

Aide-Memoire: Background on Te Pūkenga

To:	Hon Jan Tinetti, Minister of Education
From:	Gillian Dudgeon, Deputy Chief Executive – Delivery, Tertiary Education Commission
Date:	7 February 2023
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Purpose

1. This aide-memoire provides you with background information on Te Pūkenga, including an overview of progress made on its transformation and its wider work programme since its establishment on 1 April 2020. It is intended to support discussions with you over coming weeks. You can find further detail on these issues in our quarterly monitoring reports.
2. We recommend that this aide-memoire is proactively released with information withheld that is commercially sensitive and to maintain the effective conduct of public affairs through free and frank expression of opinions.

Te Pūkenga was established as part of the wider reforms

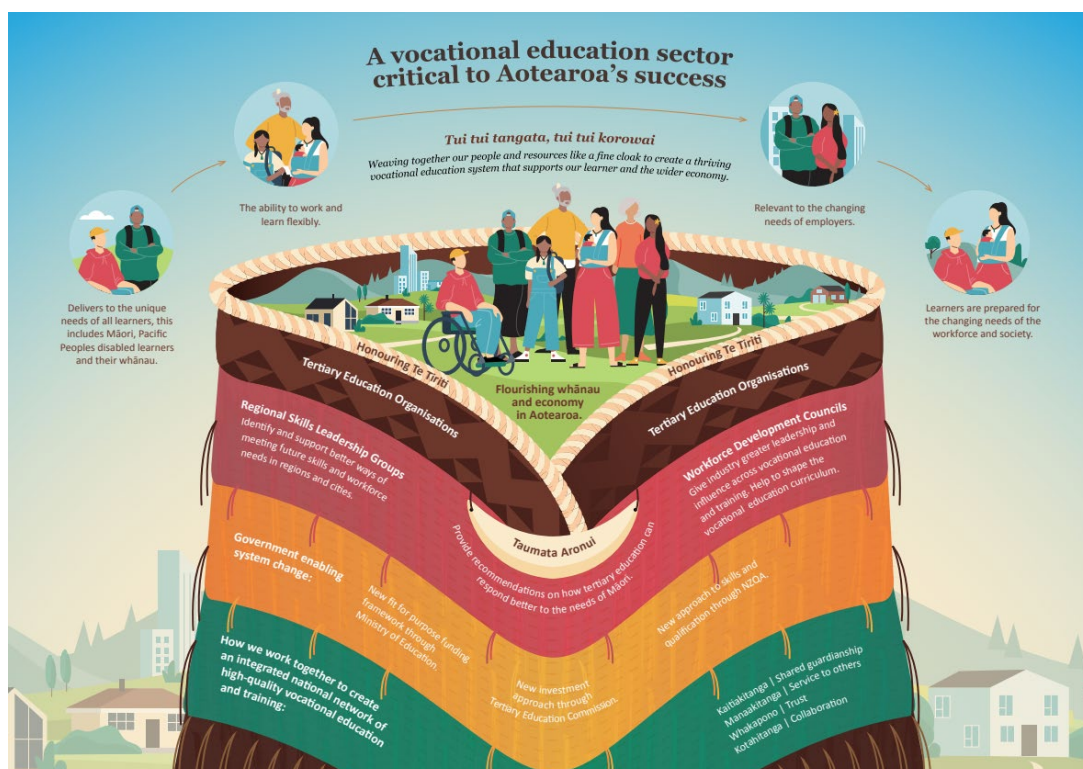
The establishment of a single, national vocational tertiary provider was announced in 2019...

3. In July 2019, Cabinet agreed to implement the reform of vocational education (RoVE) to create a fundamentally new vocational education system, with a different set of institutional arrangements, new and different roles and relationships, and a unified funding system [CAB-19-MIN-0354 refers].
4. A key aspect of RoVE was to move from a vocational education system which was primarily split between eleven industry training organisations (ITOs) supporting work-based training and sixteen institutes of technology and polytechnics (ITPs) delivering provider-based training, to an integrated model where vocational education is primarily delivered or supported by a single institution which covers work-based, campus-based, and online vocational education.
5. This institution was provisionally titled the New Zealand Institute of Skills and Technology and was permanently named Te Pūkenga – New Zealand Institute of Skills and Technology in September 2020.

...alongside a range of other changes to the vocational system...

6. Alongside the establishment of Te Pūkenga, six industry-governed workforce development councils (WDCs) have been established to oversee vocational education. The WDCs' role is to work with industries to develop and maintain a strategic view of the skills their industries require now and in the future. They are also responsible for setting standards, developing qualifications, assessment of learning, and providing advice to the TEC on investment in vocational education. All six WDCs were successfully established in October 2021.

7. Regional skills leadership groups (RSLGs) were established in June 2020 to identify and support better ways to meet future skills and workforce needs in their regions, both now and in the future, and advise on actions to address these. RSLGs are supported by the Ministry of Business, Innovation and Employment and form part of a joined-up approach to labour market planning that aims to result in the workforce, education and immigration systems working together to better meet the differing skills needs across New Zealand.
8. ITOs and ITPs previously operated on separate funding systems, and a key aspect of RoVE was to unify these systems. In December 2021, Cabinet approved the design of a new unified funding system (UFS) for vocational education and training, which would unify funding for provider-based study at levels 3 to 7 (non-degree) and for all industry training. The UFS has resulted in a change to funding rates (with higher rates for work-based delivery and new rates for extramural study), greater support for learners (particularly for those who traditionally have not been well served by the education system), and strategic funding that can be used to respond to regional and national skills priorities. The transition to the new funding model occurred on 1 January 2023.
9. There were two other key changes that were made through RoVE. Centres of Vocational Excellence (CoVEs) were established in 2020 to act as a focus for collaboration across the sector to drive excellent teaching and learning through stronger links with industry and communities. Te Taumata Aronui was also established in 2019 to provide independent recommendations and advice to Ministers and officials on how tertiary education can better respond to the needs of Māori learners, communities and employers and help improve learner and community outcomes.
10. The New Zealand Qualifications Authority (NZQA), as custodian of the New Zealand Qualifications and Credentials Framework, has also been working to simplify the design of vocational qualifications and review its approach to quality assurance. While not part of the scope Cabinet agreed to in July 2019, this work is critical to support the new vocational education and training system and to reflect the role of WDCs and Te Pūkenga in the qualifications system.
11. A visual representation of the new vocational education system is outlined below



...to address a range of issues across the vocational sector and to deliver better outcomes for learners, employers, Māori, and New Zealand

12. There were several reasons why change was needed across the vocational education and training system, and which lead to the implementation of RoVE. These included:
 - The previous split vocational education system was not meeting the needs of learners, employers, or regions. Learners were confused about how to enter the system and progress within it, particularly between on-job and off-job training options, or when they got a job or moved region. Employers were also concerned that provider-based learners were not acquiring the technical and employability skills to function in the workplace while work-based learners were not always getting the pedagogical support and pastoral care they needed to succeed.
 - Employers considered there was a lack of industry input into provider-based learning and as a result the system was not meeting their needs.
 - There is an ongoing need to address serious skills shortages across New Zealand and for the system to be more responsive to the fast-changing future of skills, learning and work.
 - The ITP sector was facing a number of financial and operational challenges as a result of a range of structural and external factors. ITPs operated in a competitive model and were required to offer a broad range of locally relevant programmes, which impacted on overall viability. Enrolments were also steadily declining over the preceding years, which resulted in several ITPs being under financial stress and more forecast to enter financial difficulties if no changes were made. The previous ITP structure reported deficits in 2017, 2018 and 2019 with modelling at the time showing persistent and increasing deficits forecast in future years.
13. Alongside the other changes made through RoVE, the establishment and transformation of Te Pūkenga was to be the cornerstone of a sustainable system of vocational education provision. Its national network would enable students and employers to transition seamlessly between delivery sites and educational modes, so that it could be a true long-term skills training partner to firms, operating both regionally and nationally.
14. The Education and Training Act 2020 (the Act) set out a Charter for Te Pūkenga that outlined the enduring expectations for the way Te Pūkenga was expected to operate. The Charter requires Te Pūkenga to be responsive to the needs of all regions and their learners, industries, employers, and communities; operating in a way that empowers students and staff and to develop meaningful partnerships with industry, communities, and Māori; and ensuring its governance, management and operations give effect to Te Tiriti o Waitangi.

The establishment and transformation of Te Pūkenga

Te Pūkenga was established on 1 April 2020...

15. Te Pūkenga was formally established on 1 April 2020, with the 16 former ITPs becoming its subsidiaries. This approach was designed to minimise initial disruption to ITP activities compared with folding all ITPs into Te Pūkenga from day one. The Act stated that all former ITP subsidiaries must cease to exist by the end of 2022.
16. The Minister appointed the first seven members of the governing Council in March 2020 with Murray Strong appointed as the Chair and Kim Ngārimu as the Deputy Chair. Chris Collins, the Chief Executive of Eastern Institute of Technology at the time, was appointed interim Chief Executive while the search for a permanent Chief Executive was ongoing. Stephen Town was appointed Chief Executive in June 2020. By the end of 2020, the wider executive leadership team had been appointed and was fully operational.

17. In August 2020, it was announced Te Pūkenga's head office would be in Hamilton at the Waikato Institute of Technology's main campus.

...and the Government agreed to provide up to \$121 million in Crown funding...

18. In 2020 (via two separate Cabinet decisions), the Government agreed to provide up to \$121 million in Crown funding to support the establishment of Te Pūkenga, build capability, and commence the integration and transformation of the current network, including supporting greater delivery of on-job learning [CAB-20-MIN-0140 and CAB-20-MIN-0336 refer]. This funding was provided on the expectation that Te Pūkenga would generate savings and efficiencies across its network, such that it was self-funded from the beginning of 2023.
19. As part of the funding package, a funding agreement was signed between the Crown and Te Pūkenga, which outlined the terms and conditions of funding as well as other requirements. This included formal quarterly reporting into the TEC.

...and the major focus was the development of a new future operating model...

20. In July 2020, the former Minister of Education sent his inaugural Letter of Expectations to Te Pūkenga which helped guide the development of a transformation work programme. The cornerstone of the new transformation programme was the development of a new operating model, detailing how Te Pūkenga would operate and interact with learners and stakeholders, and how it will give effect to its Charter. A co-design approach was established, and Ernst and Young was engaged to assist with its development.
21. Progress on the development of Te Pūkenga's operating model over the remainder of 2020 and 2021 was slow (with a range of personnel changes contributing to the lack of progress). This meant that Te Pūkenga was only in a position to consult with its staff and stakeholders on a high-level draft operating model over October and November 2021. The draft operating model outlined how Te Pūkenga would operate in future and how learners, employers, staff, Māori, and communities would interact. The model was underpinned by ako networks (which are networks of teams to support both on-job, off-job, and online delivery, aligned with WDC industry groupings) and regional collective impact (which involves partnering with local stakeholders to effect change).
22. Feedback from staff and stakeholders at the time was largely positive although there were concerns around its complexity. Stakeholders wanted greater clarity on how the model would work in practice, particularly what it meant at a regional level and for job functions and staff roles. Greater detail was also needed on how Te Pūkenga would shift the organisation from its current state to the desired future state.
23. Alongside the development of the operating model, Te Pūkenga was planning to produce an implementation plan and a Programme Business Case (PBC) by the end of 2021. This would outline how it would move towards the new operating model, what work would be prioritised, and how much it would cost to undertake the broader transformation programme. Te Pūkenga also stated that a new organisation structure would be developed by May 2022, instead of at the end of 2021 as originally anticipated.
24. The development of a robust implementation plan for the operating model and new organisation design as well as the submission of a PBC to Ministers was not completed by the end of 2021. The PBC was eventually submitted in June 2022, and then revised again in October 2022.

...but slow progress led to a strategic review of the transformation programme being undertaken in February 2022...

25. Due to growing concerns around a lack of progress and missed deadlines, the TEC and Te Pūkenga jointly commissioned a strategic review to be undertaken of Te Pūkenga's transformation programme. The review was led by Murray Jack and supported by Sir Brian

Roche and Belinda Clark. The purpose of the review was to identify the strategic risks and issues within Te Pūkenga's transformation programme and outline any practical measures that were likely to improve the programme's success.

26. The review was finalised in March 2022. The overall conclusion of the strategic review was that *"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"*.
27. Seven recommendations or practical measures were made by the review team to help improve the likelihood of Te Pūkenga's transformation programme being a success. These were:
 - a) Align expectations of the Minimal Viable Product (MVP) to be delivered by 1 January 2023, adjusting the programme plan as needed.
 - b) Accelerate dissolution of ITP Boards and appoint Te Pūkenga candidates as acting leaders to enable effective direction in preparation for transformation.
 - c) Clarify roles, responsibilities, and accountabilities for Te Pūkenga, TEC and RoVE Board.
 - d) Target ITP and regional organisation structures to be implemented by 1 January 2023.
 - e) Appoint a DCE level Transformation Director as the Senior Responsible Officer with the mandate and decision rights to drive programme execution.
 - f) Complete delivery of the programme plan (with the critical path) and Programme Business Case as planned.
 - g) Complete programme management strengthening enabling effective governance (Te Pūkenga 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.
28. Following the review, and over the course of 2022, these recommendations were implemented.

...and a change in leadership and formal reset was undertaken in mid-2022...

29. On 8 July 2022, Stephen Town went on personal leave and Peter Winder (who was a Council member at the time) became Acting Chief Executive. Stephen Town formally resigned as Chief Executive on 17 August 2022.
30. In the weeks following Mr Winder's appointment, Te Pūkenga undertook a critical assessment of its work programme, with a focus on 'day 1' success. Following this exercise, Te Pūkenga reset its transformation programme, rationalising only those activities management considered critical and that needed to occur by 1 January 2023. As part of the reset, Te Pūkenga delayed the planned consultation of its new organisation design as it sought to develop a more simplified model, address financial sustainability concerns, and reduce transition risks associated with moving to a new organisation design. The Acting Chief Executive considered that the previous transition pathway (which involved every position being consulted on over July/August 2022) carried too much risk and was likely unachievable.
31. To deliver the critical activities, Te Pūkenga developed an action plan with 11 key actions. The action plan responded to feedback from both the TEC and the Minister of Education, including an increased focus on improving financial sustainability. Performance against the action plan continues to be a key focus of the TEC's engagement and monitoring activity with Te Pūkenga. To reflect the change in focus, Te Pūkenga also committed to revise the PBC it had submitted on 30 June 2022, with an amended PBC sent to Ministers in October 2022.

...with Peter Winder immediately making changes to the executive team...

32. On 15 August 2022, the Acting Chief Executive released a change proposal to disestablish the current executive leadership team and establish 17 new executive level positions. Eight of these positions are co-leaders of the four regions Te Pūkenga proposed to operate and report to the Deputy Chief Executive – Ako delivery while the remaining nine are Deputy Chief Executives that report to the Chief Executive.
33. In December 2022, all members of the previous executive team left their positions, and the large majority of a new executive team was appointed, primarily drawn from within the network. Seven out of nine Deputy Chief Executives are now in place with the then Acting Chief Executive Peter Winder being confirmed as the permanent Chief Executive in early December 2022. Recruitment of the remaining two Deputy Chief Executives is ongoing.

...and plans were put in place to transition all ITP subsidiaries by the end of October 2022...

34. Under Stephen Town's leadership, Te Pūkenga had taken a passive approach to the transitions, waiting for ITP subsidiary boards to recommend transitioning into Te Pūkenga before the end of 2022. As a result, only Toi Ohomai and Wintec had transitioned into Te Pūkenga, which occurred on 31 May 2022.
35. Under the reset, Te Pūkenga took a more directive approach with a series of transitions occurring over August, September, and October 2022. All transitions were successfully completed. The transfers essentially removed the existing boards of the ITP subsidiaries and resulted in a 'lift and shift' of current operations. This resulted in all staff being employed directly by Te Pūkenga rather than the subsidiary and giving head office greater control over operations. While the transition of these entities was a necessary step towards future transformation, the overall failure of Te Pūkenga to progress the design and implementation of its new organisation design and operating model, meant that at the end of 2022, there had been limited transformation of the network.

...with the final TITO transitions also occurring in October 2022...

36. A key focus for Te Pūkenga over 2021 and 2022 was the transition of the 'arranging training' function from Transitional Industry Training Organisations (TITOs) which wished to transition into Te Pūkenga. To assist with this process, Te Pūkenga established the work-based learning subsidiary (WBL) in April 2021 to receive all TITOs which chose to transition.
37. In August 2021, Competenz successfully transferred the majority of its arranging training into WBL – the first TITO to do so. In total over 2021 and 2022, nine of the eleven TITOs transitioned either all, or a part, of their arranging training into Te Pūkenga with the final two transitions occurring in October 2022. The transfers involved 1,600 staff moving into Te Pūkenga. Overall, Te Pūkenga managed the process well. All arranging training that was not transferred to Te Pūkenga was transferred to various private training establishments.
38. Following the transfers, Te Pūkenga now manages around 85 percent of all work-based training and approximately 55 percent of all provider-based vocational delivery.
39. On 31 December 2022, Te Pūkenga disestablished WBL which, alongside the former ITP subsidiary transitions, means all staff and learners are now fully part of Te Pūkenga. Nevertheless, Te Pūkenga still needs to develop a clear plan for how it will integrate work-based training with provider-based and online delivery. Ensuring the integration is a success is a key part of maintaining the confidence of industry and Te Pūkenga delivering on its proposed operating model. To date, there has been a lack of clarity on how this integration will be achieved.

...while overall progress has been slow, Te Pūkenga has made some good progress in a number of areas...

40. Overall, we consider there has been insufficient progress made on Te Pūkenga's transformation programme and the transition towards a new organisational structure and operating model over the past three years. However, there has been positive signs since the reset in August 2022. The key challenge for Te Pūkenga going forward is building off this momentum and delivering on its plans over 2023. This will require strong leadership from both Council and management, appropriate resourcing, and robust programme management with a clear understanding of the work ahead.
41. Despite a lack of progress on the transformation, Te Pūkenga has made good progress in a number of other areas. For example, Te Pūkenga has developed Te Pae Tawhiti, its Tiriti Excellence Framework, which has helped identify best practice initiatives that can be adopted across the network and inform the development of the new operating model. Other work has also been undertaken to establish a strong evidence-base for future operations including learner and staff personas, learner journey maps, and the Te Rito reports which have identified opportunities to enhance success for Pacific, Māori, and disabled learners. This has helped lead to the development of a high-quality Learner Success and Equity Strategy. The challenge now is to translate this work into something that can be implemented.
42. Te Pūkenga has also undertaken some good work in the property space, undertaking a comprehensive stocktake of the network over 2021 which provided information on utilisation, excess capacity, and seismic and maintenance issues. This led to the Crown announcing through Budget 2022 that it would provide up to \$40 million in capital funding to assist Te Pūkenga address high priority capital remediation issues. The first \$25 million in funding was provided to Te Pūkenga in December 2022. A key challenge (and opportunity) going forward for Te Pūkenga is improving utilisation of its property, disposing of surplus assets, and strategically reinvesting sales proceeds.
43. Another key workstream has been the unification of programmes. Across the whole portfolio of Te Pūkenga provision, there are 1,251 qualifications spanning vocational pathways across all six WDCs. Many qualifications have multiple programmes structured and delivered in various ways. Over the past two years, Te Pūkenga has been working to develop one 'unified' programme for each qualification that will support integrated delivery. Over 300 programmes of study have been replaced with 47 unified programmes for delivery in 2023. Te Pūkenga are seeking to unify the entire portfolio by the end of 2027.

...and the focus is now clearly on designing and implementing a new organisation design ...

44. In October 2022, following consultation with staff, the Acting Chief Executive confirmed Te Pūkenga's new executive and business group structure and its national and regional organising framework. Line management of delivery operations will be organised regionally across four regions, with ako networks operating nationally as communities of practice.
45. When consulting on the business group structure, staff had many questions around how the operating model and certain functions would work in practice. Considerable detailed design work still needs to be undertaken before there will be clarity on how it will all work. In late 2022, the Acting Chief Executive outlined how the design, consultation, and implementation process will proceed as well as the indicative design and transition timelines for each business group as part of the phased approach to integration. These were positive steps and the first time that Te Pūkenga staff were given a level of certainty on transition activities.
46. Te Pūkenga is taking a phased approach to the design and implementation of the new organisation structure with back office functions being designed and implemented first, followed by the delivery-related functions. Over late 2022, Te Pūkenga began consultation on the design of its Digital, and People, Culture and Wellbeing functions while the design of the Finance and Property function is due to go out for consultation this week.

47. The TEC considers that the biggest design challenge for Te Pūkenga is how the ako delivery and academic centre and learning systems business groups work in practice. These two groups comprise the vast majority of staff and are responsible for all delivery. Successfully designing and transitioning these groups, and integrating work-based, provider-based, and online delivery into a single, unified model, is at the heart of achieving the outcomes of the reforms. Te Pūkenga has indicated the design of these two groups will be completed by the second quarter of 2023 with staff transitioning later in 2023. We will continue to closely monitor progress in this area.

...and there is an urgent need to improve financial sustainability...

48. Between 2017 to 2019, prior to the establishment of Te Pūkenga, the ITP sector reported an average deficit of around \$60 million per annum. In 2020, Te Pūkenga reported a deficit of \$27 million. However, the reported deficit would have been around \$80 million had the Government not decided to not recover funding for under delivery due to the impacts of COVID-19. Over the three years prior to the establishment of Te Pūkenga, the Government also provided \$90 million in Crown support to ITPs. Poor financial performance across the ITP sector was a key driver of the overall reforms and an issue Te Pūkenga has yet to get on top of.

49. In 2021, Te Pūkenga reported an \$8 million surplus as a result of strong growth in domestic enrolments and industry trainees. This growth was driven by COVID-19 related impacts and associated government policies including the Targeted Training and Apprenticeship Fund and the Apprenticeship Boost Initiative. However, this increase proved to be temporary, and in 2022, provider-based enrolments fell by 10 percent. 9(2)(b)(ii)

[REDACTED]

50. The deficit has been driven by Te Pūkenga’s current cost structure and weakness in provider-based enrolments, only being partially offset by strong growth in work-based training. 9(2)(b)(ii)

[REDACTED]

This is an important issue that needs to be considered by Te Pūkenga as part of the development of its new organisation structure and implementation of its new operating model.

51. 9(2)(b)(ii)

[REDACTED]

9(2)(g)(i)

It is therefore imperative for Te Pūkenga to undertake actions which help mitigate these impacts.

52. 9(2)(b)(ii)

Te Pūkenga has no commercial bank debt but has an established \$50 million borrowing facility with Westpac and a consent from the Secretary for Education to borrow up to \$125 million. As such, we have no concerns about Te Pūkenga’s cash position over 2023. Our concerns are primarily around Te Pūkenga’s medium to long-term sustainability and the need for these cash reserves to help fund Te Pūkenga’s transformation rather than to fund deficits. Continued deficits will impact on the overall affordability of Te Pūkenga’s future transformation programme. It is important that Te Pūkenga continue to implement initiatives that move the organisation towards financial sustainability.

...with financial sustainability dependent on a range of factors...

53. While the unified funding system will provide additional funding from 2023, over the medium-term, we consider financial performance will be determined by the following:

- The ability to drive efficiencies and reduce personnel costs through the new organisation design and centralisation of functions. 9(2)(f)(iv)
- Moving to common IT systems across the network. This is the basis for the funding request to Government through the PBC. 9(2)(f)(iv)
- Identifying and delivering the most efficient and effective mix of provision. Te Pūkenga's ability to remove duplication, reduce unviable provision, and deliver new integrated learning models that are cost-effective and respond to the unified funding system is key. As part of the reset, Te Pūkenga has made this work a priority.
- The ability for Te Pūkenga to maintain and/or increase enrolments, including improving retention. The ability of the new operating model and learner success initiatives to deliver for learners, employers and communities will be a key driver of enrolment levels. However, it must be acknowledged that only so much will be within Te Pūkenga's control with the economic environment a key driver of enrolment levels. The strength of the recovery in international enrolments will also be a key factor.
- Efficient use of capital assets and property divestment. As part of designing its new organisational structure and the integration of on-job, off-job, and online learning, Te Pūkenga need to robustly assess its capital requirements and dispose of assets not required. 9(2)(f)(iv)

...but Te Pūkenga faces several risks to its financial sustainability

54. While positive steps are being taken, Te Pūkenga will also have to deal with the risk of several negative impacts over the next two years. These include:

- The risk of further falls in domestic provider-based enrolments as unemployment remains low. The vast majority of Te Pūkenga's revenue is based on domestic enrolment levels (both government funding and tuition fees), so overall financial performance is heavily influenced by domestic enrolment trends.
- The risk of apprenticeship numbers falling as the Apprenticeship Boost policy ceases at the end of 2023.
- Recent immigration policy changes constraining the recovery in international enrolments.
- Having to self-fund head office operations from 2023 as Crown funding comes to an end.
- The impacts of high inflation on operating costs, including staff remuneration.

Programme Business Case

55. Te Pūkenga submitted a PBC to the former Minister of Education 9(2)(f)(iv)

56. We provided detailed advice to the Minister of Education on 29 November 2022 (AM-22-00769 refers), and we recommend you review this as soon as possible. We would like to discuss your views on the PBC and answer any questions you may have before a scheduled meeting with the Minister of Finance on 13 February 2023 to discuss Te Pūkenga's budget bid.

Council performance and appointments

An external governance review was undertaken at the end of 2021...

57. At the end of 2021, Te Pūkenga engaged Dame Karen Sewell and Belinda Clark to undertake an external review of Te Pūkenga's governance. The review focussed on the operational effectiveness of the Council, alignment with good practise, and whether the governance arrangements were fit for purpose. The report made 12 recommendations, although four of those recommendations related to Council composition and co-governance which would require legislative change to both the Education and Training Act 2020 and the Crown Entities Act 2004.
58. The review noted that the Council was spending too much time on operational matters rather than focussing on strategic issues and it was operating with no roadmap to follow. Recommendations were also made around establishing a new Council sub-committee focussed on financial matters, reviewing how often the Council meets, improving the timeliness and quality of information being provided to Council, ensuring the Chief Executive provides a written report (rather than just a verbal report), and increasing the amount of time the Council meet in open session. Through our regular quarterly monitoring reports to the Minister of Education we have highlighted many of these same concerns with regards to the performance of the Council.
59. In October 2022, the Council agreed to implement (or had already implemented) six of the seven recommendations that it had responsibility for. Te Pūkenga decided not to implement the recommendation around operating three geographical regions aligned with the Public Sector Commission and Ministry of Education regions. As part of the proposed operating model, Te Pūkenga is recommending four regions are used.
60. The external governance review also noted that greater state sector experience, and experience governing a large organisation in transformation was required on the Council. We also consider financial capability and IT experience are critical. In September 2022, the former Minister of Education appointed Jeremy Morley – who has significant financial and tertiary education experience – to the Te Pūkenga Council to replace the vacancy left by Peter Winder's resignation.

...and making changes to the Council is a priority

61. Five of the eight Ministerial appointments for Te Pūkenga are due to expire on 31 March 2023. No statutory provision exists for members to continue in post until reappointed or replaced so decisions will need to be made before this date. The appointments provide an opportunity to address some of the skill gaps identified in the governance review.
62. The call for nominations from Caucus colleagues, initiated by the Office of the Minister of Education in December 2022, closes on 8 February and the TEC will then shortlist candidates for your consideration. In order to complete the process in time, the Cabinet Appointments and Honours Committee would need to consider these appointments on 15 March 2023. This is another issue we wish to discuss with you in the near future.

Next steps

63. We are due to meet with you in the next week to discuss Te Pūkenga and answer any questions you may have. In the meantime, we continue to take an intensive monitoring approach with Te Pūkenga which involves regular engagement and reporting from Te Pūkenga.
64. We plan on providing our formal monitoring report on Te Pūkenga for the December 2022 quarter to you later in February 2023.



Gillian Dudgeon

Deputy Chief Executive
Tertiary Education Commission

07 February 2023



Hon Jan Tinetti

Minister of Education

 15 / 02 / 2023