



**Reform of Vocational
Education (RoVE)**

Infrastructure Industry Training Organisation

Trading as Connexis

TITO Transition Plan Final Version

Date: 14 May 2021



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1. *Industry and PTE Feedback*
2. *Connexis Transition Planner*
3. *Te Pūkenga Term Sheet*

Section 1: Transition approach

1.1 Overview of transition approach

How the transition will occur and where activities will be transferred

This transition plan details the transition intentions of the Infrastructure Industry Training Organisation (IITO), trading as Connexis.

Connexis will transfer all arranging training functions into the work-based learning (WBL) subsidiary of Te Pūkenga. This transfer will be based on a lift and shift model of all Connexis Infrastructure industry coverage being transferred to WBL, those industries covered:

- Civil Infrastructure - including rural contracting;
- Electricity Supply;
- 3 Waters (drinking water supply, wastewater and stormwater); and
- Telecommunications.

Under this model all Connexis functions, systems, processes, and staff associated with arranging training and all support functions will transfer to WBL within Te Pūkenga. This transition plan has been developed to support the Reform's objective to create a strong, unified and sustainable vocational education system through supporting the establishment of a national entity that can provide regionally accessible and flexible training for industry. The transfer of Connexis resources and skills will ensure that Te Pūkenga, as the receiving organisation, has the capabilities required for a smooth transition, will minimise disruption for learners and industry employers and continue to support our industry sector while establishing the new operating model. The key elements of this transfer include:

- all Infrastructure industry coverage will be transferred to Te Pūkenga, which is critical to our customers, as larger employers work across all four industries Connexis is gazetted to cover. This will provide for a seamless movement of learners and employers.
- all Connexis staff, apart from standard setting staff who take up a role with a WDC, will be offered a corresponding role with Te Pūkenga **9(2)(b)(ii)**, retaining their skills within the vocational education system and ensuring minimal disruption to service while the operating model is being established;

- a Transfer Agreement between Infrastructure Industry Training Organisation and Te Pūkenga Work Based Learning Limited (WBL). 9(2)(b)(ii)
- The Agreement for the transfer of full Infrastructure industry coverage to Te Pūkenga is with the understanding that the network of provision that the infrastructure employers and learners currently have access to, including assessors and private training establishments, will be continued within the WBL, retaining the industry relevant skills and expertise in the Vocational Education and Training (VET) system;
- Te Wānanga o Aotearoa have also signalled their future ability to support the infrastructure industries in growing their workforce skills through industry training. The transfer to WBL is with the understanding that Te Pūkenga, in consultation with infrastructure employers and industries, will collaborate with Te Wananga o Aotearoa in providing options for industry training support to infrastructure employers.
- The standard setting and qualification development functions of Connexis will transition to the Construction and Infrastructure Workforce Development Council and a small number of qualifications and standards to the Primary WDC. This will be achieved through the transfer of documents, files, data and operating policies/processes along with comprehensive handover documentation outlining key information and history for each sector. Connexis standard setting and qualification development staff will be supported in preparing and applying for WDC roles. Connexis will not be transferring until after the consultation and recruitment of WDC roles has been finalised.

When the transition will occur and rationale

Transition Timing

- The transfer to Te Pūkenga of all arranging training and associated support functions is planned to occur 1 September 2021.
- The transfer of standard setting functions to the Construction and Infrastructure WDC (CIWDC) is planned to occur 4 October 2021.

From 1 September 2021 until the WDCs are fully operational, all staff that have been recruited into CIWDC with standard setting, qualification development and back-office functions will remain with Infrastructure Industry Training Organisation (IITO) on their existing IITO employment agreements. All other staff will transfer to Te Pūkenga employment agreements.

IITO will continue to operate as a legal entity, with sufficient funds to be retained within IITO to cover operational needs and a management structure that will be retained to provide oversight. The IITO Board will continue to provide governance functions. 9(2)(b)(ii)

Once the WDCs have been established and all WDC recruited staff from IITO have been transferred across to the relevant WDC, any staff that remained within the IITO to provide continuity in functions for the ongoing operations of IITO, will be offered employment with the Connexis business unit of the Te Pūkenga work-based learning subsidiary.

The core roles that will remain with IITO to provide continuing standard setting and qualification development functions include:

- Chief Executive Officer or GM Learning Solutions – 1 FTE (to provide exec level oversight. These roles are expected to transition to Te Pūkenga once all transitions complete)
- Quality Assurance Manager – 1 FTE
- Quality Assurance Advisor – 1 FTE
- Quality Assurance Administrator – 1 FTE
- Qualifications Developer – 2 FTE

The timing of the transition of IITO employees involved in the arranging training functions are planned to move to Te Pūkenga prior to the establishment of the WDC, but after the completion of the WDC employee consultation and recruitment. The reason for this is because of the advanced planning that Connexis has undertaken since the commencement of RoVE. Connexis has been proactive in supporting RoVE as the vision of the new system looks to provide increased support and training options for our employers and learners within vocational education. Our rationale for timing follows:

Rationale

Connexis is a member of the early mover TITO group along with BCITO and Competenz. The early mover group has been working with Te Pūkenga, along with TEC, for some time to support the RoVE outcomes and assist in establishing a unified, sustainable vocational education system. Through collaboration, an option to transition industry coverage into Te Pūkenga was developed with a plan to affect a lift and shift transition in August 2021.

Connexis made the decision to be an early mover into Te Pūkenga for the following reasons:

- To provide certainty for our industry sectors and our staff in this major change process;
- To ensure a smooth transition for our learners and employers;
- To preserve the skills, knowledge, experience and relationships of our people and industry providers within the VET sector;
- To ensure our infrastructure sectors are kept together under one Provider as many of our larger industry customers work across multi sectors;
- To ensure a sustainable model that supports high value, low volume programmes of training within critical industry skill areas;
- To have influence from within Te Pūkenga in the development of their WBL and the new Te Pūkenga operating model that will add value to our employers and learners; and
- To support in building a strong, unified, sustainable vocational education system for our industry stakeholders.

There has been significant time since RoVE was announced in 2018. In any change project the need to move quickly through the process is identified as key for continued staff and stakeholder engagement. IITO has been committed to supporting our customers and industries to continue to invest in industry training as we move through RoVE. The decision to be a first mover was based on securing staff engagement and the support of our customers as we moved through this journey. Connexis has been active in our consultation with our customers, industries, providers and people. We have worked hard to keep all our stakeholders engaged and supportive as we have stepped through each phase of RoVE that has been placed upon ITOs. The later part of this consultation occurred early in 2021 and included the planned transition of arranging training and the timelines for Transition which had been confirmed in late 2020.

The timing of the WDC establishment process is uncertain and has already been subject to significant slippage. Any further slippage in 2021 will see a transition date moving into the Christmas period which will effectively mean a WDC start date in early 2022. This plan is a simple and pragmatic approach to give certainty to our industries and to our staff while also ensuring the WDCs establishment process will not be affected.

By committing to move at our proposed dates, meaning we will now move prior to CIWDC establishment, Connexis will have a better chance at keeping our employees engaged and retaining employer confidence that the new system will be delivered and will provide an improved vocational education system. Employer confidence is critical for them to continue to invest in industry training through signing up of trainees and apprentices as the new system continues to be established.

This plan will maximise the opportunity for IITO staff to be retained in the VET system while minimising the risk of triggering of the redundancy provisions as outlined in Schedule 1, clause 58 of the Education and Training Act 2020.

Transition of other activities

Connexis has a number of activities that fall outside the RoVE transition requirements that could be regarded as “other activities”. Under the lift and shift model Connexis has an agreement with Te Pūkenga, that in the short term, these activities will transition into the WBL of Te Pūkenga. This will allow these activities to continue to be operated for industry, without disruption, during the transition period.

Once the organisations, Te Pūkenga and WDCs, are established, Connexis WBL business unit will review the best place for the long-term placement of these activities. This will allow the WDC to concentrate on developing and imbedding their core activities before they need to consider the “other activities”. Connexis will be guided by Te Pūkenga and their new operating model in deciding the long-term home for these activities. If any of the “other activities” do not fit naturally within Te Pūkenga or CIWDC, in the longer term, Connexis WBL will consider other options such as within current Industry Associations.

The agreement with Te Pūkenga, should any of the “other activities” not fit within their operating model or CIWDC, is for the activity to be transferred to another industry organisation at no cost. The key point to the lift and shift model is that it allows Connexis to maintain and preserve the “other activities”, that are of value to industry, until a permanent new home is found. Examples of the “other activities” are:

1. **Annual Connection** - A major 3-day annual event for the Electricity Supply Industry (ESI) featuring a series of industry competitions for Cable Jointers and Line Mechanics as well as supplier's expo and career presentations to schools. The week of activities finishes with a formal awards dinner celebrating the top achievers from our ESI trainees.
2. **Ultimit - Women in Infrastructure**, launched as Women in Power, was an initiative initially developed to address the issues of skilled labour shortages within the Electricity Supply industry. It has been 10 years since the launch of this flagship initiative. In the early years of Ultimit, the aim was to illustrate to employers the value of women to their workforce. As it enters its second decade, employers understand the value women bring to their businesses and the focus has now shifted to encouraging women to consider infrastructure, trade and technical roles, as a career. The Ultimit - Women in infrastructure initiative now covers all infrastructure industries (Electricity Supply, Civil, Telco, Water) and includes the Ultimit Ambassador Programme. This programme aims to both amplify the visibility of women in infrastructure and develop an online community to support women in the industry.
3. **Girls with Hi-Vis®** - A long running annual programme in cooperation with employers aims to encourage more women into the infrastructure industry. These events are hosted by Connexis employers who open their doors for a day to showcase the industry opportunities to school students. Many offer Gateway or summer internship opportunities with potentially a chance to secure an apprenticeship. Girls with Hi-Vis® is part of the Ultimit - Women in infrastructure initiative.
4. **Gateway** is a programme for senior secondary school students who are interested in a trade career. We currently have Civil, Water, Energy and Telco Gateway Programmes. Gateway is a partnership between Connexis, School and the employer. Schools register their students into a chosen package with Connexis, we provide the resources required to get started. They will have some work experience to complete with a local employer to finish their programme. The completed units are assessed by a Connexis appointed assessor and reported. Connexis provides a Gateway certificate as recognition. Support and guidance is provided by the school for each student. Many students go on to secure roles with the employer to kickstart their career.
5. **iJobsite** is a job broker platform specially for infrastructure companies to reach out to job seekers. It provides a place to direct any infrastructure industry promotion through to as part of a campaigns “call to action”

Transition of other activities to the CIWDC

Connexis has two projects that are being funded through the TEC Workforce Development Councils and Transitional ITO Covid 19 Response fund. These projects will continue beyond the current WDC transition date. These projects are:

- A Workforce Development Strategy project for the Electricity Supply Industry

- A Workforce Development Strategy project for the 3 Waters sector

These projects will continue to be managed by Connexis until the CIWDC is ready to receive them, at which point the project responsibility will be handed over to CIWDC. This handover will include the transfer of contracts, funding, and management of contracted staff working on these projects. This current handover date is 4 October 2021.

Relevant post-transition activities

9(2)(b)(ii)

An important component of our transition is maintaining our network of provision with our existing PTE partners post transition. Te Pūkenga and Connexis have agreed to this and NZQA have given an exemption to the subcontracting rules to allow this to continue.

The lift and shift transfer of Connexis into Te Pūkenga will ensure a smooth transition and minimal disruption for employers, learners and staff. Te Pūkenga is currently developing their operating model and our early transition will allow Connexis to participate and contribute to this future operating model. Connexis is committed to engaging with this process to help Te Pūkenga deliver on the RoVe vision. We do not see this transition as an end point but rather the starting point by which we will enable further transformation of vocational education for our industry sectors.

1.2 Alignment with learner, employer, and industry needs

The Connexis arranging training model has been developed over many years to support learning and progression for Learners in our infrastructure sector. Different Learners and different industries require different, individualised levels of support. Our field staff, known as Customer Service Account Managers (CSAMs) each have a portfolio of learners and employers, within their dedicated territory, that they manage and visit regularly, based on a minimum 12 week visit cycle. Our CSAMs are multi-industry, covering all infrastructure industries within their territory. This provides a number of advantages including, local knowledge, travel efficiencies and one CSAM contact per employer, where a number of our employers work across multi-industries within Infrastructure. This allows our CSAMs to provide career pathways for individual learners and across full company structures for the employer to have a plan for each employee covering the workforce skills needs of their business.

Alignment with learners' needs

CSAMs support both the learner and the employer to ensure learner progression and achievement. Important factors of our transition plan for our Learners:

- No significant changes in the training delivery model for current learners except where this is to improve the learning experience for work-based learning;
- Retention of the current relationship with their CSAM that is supporting their learning journey;
- Retention of the existing assessor network through continued access to assessors who come from industry and understand the required work practices;
- No significant shift to classroom-based learning (though having future access to greater off-job support is seen as beneficial for some, especially within our Civil industry).

One of the most important factors, often mentioned by our learners, is the relationship they develop with their CSAM. By visiting regularly over time, the CSAM gets to know the learner and their individual needs and can tailor the learning to suit the individual needs, in consultation with the employer. This is particularly true for our under-served learners with increased need of pastoral care. These support and guidance visits are recorded within our CRM to track learner progress and identify areas where extra support is needed, including exposure to required skills within their job. CSAMs identify assessment pieces that may consistently create issues for learners and feed this back into the product team for review and improvement. The field team managers and product managers have monthly meetings to discuss and address any issues the learners are having interacting with the product or process.

As well as the ongoing face-to-face interaction our field team have with learners, Connexis also evaluates our product, support and service levels against learner needs through an annual customer survey. These surveys are sent out to all learners including active learners, completed learners and terminated learners, along with their employer. The survey seeks feedback on all aspects of the learners' experience to understand the learner journey and areas for improvement. The areas of focus include:

- length of time in industry;
- attitudes towards their training;
- on-the-job training and the support from their employer or supervisor;
- support from their Connexis CSAM and other support staff;
- learning material and other resources provided as part of their training;
- the assessment process;
- overall satisfaction with Connexis;
- learner recommendations;
- comments and suggestions from learners;
- key driver analysis of learner needs.

As well as the annual survey, Connexis also undertakes NZQA consistency reviews which provides an opportunity to get in-depth feedback from learners, employers and providers on the current programmes of learning and whether these are meeting the skill requirement on the job and providing consistent outcomes across New Zealand.

The lift and Shift model into Te Pūkenga will be least disruptive for the learner as it allows the current support model with their current CSAM to continue while the new operating model is being established and ensures the learner continues to receive the same level of support throughout the transition.

While Connexis see the Lift and Shift into Te Pūkenga as the best option to support our current learners, we also see the opportunities that Te Pūkenga will bring for our learners into the future.

As part of the Te Pūkenga network, our learners will have access to a greater range of learning support across New Zealand and in the future a choice in modes of delivery. While on-job learning will remain core, many of our learners and employers see access to more online and off-job support as beneficial. Furthermore, the partnership approach that Te Pūkenga are developing with Te Wānanga o Aotearoa will provide increased options for our learners, especially those that require more learning support and could benefit from the uniquely Maori learning environment that provides a high support model for learners.

As an early mover TITO, Connexis will work with Te Pūkenga to test their operating model and ensure it preserves what our learners' value now and develop what will support them better in the future. This will include a greater range of support mechanisms for our underserved learners. As an example, our learners could be more supported with theory components through online or classroom support especially components that are common across industries, such as mathematics.

On-job training support could also be extended through increased access to technical support from the assessor network that has been limited through the training rules imposed on ITOs.

Alignment with employers' and industries' needs

Connexis has engaged extensively with employers throughout the RoVE period. This has identified key industry and employer needs including:

- the value provided through relationships built up with Connexis over many years, emphasising wanting to deal with people and an organisation that understands their industry and the needs of their learners, as they do not have time to “train” new people on how their industry works;
- training systems that are tailored to their industry and their organisation, not a one-size-fits-all model. They have critical skill requirements that are of high value but low volume and therefore require an organisation that is established to meet all industry needs and not driven by profit;
- a system that supports most learning on the job, but with access to specialist training providers when required. The level of off-job component varies significantly between sectors. Most employers have indicated that access to a greater range of provision would be beneficial;
- support of the lift and shift to Te Pūkenga and employers have stressed that they want access to their current specialist PTEs maintained for their off-job components;
- access to the current network of assessors is maintained;
- consistent national coverage and level of service is maintained so that their staff can receive the same level of support wherever they are based, particularly for employers that have national coverage;
- costs maintained at same levels, don't want to see this transition result in higher costs to them to train their staff;
- that employer voice is maintained in programme development and delivery.

Our employers are looking for increased support for on-job learning components to gain greater consistency of learner outcomes across New Zealand. This is through increased support for the on-job trainer, who is often the learner's supervisor, and more options for smaller packages of learning as off-job or online components. The lift and shift model into Te Pūkenga will allow the current critical factors, for employers, to be maintained during the transition period and provide future opportunities to increase support for on-job training within the new Te Pūkenga operating model, as it is stood up, and future opportunities are explored through Te Wānanga o Aotearoa.

1.3 Employer and industry support

Nature of engagement with employers and industry

Connexis has maintained regular engagement with employers and industry associations in our industry coverage since RoVE was first announced. These regular engagements have helped our industries keep up to date with the progress of RoVE and ensure they are sufficiently informed to make key decisions. This engagement has included:

- regular e-newsletters to all our industry employers and learners. Monitoring of these newsletters shows a very high open rate, up to 39%;
- regular RoVE updates on our website;
- sharing of updates from TEC and Te Pūkenga and the WDC establishment team;
- regular updates from our field staff, including our Key Account Managers, to our employers as part of regular visits;
- several rounds of industry engagement roadshows throughout NZ;
- regular one-on-one interaction with key stakeholders.

In 2021, to specifically address the question of our arranging training transition, Connexis has:

- held individual meetings between our CEO and our key account employer customers;
- held individual meetings between our CEO and our Industry Associations representatives;
- in March we held a series of roadshow events throughout NZ focusing on our SME employers;
- ran a series of webinars to allow those that couldn't make the above events the opportunity to have their say;
- put our roadshow presentation and survey form on our website to gather wider industry views;
- sent out e-news prompts to seek any further feedback.

Key Account Consultation

Connexis works with a number of large employer organisations who collectively employ around 40% of the Connexis learners. Connexis operates a key account model with these large employers. In 2021 the Connexis CEO has met individually with representatives of these key accounts to discuss the options for the arranging training transition (being Te Pūkenga, a PTE or a Wānanga) and obtain their view. The table below summarises the outcome of these consultations.

Key Account Organisation	Organisation Representative	Option Supported
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	TBC
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga
9(2)(b)(ii) [REDACTED]	9(2)(a) [REDACTED]	Te Pūkenga

SME Consultation – Regional Roadshows

In March 2021, Connexis also held a series of roadshow events throughout New Zealand. These events were targeted towards our SME employers to ensure we obtained the views and feedback from our smaller employer organisations, across all our sectors, on our arranging training transition options. The table below summarises these events:

Event Location / Date	Arranging Training Option Supported	Summary of Employer Feedback
Christchurch 15 March 2021	Support for transition to Te Pūkenga	<ul style="list-style-type: none"> Assessors need to be industry based; Need industry people to do the training and not just tutors. Trainers need to have a good understanding of how the industry works; Assessors are not always good trainers. Need educational skills as well as technical skills; Like the idea of having access to other forms of training support ie on-job, off-job, on-line; The group supported the lift and shift recommendation to go into Te Pūkenga; Assessors could be used as mentors and technical experts to provide more assistance to trainees, and increasing support to their supervisors, as they undertake their training rather than just undertaking the assessment.
Auckland (on-line due to Covid restrictions) 17 March 2021	Support for transition to Te Pūkenga	<ul style="list-style-type: none"> Important to maintain the current network of PTEs and their services and skilled employees within critical and technical skill areas; Don't want to see arranging training being split up among many providers as they like having one key contact for industry training needs; Good to have a one-stop-shop to handle all training needs. Support the Te Pūkenga option; Not many PTEs operating in the Civil Infrastructure sector so support the Te Pūkenga option; The group supported the recommendation to move to Te Pūkenga; Important to have national coverage to ensure consistency across the country; Good to keep all the sectors of Connexis together as many bigger companies are multi sector. Don't want to have to deal with many different organisations and people.
Hamilton 17 March 2021	Support for transition to Te Pūkenga	<ul style="list-style-type: none"> Need to ensure consistency of assessment. Also access to off-job training and assessment;

		<ul style="list-style-type: none"> • Very important to ensure a smooth transition. Don't spook the industry and put people off. Agree the lift and shift is the best option to ensure training isn't interrupted; • Concern about who will promote our industries (Civil Trades) in the future. Also, who will look after Girls with Hi-Vis® in the ESI sector?; • Important that current trainees know their training will continue without interruption. The Te Pūkenga option looks like the best option to ensure this; • Important to keep the access to the specialist PTEs in the system. The ESI sector is currently reliant on them. It would be good to have more options available in the future; • The group supported the lift and shift option to Te Pūkenga.
Napier 18 March 2021	Support for transition to Te Pūkenga	<ul style="list-style-type: none"> • Confusion between competency frameworks (being developed by Industry Associations) and qualifications and unit standards. How will this fit in the new system especially with the current water reforms; • Quite excited by the new model proposed (Te Pūkenga) Want some more access to off-job components as these are hard to manage at the moment; • Very important to have a smooth transition and to make sure training isn't interrupted; • Good to have greater access to training support. On-job is most important but also access to off-job including soft skills training such as report writing and math. Able to get a broader experience. Think this new system will provide this; • Need to ensure national consistency and that we can carry on with our current qualifications. Ensure a smooth transition; • Everyone at the meeting gave their support to the Te Pūkenga proposal.
Palmerston North 19 March 2021	Support for transition to Te Pūkenga	<ul style="list-style-type: none"> • Need a clear system for the Water sector – one unified system; • Different trainees like different training delivery methods between on-job, off-job and on-line. This new system can hopefully provide more options for trainees to learn the way it suits them; • Very important that Connexis retain the current skills and experience of its people. Vital that we don't lose that expertise and the relationships with industry; • Need to get a higher skillset into the Water sector workforce, especially with regulation coming along. Think this new unified model with Te Pūkenga will help with this;

		<ul style="list-style-type: none"> • Want to ensure we still have access to the specialist PTEs such as S9(2)(b)(ii) • Different modes of training will be important, it all makes sense. Happy with the recommendation to go into Te Pūkenga; • Good to see things consolidating. I used to work in the polytechnic sector so understand the system and this looks good; • We have lots of kinaesthetic learners so need to do learning on the job supported by off job and/or online. Need to be hands-on learning supported by the right people; • Need a structure that can build or supplement school learning as many people coming from school need to increase their basic skills in areas such as maths; • The group gave their support for the lift and shift model into Te Pūkenga.
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Webinars:

Connexis then held three online workshop sessions in late March 2021 to gain wider feedback on our transition options. The table below lists who attended and their feedback to date. It should be noted that in these online forums the active response rate to our survey and the ability to have detailed discussions is reduced as compared with our face-to-face forums. Connexis will continue to follow up with these stakeholders and will forward any additional responses received prior to the final evaluation date to TEC. Our consultation document and feedback form remain on our website, and we continue to refer people here to stay updated with RoVE progression and to provide feedback.

Name	Company	Option Supported
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)	Te Pūkenga
9(2)(a)	9(2)	Te Pūkenga
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)(b)(ii)	Te Pūkenga
9(2)(a)	9(2)(b)(ii)	Te Pūkenga
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)	Te Pūkenga / PTE
9(2)(a)	9(2)(b)	TBC

9(2)(a)	9(2)(b)	TBC
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)		TBC
9(2)(a)	9(2)(b)(ii)	Supportive
9(2)(a)		TBC
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)(b)(ii)	Te Pūkenga
9(2)(a)	9(2)(b)(ii)	PTE (WSP)
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)(b)(ii)	Te Pūkenga
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)(b)(ii)	Te Pūkenga
9(2)(a)		TBC
9(2)		TBC
9(2)(a)	9(2)(b)(ii)	PTE (MITA Consulting)
9(2)(a)	9(2)(b)(ii)	Te Pūkenga
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)(b)(ii)	TBC
9(2)(a)	9(2)(b)	TBC
9(2)(a)	9(2)(b)(ii)	Te Pūkenga

Industry engagement and support - Industry Associations

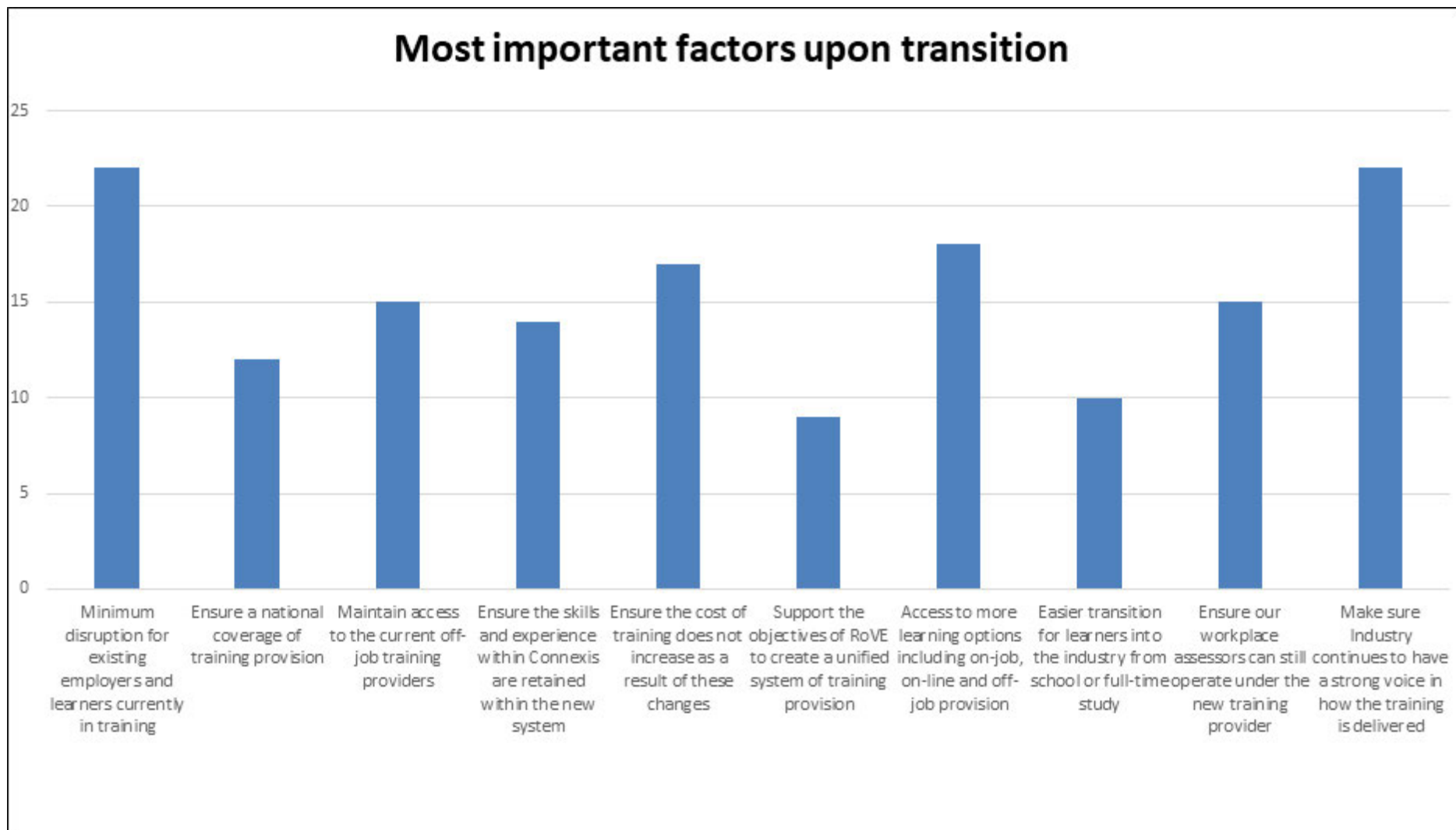
Industry body	Representation	Engaged with? Y/N	Supportive? Y/N
Civil Contractors NZ	Represents the interests and aspirations of over 600 member organisations and 40,000 employees – including large, medium-sized and small businesses in civil engineering, construction and general contracting. It also has associate members who provide valuable products, support and services to contractor members	Yes	Yes
Water New Zealand	The industry body for the three waters sector – drinking water, wastewater and stormwater. Membership is made up of 2300 decisionmakers and technologists from local and central government, industry, the academic and research communities, consultants and service/equipment and supply organisations	Yes	Yes
Electricity Engineers' Association	represent over 65 Corporate Member organisations and more than 500 individual professional members in the electricity supply sector	Yes	Yes
Electricity Networks Association	Represents the <u>27 local electricity distribution businesses</u> (lines companies) that take power from the national grid and deliver it to homes and businesses	Yes	Yes
Plastics New Zealand	Representing plastics companies across the country. Membership includes a range of companies from plastics processors, raw material and machinery suppliers to tool makers, designers and recyclers. Has an association with the Water and Civil sectors.	Yes	Yes
Rural Contractors	Represents rural contractors providing services to farmers, councils and rural communities	Yes	YES
9(2)(b)(ii)	9(2)(b)(ii) Members are professionals in land development and urban design, resource management, civil engineering surveying, positioning and measurement, cadastral surveying, hydrographic surveying and the spatial sector.	TBC	TBC

Evidence key existing employers and industry bodies support the Transition Plan

Connexis has asked employers to give written feedback in the form they prefer. Some employers have sent a letter of support and some have completed a survey made available at the workshops and online via our website.

All feedback has been collated and recorded and will be used to guide and inform our transition discussions with Te Pūkenga.

Our survey asked employers what they considered to be the most important factors to address as part of the transition. The response is summarised in the table below.



Individual letters of support and survey forms are attached as appendix 2 of this document

1.4 Status of discussions with Receiving Organisations

Activity	Receiving Organisation	Progress as at 28 April 2021	Next significant milestone	Issues to resolve
Arranging Training	Te Pūkenga	Letter of Intent between Te Pūkenga and Connexis signed S9(2)(b)(ii)	Agreement on the terms of the Transfer Agreement	<ul style="list-style-type: none"> Agreement warranties and contingent employee transition costs.
		Discovery investigation completed by Te Pūkenga	Final report to be agreed by both parties	<ul style="list-style-type: none"> No material issues identified
		Te Pūkenga Work-Based Learning Ltd subsidiary created by Te Pūkenga Council and approved by the Minister. March 2021	Incorporation and establishment of this entity	<ul style="list-style-type: none"> No material issues identified
		Term Sheet for proposed Transfer Agreement agreed April 2021	Production of the Transfer Agreement May 2021	<ul style="list-style-type: none"> Agreement on final terms
		Negotiations on the transfer Agreement May 2021	Approval and execution of the Transfer Agreement 1 June 2021	<ul style="list-style-type: none"> Agreement on final terms
		NZQA confirmation of approach to programme transition and approvals process confirmed	Supply Te Pūkenga list of all programmes to be transferred and they will work with NZQA via approved process	<ul style="list-style-type: none"> List to be provided by Connexis

Activity	Receiving Organisation	Progress as at 28 April 2021	Next significant milestone	Issues to resolve
		<p>Establishment of working groups with Te Pūkenga functional leads and TITO early movers for transition mechanisms, workplan and initial operating model. Working groups focused on:</p> <ul style="list-style-type: none"> • HR & Change • Legal • Finance • ICT • Academic • Marketing & Comms 	Detailed workplan	<ul style="list-style-type: none"> • Various Connexis members are engaged within working groups and one secondment has been placed till end of Dec 2021

1.5 Conflicts of interest

- Connexis and its officers and Board have no existing interests in Te Pūkenga.
- Upon execution of the transfer agreement a number of the employees of Connexis will become employees of Te Pūkenga. It is expected that at least one board member of Connexis will become a board member of Work-based Learning Limited subsidiary of Te Pūkenga while the operating model is being established.

Section 2: Transition of Arranging Training

2.1 Rationale for preferred provider(s) of Arranging Training

Providers that have been considered for Arranging Training

Providers considered	Approach to engaging and evaluating this provider
S9(2)(b)(ii)	<p>For each of these PTEs Connexis:</p> <ul style="list-style-type: none"> We engaged with them in 2020 to let them know this process was coming up; We met with each PTE to explain the process; When the TEC information pack became available, Connexis CE sent a link of the TEC website to their CE; Connexis CE held face-to-face or online meetings in March 2021 with their CE and representatives; Further meetings and discussions continued with the Connexis Programme Lead – RoVE Transition, as required by the PTE; We invited them to submit a proposal with their transition intentions; We reviewed all proposals to understand PTEs desired involvement within the new system; Connexis CE held face-to-face or online meetings to discuss customer and industry preference to arranging training provider, given Connexis decision on arranging training transition and understand PTEs future involvement given decision.

All of the above PTEs have been engaged with throughout the RoVE process. While all PTEs were disappointed in the decision to have Connexis move their arranging training into Te Pūkenga, they were pleased to hear employers have voiced that PTEs are a vital part of their industry training system and have signalled the importance of having access to their skills, knowledge and expertise within the new system. Each PTE has signalled that they intend to continue to offer the services they have been to customers and operate within the new RoVE system. Overall, each PTE understands the decision made to lift and shift into Te Pūkenga. While some PTEs feel that they would have been well placed to take-over their sectors arranging training, their customers did not voice agreement with this and overwhelmingly supported a public entity over a commercial organisation to ensure they have access to training programmes for all the skills required by industry, including those that are a low volume learner base.

Provider Considered	Decision and rationale
9(2)(b)(ii)	<p>9(2)(b)(i) are interested in taking arranging training coverage 9(2)(b)(i) and see's themselves as preferred choice should PTE be the customers' choice for future provision. 9(2)(b)(i) are considered by customers and industry associations as a key training provider within the 9(2)(b)(i) industry, given their technical skills and industry knowledge. 9(2)(b)(i) were also supportive to continue working as a PTE and providing their skilled services should the arranging training go to Te Pūkenga or Wananga. The decision not to proceed with discussions with this PTE was based on our customer feedback that they preferred a transition of full arranging training to Te Pūkenga, with access to their current training provision, including 9(2)(b)(i).</p> <p>A final meeting was held 3 May 2021 with 9(2)(a) Managing Director of 9(2)(b)(i) to advise we are recommending a transition to Te Pūkenga based on industry feedback. 9(2)(a) was very disappointed that 9(2)(b)(i) was not chosen but is happy if industry feels safer with a move to Te Pūkenga. 9(2)(b)(i) is keen to continue working with Connexis as part of the Te Pūkenga system to keep delivering to industry. We discussed the transfer of our current annual service agreements into Te Pūkenga so that current services can be maintained and ensure a smooth transition. 9(2)(a) sent an email following this meeting which is attached.</p>
9(2)(b)(i)	<p>9(2)(b)(i) are interested in taking arranging training coverage for all Connexis industries. Their proposal was to merge with Connexis, gaining the required resource capacity to cover all arranging training functions. 9(2)(b)(i) are well resourced, 9(2)(b)(i) already undertake some arranging training functions within the Infrastructure industry and 9(2)(b)(i), providing full-service industry training solutions covering NZQA qualifications, industry competency and compliance training and full career pathway provision. The decision not to proceed with discussions with this PTE was based on our customer feedback that they preferred a transition to Te Pūkenga while they expected to continue to utilise 9(2)(b)(i) services. A final meeting was held with Connexis CE and 9(2)(b)(i) Director, 9(2)(a) on 23 April. 9(2)(b)(i) were disappointed in the decision but not surprised. They had thought in the initial RoVE consultation undertaken by TEC, that it had been signalled arranging training funding would all be funnelled through Te Pūkenga. 9(2)(b)(i) mentioned that the timing of RoVE has not been ideal for customers given that ITOs had just come through consolidation and NZQAs Targeted Review of Qualifications (TRoQ). They were very concerned about the alignment of RoVE with more NZQA changes given the upheaval to learners in constantly having to be changed onto new programmes as new versions were approved.</p> <p>Question from 9(2)(b)(i) was what the difference is for Connexis to move its capacity/resources into Te Pūkenga as opposed into a PTE and still be able to service industry. The discussion was that Connexis transitioning into a PTE was not an option within the new system as it would not challenge new ways of working. Furthermore, it was explained that an ITO moving into Te Pūkenga would be transitioned from an ITO model into the new operating model, supporting the RoVE outcomes. 9(2)(b)(i) are looking to include a letter within the Connexis transition plan to state how they would like to continue to operate within the new system and support the success of RoVE.</p> <p>9(2)(b)(i) contacts into, and knowledge of, infrastructure customers is strong 9(2)(b)(i) are interested to work with Te Pūkenga in continuing to service the needs of industry training within the Infrastructure industry. We will continue to work with this PTE to support arranging training for our</p>

	<p>industries during and after transition. Our Transfer Agreement with Te Pūkenga includes the continued contracting of specialist PTEs as part of our current network of provision.</p>
9(2)(b)(ii)	<p>9(2)(b)(i) are interested in taking arranging training coverage for S9(2)(b)(ii) . This makes up only a small proportion of our S9(coverage, 9(2)(b)(i) . The decision not to proceed with discussions with this PTE based on industry feedback that they wanted training for the sector kept together and they preferred a transition to Te Pūkenga</p> <p>A final meeting is planned 6 May 2021 with S9(2)(b)(ii) to inform them of our transition decision. We will continue to work with this PTE to support arranging training for our sectors during and after transition. Our Transfer Agreement with Te Pūkenga includes the continued contracting of specialist PTEs.</p> <p>I final meeting with 9(2)(b)(i) was held on Friday 7th May with Chief Executive, 9(2)(a) . 9(2)(b)(i) and their plan was not to expand their business through RoVe but continue to hold the current numbers of trainees they currently do and provide the service their customers find valuable. They are interested in gaining arranging training for the S9(2)(b)(ii) apprenticeships and that this will provide customers a choice in suppliers, Te Pūkenga, themselves and others that may also have a programme against this qualification. They want to ensure they can continue to have direct access to the ITR.</p> <p>9(2)(b)(i) have said they will be providing a letter to TEC to be included in this transition plan to outline their views and operational intent in the future.</p>
9(2)(b)(ii)	<p>9(2)(b)(i) are interested in taking arranging training coverage in the S9(2)(b)(ii) . The decision not to proceed with discussions with this PTE was based on our industry feedback that they preferred a transition to Te Pūkenga</p> <p>A final meeting was held 5 May 2021 with 9(2)(a) of 9(2)(b)(i) to advise we are recommending a transition to Te Pūkenga based on industry feedback. 9(2)(b)(i) thanked us for the opportunity and expressed disappointment in the outcome. They do however appreciate the value Connexis has seen in 9(2)(b)(i) and value the long-term relationship.</p> <p>9(2)(b)(i) advised that they almost exited the industry training business as a result of Covid but are now committed to continuing to support the S9(2)(b)(ii) industry. They were concerned about a hard stop as result of this decision but were reassured to know Connexis will continue to work with 9(2)(b)(i) from within Te Pūkenga post transition as per customer request. We discussed and agreed that current service contracts would be transferred across. 9(2)(b)(i) indicated they would provide a letter confirming they're ongoing role.</p>
9(2)(b)(ii)	<p>9(2)(b)(i) provide specialist training for people working on the S9(2)(b)(ii) . They are not looking to take on arranging training for the wider sector and are happy to maintain the current relationship with Connexis. They have provided a letter of support for our transition to Te Pūkenga. Our understanding is that 9(2)(b)(i) will be applying for programme approval for the S9(2)(b)(ii) qualifications. If approved these trainees would not come through Connexis in the future. This equates to approximately 80 trainees.</p>
9(2)(b)(ii)	<p>9(2)(b)(i) provide specialist training to the S9(2)(b)(ii) sector. They are not looking to take on full arranging training coverage but looking to work closely with Connexis in the new model and continue to provide training provision to S9(2)(b)(ii) employers. Attached a letter confirming this. We also met with 9(2)(a) , who utilises 9(2)(b)(i) as a key provider, along with others.</p>

<p>9(2)(b)(ii)</p>	<p>A small PTE within a large company who provide training to people in their own organisation. They are not looking to take on arranging training for the wider sector and may in the future look at taking on inhouse arranging training once the new unified funding model is setup.</p>
<p>Te Wānanga o Aotearoa</p>	<p>Te Wānanga o Aotearoa and Te Pūkenga have signed a memorandum of understanding to work together to explore how Te Wānanga o Aotearoa can participate in the new model. This will allow Te Wānanga o Aotearoa time to develop their model to support industry training in the future. As part of our Term Sheet, Connexis has an agreement with Te Pūkenga that any arranging training coverage to be transitioned to Te Wānanga o Aotearoa in the future will be undertaken after consultation with infrastructure employers and industry associations and only if it meets customer needs.</p>

Preferred providers’ approach to Arranging Training

Preferred provider	Preferred provider’s approach to Arranging Training	How this will meet learner needs	How this will meet employer needs
<p>Te Pūkenga</p>	<p>Te Pūkenga will initially retain the current service model of Connexis by acquiring the full Connexis arranging training and associated support functions under the lift and shift model.</p> <p>Te Pūkenga will then seek to understand these models and over time integrate them into their overall operating model. This will be done in consultation with industry and other stakeholders.</p>	<p>See section 1.2 above</p>	<p>See section 1.2 above</p>

Preferred providers' capabilities

Preferred provider	Preferred provider's existing capabilities	Plan to obtain additional capabilities
Te Pūkenga	<p>Network of 16 ITPs throughout New Zealand.</p> <p>Te Pūkenga already support some off-job training for Connexis and so have some capability in our sectors.</p> <p>Te Pūkenga are developing considerable capability to develop a new operating model for the delivery of vocational education for New Zealand. They are charged and funded by Government for this purpose. A core purpose of Te Pūkenga is to deliver on the RoVE vision for New Zealand.</p>	<p>Through the proposed transition of Connexis and other TITOs into the Te Pūkenga Work-Based Learning subsidiary, Te Pūkenga will acquire all the systems, assets, employees, intellectual property, experience and relationships of these TITOs. This will ensure that current service models can be maintained.</p> <p>It also ensures that the current network of provision including PTEs, assessors and resources are available, through Te Pūkenga, to employers and their learners throughout transition and the development of the new model.</p>

Details of transitioning programmes, learners and standard training measures

Te Pūkenga

All of our Connexis programmes will be transferring to Te Pūkenga. As all Connexis coverage is going to Te Pūkenga the table below is our full, current mix of provision.

NZQA Principal Advisor, ^{9(2)(a)} confirmed on 17 November 2020 that “Just confirming (in writing) that we’ve agreed to grant Te Pūkenga approval and accreditation for any programmes they are taking over from TITOs. This approval will be under the NZQF Programme Approval and Accreditation Rules, and will be on a temporary ongoing basis until decisions are made about the future design of qualifications. At that point, NZQA will engage with Te Pūkenga to agree on the next steps towards permanent accreditation, depending on what the new system would look like. Just for clarity, NZQA is not going to remove the temporary approval and accreditation while we are working with Te Pūkenga on permanent accreditation, so there won’t be a sudden impact on any trainees.”

Fund Type	Qualification Level	2021 Trainee Numbers	2021 Planned STMs	2021 Percentage of Funding at Level	2021 Value of Delivery	2022 Trainee Numbers	2022 Planned STMs	2022 Percentage of Funding at Level	2022 Value of Delivery	Comments
<i>Prepopulated</i>	<i>Prepopulated</i>	<i>Whole Number</i>	<i>Decimal</i>	<i>Decimal</i>	<i>Decimal</i>	<i>Whole Number</i>	<i>Decimal</i>	<i>Decimal</i>	<i>Decimal</i>	<i>Text</i>
IT	L01		S9(2)(b)(ii)							
IT	L02	309				331				S9(2)(b)(ii)
IT	L03	533				535				
IT	L04	683				694				
IT	L05	220				232				
IT	L06	319				334				
IT	L07									
NZA	L04	2016				2051				

2.2 Service continuity approach

Topic	Planned approach
Retain relevant assets	Under the lift and shift model into Te Pūkenga the whole of Connexis will move into Te Pūkenga, apart from any functions and staff transferring to the CIWDC. This is all our arranging training and support functions together with the associated systems and processes.
Maintaining service levels for existing learners	
Manage risks related to under-served learners	This means there will be no interruption or disruption to learners and employers at transition, as our service to them will continue as normal while the new operating model is being established.
Minimise disruption to employers and industry groups	Our current contracts and arrangements with our specialist PTEs will be transferred into Te Pūkenga and our employers and learners will continue to have access to them.
Minimise disruption to existing education and training providers	Connexis continues to support the outcomes of RoVE and has made decisions to ensure the success of the Connexis business within WBL. S9(2)(b)(ii)
Continue school-focused activities	

2.3 Retention of people, skills, knowledge, experience and relationships

Connexis currently operates a highly integrated service model across the 4 sectors in our coverage. Our field staff support all employers, learners and industries within a defined territory. To support our larger employers, Connexis operates a key account model to provide a single point of contact for customers head office. The key account approach works to fit industry training services and support to the customers operating model, rather than making them fit within the Connexis model. Each key account has a service level agreement tailored to their needs. The Connexis operating model has been developed to produce significant efficiencies and helps to maintain a sustainable operating model and meet the service needs of our diverse customer base. Similarly, our support functions are deployed to support all industry sectors. The key risk to people, skills, knowledge and experience and the resulting disruption for learners and employers would arise through fragmentation of the currently integrated service model, particularly if this was undertaken without a full understanding of the potential impact. The intended transition in which all Connexis arranging training, other activities and support functions are transitioned to Te Pūkenga addresses this risk.

- With the exception of a small number of general administrative and transactional roles, current Connexis staff all have key skills, knowledge, experience and relationships that need to be retained within the system generally but specifically within the standard setting and arranging training functions for the sectors currently supported by Connexis.
- Connexis has consistently sought transition arrangements that best ensure key skills, knowledge, experience and relationships are retained through the transition so that current service models are not disrupted and our employers and learners are well supported through the transition. This will enable Te Pūkenga to fully understand the current service models, interdependencies and evaluate any impact on learners, employers and employees as they evolve their operating model.

The Connexis approach to supporting employees has been to:

- ensure employees are fully informed of progress and thinking as RoVE transition options were developed;
- employees are being delivered positive messaging around the opportunities of change so that they remain, so far as possible, positive about the proposed changes;
- regular check-ins and update through the leadership team with extensive internal communications, and an approach of transparency;
- provide opportunities for staff to take part in the RoVE workshops so they get first-hand exposure to the thinking around RoVE;
- optimise the opportunities available for all staff in the post RoVE system by identifying skills that will be particularly valued and implementing focussed professional development and support at individual, team and organisation levels;

- advocate strongly for transition approaches that minimise impact on employees, particularly in ensuring that wherever possible current employees will be directly matched to roles in receiving organisations;
- advocating strongly for any required formal staff consultation in current organisations and recruitment into receiving organisations to be run through open and fair processes for all employees;
- ensuring that there is personal support available to employees throughout the entire process and, should it eventuate, out placement support for any employees not successful in obtaining a role in a post transition organisation.

Roles that Support Arranging Training Only and Support Roles

The intended arranging training transitions of lift and shift into Te Pūkenga, achieve our objectives to the greatest extent possible.

Connexis and Te Pūkenga have agreed that Te Pūkenga will offer employment on the same terms and conditions for all Connexis arranging training and support roles. Connexis will consult with its employees on the changes and transition of employment will be via a variation of contract of their current individual employment agreement.

For clarity, it is intended that all support staff will transition to Te Pūkenga.

Connexis and Te Pūkenga have agreed that there will be no non-compete or non-poaching provisions for employees, primarily in recognition that no consideration that could validate such an approach is proposed.

Standard Setting Roles and Roles that support both Arranging Training and Standard Setting.

Connexis has no roles that support standard setting only and ■ roles which are split between standard setting and arranging training functions. Connexis will consult on the disestablishment of these ■ roles and establishment of ■ similar roles within the post transition Te Pūkenga structure, at the same time it undertakes consultation on the arranging training functions.

This consultation will be run simultaneously with consultation by TEC on proposed WDC structure and roles from late June 2021 for **two** weeks. The timing of this consultation and recruitment into future roles is not impacted by the proposed differences in timing in arranging training and standard setting transition. These processes will continue to run in the same timeframes as all other TITOs.

Connexis will engage with the WDC Establishment Unit and WDCs in any approach to minimise the number of employees required to undergo selection processes through the adoption of a direct role matching approach. Connexis will seek to ensure that any such approach ensures equitable opportunity for staff of all TITOs where standard setting functions will be transitioned to a particular WDC.

Recruitment into Transitioning Structure

Recruitment for roles in the post transition Te Pūkenga structure and in WDCs will then also be conducted simultaneously from August 2021.

The process for recruitment of newly created roles within the post transition Te Pūkenga structure will be consistent with best recruitment practice. Applications will be invited from any interested existing Connexis employees and a selection process will then be undertaken.

Recruitment into WDCs

Connexis will engage constructively with the WDC recruitment process to ensure, so far as possible, that existing employees secure future roles that require their skill sets and experience and that best fit their personal aspirations. Furthermore, Connexis will support any of their employees wanting to apply for any roles within a WDC, understanding that there will be a number of non-matched roles that will be unfilled once the initial recruitment of matched roles has been completed.

Risks

Connexis believes that there are required roles in Te Pūkenga post-transition, or will be in the WDCs, that require the skills and experience of every Connexis role that is proposed to be disestablished.

There is an unavoidable risk to the system, Te Pūkenga and the WDCs of some employees in the non-support roles choosing not to pursue a role or not to accept an offer. Each of these employees has critical skills and experience in standard setting and in the VET system that are likely to be challenging to acquire. A number of these roles may directly match new WDC role and incumbents may be able to be transitioned under the substantially similar provisions of the legislation. For the balance, Connexis does not believe that this will be possible as future roles are of significantly different size or are substantially different as a result of the splitting of the standard setting and arranging training components of current roles. This does risk creating competition for talent between Te Pūkenga and each of the WDCs and an equal risk of critical skills and experience being lost to the system completely.

Connexis will continue to ensure that employees have a positive mindset regarding future roles through leadership and internal communications and work with employees to support their decisions.

2.4 Transition of information and assets

Key categories of information needed for transition

Category of information	Approach to transition	Key risks
e.g. Details of employers, providers and learners, and their relationships with TITO	Under the lift and shift model, all of this information and the systems that contain it will be transferred into Te Pūkenga as well as the staff who use and maintain it.	One of the great benefits of the lift and shift model is that it eliminates or minimises the risk of information being lost in transition from one organisation to another. Planning is in place to ensure there is no interruption to our information systems to aid in a seamless transition.
e.g. Details of the needs of learners, employers and industries, relevant to transitioned activities		
e.g. Details of relevant functions, contracts, IP, systems, policies, on-going projects, and how these relate to future needs for learners and employers		
e.g. Details of careers information guides and related activities		
e.g. business roadmap or other plans showing the intended vision for development of Arranging Training activities		
Any other information being transferred to the Receiving Organisation(s) – please specify		

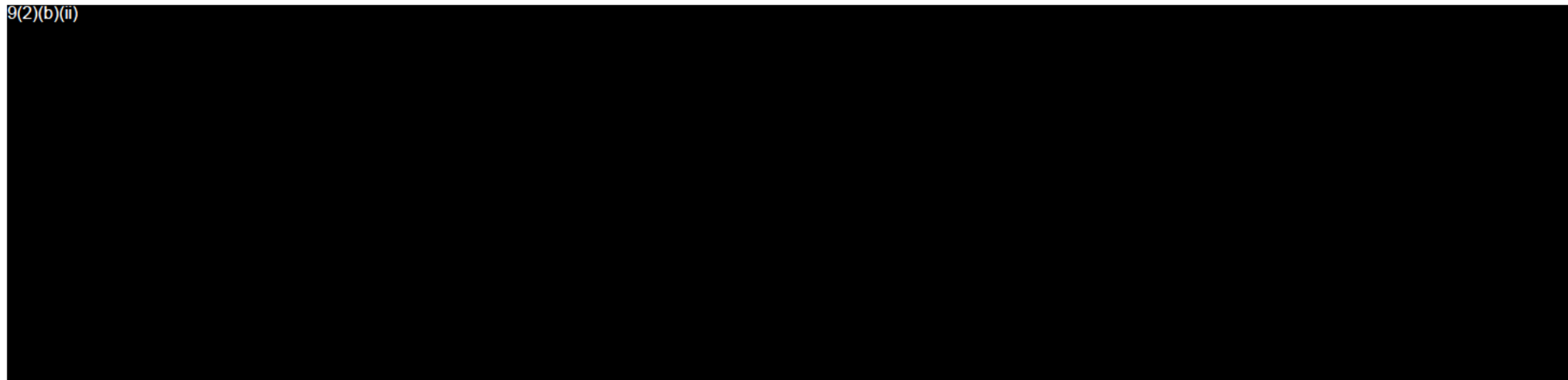
Key categories of assets needed for transition

Category of assets	Approach to transition	Key risks
Trainee Management systems	Under the lift and shift model all of the assets of Connexis will transfer to Te Pūkenga.	The lift and shift model minimises risk as all systems and process will transition across in full
Employer Key Account systems		
Other IT systems		
e.g. Hardware and equipment		
Other assets (e.g. Intellectual Property, Brands)		

2.5 Commercial and legal processes

Discussions between Connexis and Te Pūkenga has been ongoing for some time. Te Pūkenga have undertaken a comprehensive discovery process with Connexis and Connexis have made available all financial and other information requested.

9(2)(b)(ii)



2.6 Working with external parties

Private Training Establishments

Connexis has been in close contact with our network of PTE providers throughout this period. Both to discuss their desire to be a transition partner and to ensure continuity of service. It is intended that we will continue to contract these PTEs to deliver the specialist training they provide for our sectors. In our negotiations with Te Pūkenga we will be ensuring that our employers can still utilise this PTE network within the Te Pūkenga system.

NZQA

Te Pūkenga and NZQA have agreed a process for the transfer of all Connexis programmes and consents to assess to Te Pūkenga and Connexis will work with the parties to complete this critical activity. All current Connexis programmes will be transferred to Te Pūkenga.

NZQA have also indicated they will give exemption to the normal sub-contracting rules so that Connexis can continue to work with our network of PTEs.

Schools

Under the lift and shift model our relationships with schools will remain largely unchanged. We have kept them informed of progress with the RoVE transition.

2.7 High-level work plan

Please refer Appendices for the high level Connexis RoVe Transition Planner.

Key Transition Milestones

- 13 May 2021 Approval of TEC Transition Plan by Connexis Board
- 30 May 2021 Finalisation of conditional Transfer Agreement with Te Pūkenga
- 17 June 2021 Approval of Transition Plan by TEC Board
- 20 June 2021 Initiate staff consultation on WDC and TITO structure/roles
- 15 July 2021 Confirmation of decisions in relation to organisational structure and roles by WDCs and Connexis
- 15 July 2021 Confirmation of NZQA approval of Programme/Consent to Assess Transitions
- 2 September 2021 Confirmation of Transfer Completion
- 1 October 2021 Confirmation of readiness of handover documents and data transfer in relation to standard setting to CIWDC
- 5 October 2021 Confirmation of completion for handover of standard setting functions

Management

Te Pūkenga and the early mover TITOs have set up working groups to manage all aspects of the transition. There are separate working groups focusing on:

- Legal
- Finance
- Technology
- HR and Change
- Marketing and Communications
- Academic

Te Pūkenga and TITO functional Leads have been appointed as well as appropriate project management support. These groups are meeting weekly to manage all aspects of the transition and ensure a smooth transition.

Risk Management

Risk Register											
						RISK ASSESSMENT					
Risk ID	Type	Risk Owner	Event	Cause	Consequence	Risk Analysis			Plan	Resolve by	Progress on Actions
						Likelihood	Consequence	Risk Rating			
<i>Enter a unique reference</i>			<i>Capture the potential event with enough detail to be understood in isolation</i>	<i>Describe the potential causes of event occurring</i>	<i>Describe the main impact of risk event</i>	<i>Assess the probability of risk event occurring</i>	<i>Assess the plausible impact of risk event occurring</i>	<i>Rate the risk based on likelihood and consequence</i>	<i>State the planned action to treat risk</i>	<i>Enter the date by which action to be implemented</i>	<i>Track and report on the progress of actions plan(s), and note any instances of non-compliance, breaches or near misses</i>

1	RoVE - HR	ELT	Difficulty recruiting people	1. Inability to offer permanent employment 2. Uncertainty of the organisations future	1. Not able to fill key roles 2. Need to pay a premium to attract staff 3. Reliance on contractors to fill roles 4. Higher recruitment and ongoing staff cost	LIKELY	MODERATE	HIGH	1. Employ on fixed term contracts 2. Offer flexible hours or other incentives 3. Explore outsourcing opportunities instead of recruiting 4. Business planning and investment out to 2022		Plan in place
2	RoVE- Network of Provision	GM Learning Solutions	Difficulty retaining assessors, providers, subject matter experts, moderators	1. Change in processes and systems becomes too onerous 2. Loss of relationships with Connexis people	1. Delivery of product to market slows 2. Trainee assessment turnaround time increases significantly 3. Unable to access expertise to deliver training programmes	UNLIKELY	MODERATE	LOW	1. Ongoing communication and messaging for all within network of provision 2. Secure provider and contractor contracts out past transition date		RoVE communication within assessor workshops Assessor RoVE webinars being booked Provider contracts being renewed

3	RoVE - Customers	ELT	Reduction in new trainee enrolments	<ol style="list-style-type: none"> 1. Employer uncertainty over changes make them stop training 2. Industry prompted to actively explore their options and choose another provider 3. PTEs/ITP step up active promotion to our customers to secure market share ahead of the change 4. Delay in WDC setup creates doubt that new system can be delivered seamless for industry 	<ol style="list-style-type: none"> 1. Loss of revenue 2. Inability to maintain core service 3. Reduction in trainee numbers seen as evidence of lack of industry support for Connexis 4. Loss of industry support and engagement to obtain WDC status 	POSSIBLE	MODERATE	TOLERABLE	<ol style="list-style-type: none"> 1. Regular customer engagement to reassure employers that change is being managed and that their trainees will be fully supported through any transition 2. Continue to reinforce TEC and Ministerial messaging to provide industry with a commitment to support them through change 3. Key Account model to keep us close to larger customers 4. Explore partnering opportunities with providers 	Support from Connexis Board for continued investment in business operations and capacity
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									5. Continue to show forward focus and investment in industry training to our customers		
4	RoVE - WDC	Board / ELT	Set-up of CIWDC is delayed and unable to take over standard setting in October 2021	1. Delays in the OIC 2. Delays in recruiting the CE, SLT or operational staff	1. The delay impacts on the both the transition on Standard Setting and Arranging Training transition	POSSIBLE	MODERATE	TOLERABLE	1. Continue to advocate for fast movement in the set-up of the CIWDC 2. Provide whatever assistance we are able to provide to enable the timely set-up of the CIWDC		Cooperation with 1st mover TITO group and regular meetings with WDC EU CE and Project Manager

5	RoVE - Te Pukenga	Board / ELT	Connexis unable to provide TEC with endorsed and acceptable Transition Plan	<ol style="list-style-type: none"> 1. The Transition Plan is delayed for any reason; 2. The Connexis Transition Plan is not suitably endorsed by the 4 infrastructure rōpu; 3. Issue relating the role of PTEs and Te Wānanga are not appropriately resolved in the Transition Plan; 4. TEC do not accept all or part of the Transition Plan; 5. Not able to agreed general terms of transfer with Te Pukenga to meet timeframe 	<ol style="list-style-type: none"> 1. The delay in providing an acceptable Transition Plan delays our transition to CIWDC and to Te Pūkenga 2. Connexis team get change fatigue and engagement decreases 	POSSIBLE	MAJOR	HIGH	<ol style="list-style-type: none"> 1. Ensure that we provide appropriate resource and time to the Transition Plan 2. Ensure that we work with and listen to our industries to obtain endorsement from all rōpu 3. Ensure that we engage with PTEs and Te Wānanga appropriately and manage their expectations 4. Continue to engage with TEC and other early mover TITOs so that an acceptable Transition Plan is 	<ol style="list-style-type: none"> 1. Proactively engaging with PTEs on transition 2. Full customer and industry association engagement plan underway 3. Structured process developed for PTE delivery 4. Negotiated flexibility on 30 April Transition Plan date with TEC to allow detail to be added after due date
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									developed 5. Increase direct engagement with Te Pukenga 6. Discuss with Connexis Board on comfort level around level of detail required to allow progression		
6	RoVE - Communications	CE/GM CEG	Staff and customer attrition	RoVE messages from external RoVE project teams not aligned with Connexis messaging	1. Staff become disengaged and leave 2. Our customers hear negative messaging about RoVE	POSSIBLE	MINOR	TOLERABLE	1. Connexis marketing team working alongside RoVE communication teams 2. Continued messaging to team to ask if they hear anything that does not match what is being said by Connexis 3. Proactive		Plan in place

									regular RoVE bulletins to update customers and team		
7	RoVE - Connexis membership	ELT	Unable to deliver windup up IITO	2. Industry representativ es are not supportive of Connexis plans for IITO windup	1. Changes the terms of agreemen t with Te Pukenga 2. Delays the transition and unable to transition in 2021	UNLIKE LY	MAJOR	TOLERAB LE	2. Re- engage industry groups and representati ves		Plan in place
8	RoVE - Operations	ELT	Connexi s does not manage all the operatio nal aspects of transition ing to the success or organisat ions in a timely or complete manner	1. Pre- transition work for our people is inadequate or not timely enough 2. Pre- transition work on operational set-up (technology, financial, legal) is not adequate or timely enough	1. Our people are not suitably cared for during the transition s and are dis- affected, upset or are not offered suitable roles 2. Inadequat e pre- transition work delays	POSSIB LE	MODERA TE	TOLERAB LE	1. Ensure that we plan all pre- transition work appropriatel y 2. Ensure that appropriate resources and time are alloctaed to pre- transition work 3. Consult with our people, other TITOs		1. Staying connected with RoVE project teams 2. Are planning with a focus out to Dec 2022

				<p>the transition s or our ability to operate effectively post-transition</p> <p>3. Timing of transition is pushed out and operational issues arise such as available leases car/office</p>				<p>and other subject matter experts to ensure all transition elements are identified and managed</p> <p>4. Ensure accessibility to current resources for length of transition</p>	
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Section 3: Transition of Apprenticeship Training Activities

Apprenticeship Training Activities going to same provider as Arranging Training

For TITOs that transfer Apprenticeship Training Activities together with Arranging Training to the same provider(s), at the same time and using the same approach, please state this in the text box below. In this case, the remainder of Section 3 does not need to be completed.

All Apprenticeship Training activities will be transitioning to Te Pūkenga at the same time and using the same approach as our Arranging Training activities.

Section 4: Declarations

Please confirm, on behalf of your TITO, that:

Yes	You are satisfied that the proposed providers to receive Arranging Training and Apprenticeship Training Activities meet TEC’s initial approval criteria.
Yes	You agree to immediately inform TEC of any risks or issues that could adversely impact your operations in order to allow us to discuss how these could be managed, prior to transition.
Yes	Where applicable, you agree to factor your transition activities and dates into your annual Investment Planning process and to work with the TEC to provide for a smooth transition of TEC funding.
Yes	All of the information in your TITO Transition Plan is true and correct at the time of submission.
Yes	Your TITO Transition Plan (Second Version) has been signed off by your relevant governance body.

Please provide your details, including your role within your organisation:

Your name:	Kaarin Gaukrodger
Your position/ role:	Chief Executive
Name of TITO:	Infrastructure Industry Training Organisation trading as Connexis