sub-committees (Te Pūkenga Work Based Learning board dissolution no later than mid 2023 but investigating earlier)</li> <li>• single Chief Executive and key new national leadership roles in place (including Chief Digital Officer and Chief Financial Officer)</li> <li>• new tiers one to four in place across Aotearoa. No change to tiers five and below but mapped to new tiers</li> <li>• establish centralised corporate (enabling) functions including consolidation of existing functions</li> <li>• national learner wellbeing (support) structure with regional delivery</li> <li>• five regional branches (two in the South Island; three in the North Island) in place following RSLG groupings</li> <li>• regional leaders report to the Chief Executive and work alongside regional delivery branches</li> <li>• six or seven national Ako Networks aligned to WDCs deliver more integrated learning across all modes</li> <li>• Ako Networks bring together teaching/training staff with learner wellbeing, navigation, engagement, partnering, and employer functions (matrix structure)</li> <li>• plan for Work Based Learning integrated into Ako Networks and regional structures</li> <li>• approximately 30% of our qualification portfolio will have nationally unified programmes (there are currently 1,347 unique qualifications and 2,759 programmes).</li> </ul>
<b>Organisational performance</b>	<ul style="list-style-type: none"> <li>• Single outcomes framework, with performance measures, in place and monitored.</li> <li>• Programme Business Case approved by Crown (2022). Financial Strategy driving future sustainability of the network.</li> <li>• Stocktake of fees across the network completed to inform changes to fees structure (led by Ministry of Education for 2024).</li> <li>• Regular reporting against Te Pae Tawhiti and learner equity starting with consistent data capture and measures.</li> </ul>
<b>Learners</b>	<ul style="list-style-type: none"> <li>• All learners enrol/sign-up with Te Pūkenga (co-branding using existing systems) and know what their Ako Network is.</li> <li>• All graduating learners receive a Te Pūkenga qualification (co-branded until 2025 for learners enrolled prior to 2023).</li> <li>• New Māori, Pacific, and disabled learners access new mentoring and early out-reach/connection services in most regions which focus on increasing access, participation, and retention across the network.</li> <li>• Greater primary mental health services are available across Aotearoa New Zealand for all learners (national and regional levels).</li> <li>• National Strategic Disability Action Plan implements the Accessibility Charter across Aotearoa New Zealand, consistent data collection on disabled learners, and training.</li> </ul>
<b>Employers</b>	<ul style="list-style-type: none"> <li>• Consolidation of multiple individual contracts with large employers across Aotearoa through master agreements and new structures for a centralised approach delivered regionally (NZDF, Corrections, Fonterra).</li> <li>• Strong operating relationships in place with Workforce Development Councils.</li> </ul>
<b>Staff transition</b>	<ul style="list-style-type: none"> <li>• Staff know which Ako Network(s) they work within.</li> <li>• All employment agreements in place with Te Pūkenga as the employer of all staff. Work underway towards a single collective agreement with Tertiary Education Union in 2023.</li> <li>• New teaching framework and academic regulations in place.</li> <li>• Core capability building programme focus on Te Tiriti and equity for learners to grow future capabilities and competencies required to support future transformation.</li> </ul>
<b>Key systems</b>	<ul style="list-style-type: none"> <li>• Information Systems Strategic Plan with transition actions, plus existing Student and Learning Management Systems carried over.</li> <li>• Single Quality Management System.</li> </ul>