



Te Pūkenga

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29 September 2025

[Redacted]
[Redacted]
By email: [Redacted]

Tēnā koe [Redacted]

Request under the Official Information Act 1982

Thank you for your email of 18 August 2025, requesting the following information from NorthTec | Te Pūkenga – New Zealand Institute of Skills and Technology (NorthTec) – we have numbered your queries for ease of reference:

1. *Details of any projected staff losses at NorthTec, including -*
 - a) *Copies of any internal reports, communications, or consultation documents that outline or support any proposed staff reductions at NorthTec between December 1 2023 until today [August 18]. This should include the number of roles expected to be disestablished or made redundant, the departments or programmes affected and any timelines associated with these changes.*
 - b) *Copies of any internal reports, communications, or consultation documents that outline or support any proposed staff reductions at NorthTec by July 2026. This should include the number of roles expected to be disestablished or made redundant, the departments or programmes affected and any timelines associated with these changes.*
 - c) *Documents, modelling, reports and consultation documents that outline the financial rationale for any proposed staff reductions, including any forecasts or budgetary constraints that have informed the decision.*
 - d) *Documents that show stakeholder engagement, including consultation with staff, unions, iwi/hapū, and local government regarding any proposed changes.*
2. *The total sum of redundancy payouts NorthTec has paid to former staff since December 2023 until August 18, 2025*
3. *The total number of staff NorthTec is expecting to make redundant by July 2026, from August 18, 2025.*
4. *The total number of staff NorthTec has made redundant since December 2024 until August 18, 2025*

On 12 September 2025 we wrote to you advising of an extension to the timeframe for making a decision on your request to 29 September 2025.

This letter provides a formal decision on your request under the Official Information Act 1982 (OIA).

Question One a), b) and c)

Background

Te Pūkenga business divisions began some right-sizing activities in 2024. This work continues through 2025 as part of efforts to ensure a sustainable sector as part of the Government's re-shaping of the vocational education and training system. Te Pūkenga national office and each of our business divisions have been tasked with looking carefully at kaimahi (staff), ākonga (learner) enrolments, kaiako (teacher) to ākonga ratios, programmes and courses offered, administration and operations, properties (including those owned and leased). With this information we are currently, and will continue to, carefully propose specific changes for each area that will help individual divisions to become and/or remain financially viable into the future, where possible.

As at the date of your request one change proposal had been actioned and completed – the Academic Leadership proposed change. Consultation on Academic Programme Consultation was first released (only to potentially impacted kaimahi) in 2024 (November). However, this was subsequently withdrawn. In 2025 a new consultation process began (March), which was revised and extended (July) and then subsequently withdrawn (August). Two further change proposals were under active consultation at the time of your request, and decisions were yet to be made – the NorthTec Auckland International Campus and NorthTec Services change processes.

One of the most important points in relation to the consideration of change proposal material, (including consultation documentation and kaimahi feedback), proposed for release at any point in time, is that the information within the documents is provided in confidence to kaimahi and unions. Kaimahi are encouraged to provide unfettered feedback during these important internal consultation periods and their input is vital. This is particularly pertinent when only a small number of individuals are directly impacted.

We appreciate there is a degree of wider public interest in consultation documents and how kaimahi are impacted. However, there is a stronger need to protect the public interest and privacy of affected kaimahi. It is important for kaimahi to trust the process for proposed organisational change and to be able to provide unencumbered feedback.

It is also important for our leadership teams to have an undisturbed environment for all feedback to be carefully considered, and any deliberations to take place before final decisions are made on changes proposed. The information contained within the documents remains confidential to affected kaimahi during this period.

It is important to note that each change proposal is exactly that – a proposal for change. No decisions are made on change proposals until all feedback from kaimahi is considered. With respect to kaimahi that may be terminated through a change process, this is a last resort and does not occur until all redeployment conversations have occurred.

We appreciate that you are trying to gain an understanding of kaimahi loss since November 2023 and anticipate where further jobs may be disestablished over the course of business division financial viability work. However, as this work is ongoing and will be carried out in consultation with kaimahi, alongside the disestablishment of Te Pūkenga, noting the points above, it will remain important to maintain privacy and confidentiality for our kaimahi who may be impacted by change proposals still in train and those that may occur during the rest of 2025 or 2026. We are not in a position to outline any changes that may or may not occur during the course of 2025.

The decision

Having now had the opportunity to consider the documents identified during our search for information within scope of these questions, the table attached as **Appendix One** lists the documents considered regarding these questions and our decision regarding the release of each. The information released is attached at **Appendix Two**.

For completeness we provide the following summary regarding each change proposal mentioned above:

- **Academic Leadership**
Proposal and Decision Documents are both within scope of question one a), with the decision released in April this year.
- **Academic Programme Provision**
For completeness, as above, we again note the change proposal for Programmes consultation provided to potentially impacted kaimahi only in 2024 that was subsequently withdrawn. However, we do not consider this document in scope as it was superseded by the change proposals put forward in 2025.
Proposal for Change and Extended Consultation Document, both within scope of question one b), however the proposal has now been withdrawn completely, with kaimahi notified on 18 August 2025. We are currently awaiting the outcome of a funding request from the Tertiary Education Commission (TEC). Due to this, and any potential impact on the proposal that may result, (including whether it goes ahead and in what form), we decided to withdraw the current proposal until we have greater certainty around future funding.
- **Auckland International Campus**
Proposal document within scope of question one b). As above, this consultation was active at the time of your request. A formal decision has only just been announced on 19 September; we have considered release of this document at the point in time of your request.
- **Services (Support Kaimahi)**
Consultation Document within scope of question one b). As above, this consultation was active at the time of your request. A formal decision was yet to be announced during the drafting of this response; we have considered release of this document at the point in time of your request.

Certain information from within the documents, or full documents have been withheld under the following sections of the OIA:

- 9(2)(a) *to protect the privacy of natural persons*

- 9(2)(b)(ii) *to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information*
- 9(2)(ba)(ii) *to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest.*
- 9(2)(j) *to enable a Minister of the Crown or any public service agency or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).*

As outlined above, it is important that we protect the confidentiality and privacy of our kaimahi during these unsettling times of change. We consider the balance of current public interest in the information and documents withheld, at this time, is satisfied by them being available to NorthTec kaimahi. Our consideration of the public interest in release of the material withheld does not lead us to believe it outweighs the need to protect the confidentiality and privacy of our kaimahi at this time.

Question One d)

Background

Kaimahi and unions

Email correspondence to kaimahi (either impacted only or all kaimahi) relating to the change proposals is provided in date order as one document (refer **Document 11**). Unions were included in all information provided to their members in 2025 and were provided additional information upon request.

Iwi

The NorthTec leadership team provided verbal updates to Te Kahu o Taonui on an ongoing basis around the future direction for NorthTec. Te Kahu o Taonui is a collective of twelve Iwi in Te Tai Tokerau, representing various Northland Iwi including: Ngāti Kuri, Te Aupōuri, Te Rarawa, Ngai Takoto, Ngāti Kahu, Kahukuraariki, Whaingaroa, Ngāti Wai, Te Roroa, Ngāti Whātua, Ngāpuhi, and Ngāti Hine.

NorthTec engaged in four key hui (25 January, 11 March, 15 April and 22 May) with all twelve Iwi Chairs across Te Tai Tokerau via Te Kahu O Taonui. We provided high-level updates on the Impact of the RIV programme as well as the ongoing disestablishment of Te Pūkenga. We have endeavoured to ensure we continue to seek advice from the Iwi collective throughout 2025 as changes and impacts occur. A presentation was given at the initial January hui, which formed the basis for subsequent updates (refer **Document 12**).

Industry and local government

While formal consultation on the closure of programmes was not required, we engaged with industry sectors and the community during the consultation period of the Academic Programme Provision

proposal for change, due to the potential wider community impact as well as general support changes proposed (Refer **Documents 8, 9 and 10**).

The decision

Within the same table at **Appendix One** is listed information within scope of this question and our decision on release. The information released is attached as part of **Appendix Two**.

Question Two

The total sum of redundancy payouts NorthTec has paid to former staff since December 2023 until August 18, 2025

The decision

The total sum of redundancy payments administered by NorthTec during this period was \$266,101.81. This total includes payments as a result of both NorthTec-initiated and previous Te Pūkenga national office-initiated consultation processes during this time.

Question Three

The total number of staff NorthTec is expecting to make redundant by July 2026, from August 18, 2025.

The decision

Any future redundancies cannot be determined until we have completed consultation within kaimahi, considered all feedback, provided decisions to kaimahi and undertaken redeployment conversations.

It is not appropriate to speculate on how many kaimahi may be made redundant between 18 August and July 2026 and therefore we must refuse this question with reliance on section 18(e) of the OIA as the information does not yet exist.

Question Four

The total number of staff NorthTec has made redundant since December 2024 until August 18, 2025

The decision

Less than four kaimahi were made redundant during this period as a result of NorthTec consultation processes. We have withheld the exact number with reliance on section 9(2)(a) of the OIA, to protect the privacy of natural persons.

With regard to the information that has been withheld from our response to your request under section 9 of the OIA, we do not consider the need to withhold this information is outweighed by the public interest in its release at this time.

You have the right to make a complaint to the Ombudsman under section 28(3) of the OIA if you are not happy with this response. Information about how to do this is available at www.ombudsman.parliament.nz or by calling 0800 802 602.

We may publish our OIA responses and the information contained in our reply to you on our website. Before publishing we will remove any personal or identifiable information.

Ngā mihi

A handwritten signature in black ink, appearing to read 'Gus Gilmore', with a large circular flourish above the name.

Gus Gilmore

Tumuaki | Chief Executive

Appendix One

Doc #	Information within scope of question	Decision on release
	<u>Questions One a) and One c)</u>	
1	NorthTec Viability Report November 2024	Refused under section 18(d). The report is already publicly available through our website, at: www.tepūkenga.ac.nz/media
2	Academic Leadership Proposal February/March 2025	Released in full.
3	Academic Leadership Decision Document April 2025	Released with certain information withheld under section 9(2)(a). Appendices not included.
	<u>Question One b)</u>	
4	Academic Programme Provision 2025 Proposal for Change February/March 2025 [Refer to Document 5 below]	Withheld in full under sections 9(2)(b)(ii) and 9(2)(ba)(ii). Proposals have been withdrawn, as we await the outcome of a funding request from TEC. Due to this, and any potential impact that may result, we must withhold Documents 4 and 5 at this time.
5	Academic Programme Provision 2025 Extended Consultation Document July 2025 [Revised from Document 4, extending consultation with different proposed outcomes based on feedback received during initial feedback period. Subsequently withdrawn]	Withheld in full under sections 9(2)(b)(ii), 9(2)(ba)(ii) and 9(2)(j). Refer to Document 4 above.
6	Auckland International Campus Proposal July 2025	Withheld in full under sections 9(2)(b)(ii), 9(2)(ba)(ii) and 9(2)(j). Consultation was active at the date of request.
7	Services Consultation Document July 2025	Withheld in full under sections 9(2)(b)(ii), 9(2)(ba)(ii) and 9(2)(j). Consultation was active at the date of request.

	Question One d)	
8	<p>Stakeholder table - Academic Programmes changes (2024)</p> <p>Please note this table is not exhaustive. Stakeholder engagement is ongoing and may take place outside of a formal plan.</p>	<p>Released with certain information withheld under section 9(2)(a).</p> <p>NB: We have not withheld your name from this document.</p>
9	<p>NorthTec Stakeholder Engagement: January – April 2025</p> <p>Provides a more detailed list of parts of Document 8, providing an expansion of industry and iwi stakeholders we informed or engaged with between January and April 2025.</p>	Released in full.
10	<p>Stakeholder table - Support changes (2025)</p> <p>Please note this table is not exhaustive. Stakeholder engagement is ongoing and may take place outside of a formal plan.</p>	<p>Released with certain information withheld under section 9(2)(a).</p> <p>NB: We have not withheld your name from this document, and note this OIA request is referenced for completeness.</p>
11	<p>Internal comms – Email correspondence with kaimahi (2024, 2025).</p> <p>Includes communications related to change consultations and decisions as at the date of request.</p>	Released with certain information withheld under section 9(2)(a).
12	<p>Powerpoint presented to Te Kahu o Taonui (2024)</p> <p>Te Pūkenga Update Jan 2025 Tai Tokerau Wānanga NorthTec</p> <p>Presentation to Te Kahu o Taonui</p>	Released in full.



NorthTec Academic Leadership Proposal

February/March 2025

STRICTLY CONFIDENTIAL TO KAIMAHI (STAFF) OF NORTHTEC

RELEASED UNDER THE
OFFICIAL INFORMATION ACT 1982



Ngā ihirangi | Contents

Ngā ihirangi Contents	2
Overview	3
Background and Purpose of this Document	3
Rationale for change – Pathway Managers	4
Obligations to the Charter and Te Tiriti	5
Our values/principles for change	5
Benefits of the change	6
Proposal(s) and rationale	6
Proposed impact to roles	8
Current Structure	8
Table 1: Proposed Impact Table.....	9
Proposed Structure	14
What happens next?	15
Providing Feedback.....	15
Consultation Process.....	15
Timeline	16
What happens should the proposal proceed?	17
Reduction in roles – Proposed Process.....	17
Impact to Individual Roles Should the Proposal Proceed.	17
Recruitment and Selection Processes for roles	17
Proposed Selection Criteria for reduction in roles	17
Voluntary redundancy.....	18
Where do I get support?.....	18
Appendices.....	20
Glossary.....	20
NorthTec Strategic Context	21

Overview

Background and Purpose of this Document

It is important to acknowledge that in November 2025, we initiated a consultation process regarding a series of change proposals. However, as communicated in the NorthTec Kaimahi Update email on November 28, 2024, we first paused and subsequently withdrew these proposals entirely after recognizing that the initial timeframe was constrained, and that further review of the proposal documents was necessary.

Since the previous change proposals were withdrawn, as an Executive Leadership team we have met and developed NorthTec's strategic objectives. We have included these in the appendices, and they form part of the rationale and background for the change proposal we are presenting today. In addition, we have taken the time to review the reports from the consultants including the data, seek clarification where needed, and line this up with the goals and strategic direction for NorthTec. We are now able to commence with this new change consultation.

We now know as of December 2024, that the Government has confirmed that it is their intention to disestablish Te Pūkenga. The Government have indicated that some Institutes within the ITP's will be stand-alone from January 2026 and that others will form part of a federated model. Whilst more detail is still required including who will be stand alone and who will be part of a federation, NorthTec needs to do whatever it can to ensure that we are looking at our financial viability. This will not be easy but financial viability for our ITPs is critical to supporting the Government's plans for the future of the sector.

The sector has experienced financial challenges for some time. Concerns were raised with Te Pūkenga by the TEC in June 2024 regarding the viability of the ITP business divisions within Te Pūkenga and were required to seek specialist assistance under section 332 of the Education and Training Act 2020. Consultants have been reviewing the finances of the ITP divisions and exploring opportunities for sustainable viability with the goal of establishing regionally autonomous ITPs where possible. This work has helped shape the rationale for some of the changes outlined within this document which highlights concerns around the need for change to ensure that we are financially viable. More detail is outlined below as we go through the individual rationale for change.

NorthTec has not been immune to those financial challenges and in the past, we have reviewed our programmes with respect to their ongoing contribution to the viability and sustainability. The annual review included an examination of programmes that are currently not viable or may not be in the future and based on where we see enrolments and trends. Over the past few years whilst we have been looking to set up the organisational structures under Te Pūkenga, this work has not been done and with the current Government's decision to no longer have a centralised vocational education and training organisation, we are able to review the structures we need at NorthTec for the future and consult with our kaimahi.

In addition to financial challenges, we are very aware that we have had an ongoing decline in ākonga numbers both domestically and internationally and during this time we have not looked at either our programmes or our support functions to ensure they are fit for purpose. Other compounding impacts included COVID, its impact to the economic environment, making the cost-of-living crisis acutely felt in Northland. Also, the impact to incoming international students means that we still have not returned to pre-COVID enrolment levels in international.

Additionally, changes to the unified fee structure meant that learners were now facing a higher cost rendering programmes that were previously subsidised more expensive.

Enrolments of new EFTS (Equivalent Full-Time Students) in NorthTec programmes have decreased from 2891 in 2018, to 1735 in 2024 leading to consistent annual operating losses. The projected financial loss for 2024 is approximately \$7.4 million.

This change proposal process is phase one. We believe looking at our leadership team that sits under the Director - Ākonga Success is the best place to start. We need to set this team up with a focus for success to meet our strategic objectives. Please note there are a few positions that are out of scope for this phase within the leadership team.

As we have communicated to you recently, we are concurrently undertaking a robust programme review and will consult on proposals with regards to the identified programmes where we believe there are insufficient EFTS and therefore possible impact to staffing in 2025.

We are also intending to review our support functions and how best they can enable the rest of the organisation. We are also likely to be reviewing our property footprint. Our commitment to you is that we will have an open and transparent line of communication around these proposals and will ensure that we fulfil all our consultation obligations.

Period of Ongoing Change

We acknowledge that Te Pūkenga has undergone a range of changes and formal consultation processes in recent years due to the creation and then reversal of Creating our Futures. We also appreciate that a time of uncertainty continues while we wait for clarity on what the disestablishment of Te Pūkenga will mean for each Division.

While the future is uncertain, we believe the changes proposed as part of this consultation will support the viability of our Business Division and the network overall and will also support our Division to respond to future changes as they arise.

Rationale for change – Pathway Managers¹

NorthTec has had an extended period of interim leadership arrangements in place within our Ākonga Success team. This interim structure was a necessity whilst we were looking to setup the Ako Delivery Structure under Creating our Futures for Te Pūkenga. As we have now been given the directive that it is no longer the Government's intention to have a centralised vocational education and training organisation, Te Pūkenga has been taking steps to undo a number of structures that were set up under Creating our Futures and also commence returning a lot of the delegations and decision making to the regions/business divisions.

This has allowed NorthTec to review the senior Academic Leadership roles that sit under the Director – Ākonga Success. We want to present a proposal today whereby the Pathway Manager structure is proposed to be designed to:

- Be focused and aligned to the Strategic Objectives for NorthTec (see appendix).
- Be lean and nimble and able to make decisions quickly.
- Have a revised combination of programmes and portfolios that create collaboration between teams.

¹ Where we reference Pathway Managers this covers Curriculum Leads who we deem to hold the same responsibilities as a Pathway Manager and form part of the change process.

Within this change proposal, we are not consulting on all roles that sit within the Ākonga Success team, but we are taking an opportunity to review the Pathway Manager structure as phase one. Please note as mentioned in the foot note, any reference to Pathway Managers also includes and covers the Curriculum Leads who form part of this process.

With the proposed goals of this change in mind, we have reviewed the Pathway Manager positions, taken the opportunity to consider the design of our current portfolio allocation under each Pathway Manager. This has enabled us to consider and propose options for grouping programmes so that we can streamline the number of Pathways Managers within the organisation. We welcome your feedback on both the proposed structure, but also the groupings.

Obligations to the Charter and Te Tiriti

Te Pūkenga is committed to ensuring its governance, management and operations give effect to Te Tiriti o Waitangi.

Te Pūkenga remains committed to its charter obligations as outlined in Schedule 13 of the Education and Training Act 2020. In relation to proposed organizational changes, this includes 3(b) to:

“operate in a manner that ensures its regional representatives are empowered to make decisions about delivery and operations that are informed by local relationships and to make decisions that meet the needs of their communities.”

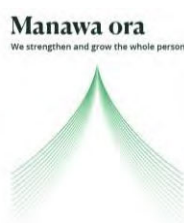
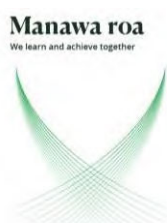
Through its national and local relationships, NorthTec will continue to engage with and remain informed by local communities, iwi and industry on an ongoing basis. Te Pūkenga is not required to consult with communities on specific organisational change proposals, but NorthTec will continue to demonstrate that we have continued to engage sufficiently with local communities so that we are empowered to make informed decisions.

Our values/principles for change

Our Te Pūkenga values guide all that we do at Northtec. We have endeavoured to reflect these within this change proposal.

Ō tatou Uara | Our values

Together we are led by Te Pūkenga values to define how we work together.



We endeavour to reflect these values in how we design and consult on the future of NorthTec, and we will continue to have our values guide us in our recruitment, selection, and transition process.

- Manawa nui describes the behaviour of a person or group that embodies manaakitanga (kindness), humility, patience, respect, tolerance, and compassion.

- Manawa roa describes the behaviour of a person or group that embodies staying power, resilience, fortitude, grit and doing what needs to be done to achieve the collective goal.
- Manawa ora describes the behaviour of a person or group that embodies the act of breathing life into all aspects of another life form.

Our values, along with our commitment to Te Tiriti o Waitangi and equity, are fundamental to our identity (tuakiri) as Te Pūkenga. These principles form the foundation of everything we do.

The following principles will be applied during our change process:

- Uncertainty for kaimahi is minimised by open and transparent communication processes
- We will work closely with our union partners and our kaimahi
- We will honour our commitments to individual and collective employment agreements
- Redeployment of impacted kaimahi is prioritised, redundancy is a last resort
- Kaimahi have access to a paid confidential assistance programme/s and services throughout the change process
- Alongside our values, our commitment to Te Tiriti o Waitangi and equity are fundamental to our tuakiri (identity) as Te Pūkenga.
- No decisions will be made until we have taken the time to review all feedback, and that feedback will be given serious and thoughtful consideration.

Benefits of the change

NorthTec's priority is to continue meeting the needs of our learners, industry, and other partners across our regions. We don't doubt that our kaimahi share this priority, driven by their passion and commitment to supporting our region, however, this should not have an adverse impact on our sustainability as an institution.

We feel the proposal to change the leadership structure within the Ākonga Success team will help achieve this by:

- Right-sizing the leadership structure to deliver a reduced and fiscally viable portfolio of programmes.
- Provide for cost savings by being able to combine programmes under a condensed structure of portfolios and add to our financial sustainability.
- Providing stability and standardisation to leadership structures that currently include multiple acting and split roles and a range of component duties, including full, partial or no teaching responsibilities.
- Promoting collaboration between teams through a combining portfolios and leadership.
- Removing barriers to efficient decision making that comes from being a smaller and nimble structure.

What does this mean for me – Scope of the proposal?

Proposal(s) and rationale

Enrolments of new EFTS (Equivalent Full-Time Students) in NorthTec programmes have decreased from 2891 in 2018, to 1735 in 2024 leading to consistent annual operating losses. The projected financial loss for 2024 is approximately \$7.4 million. As such this and the rationale outlined above has led us to review the roles and portfolios within the Ākonga Success Team.

Proposed Changes

Although student numbers have steadily decreased, we have not rationalised the Pathway Managers and their associated portfolios of programmes during this time. This means that the academic structure at NorthTec is now disproportionate to the way that our portfolios of programmes are currently aligned.

Year	EFTS	Pathway Manager (Head Count)
2024	1735	10
2023	1726	10
2022	1981	9
2021	2420	8
2020	2314	8

The proposal outlined in the following pages illustrates a reduced and fiscally viable portfolio of programmes to reflect this decrease in student numbers.

The proposal is to:

- Establish leadership roles across five new portfolios of programme areas.
- Reduce the number of Pathway managers from 10 to 5 to combine programmes under a condensed structure of portfolios and add to our financial sustainability.
- Ring fence these roles which we outline below in the recruitment processes and impact table.
- Have five Managers who would replace the current mix of permanent, acting, and split positions.
- For kaimahi that have been acting in Academic Leadership roles, we propose to include them in the closed ringfenced process for the remaining proposed Manager roles.
- Should the proposal proceed in its current form; should kaimahi in these acting roles be unsuccessful in being appointed to one of the remaining Manager roles, they would return to their substantive positions.
- Exclude the review of the two International Managers within this current change process, deeming them out of scope of this phase.

These proposed newly created positions would have a key responsibility for monitoring revenue and expenditure, taking corrective actions as needed to achieve agreed financial outcomes. The current mix of positions is a result of a necessity to backfill roles and stabilise academic delivery for NorthTec whilst we were looking to setup the Ako Delivery Structure under Creating our Futures for Te Pūkenga.

For details on the proposed impact of these changes by Pathway, please refer to the impacts table.

Proposed impact to roles

Current Structure



Table 1: Proposed Impact Table

Role	Proposed Impact	Description	Rationale and what happens to the work the role is doing.
Pathway Manager - Architecture, Civil & Electrical Engineering	Significant	<p>Role disestablished</p> <p>Current incumbent is considered to be part of a ring-fenced closed selection pool of those significantly impacted by this change.</p>	<p>Proposal is to reduce the number of Pathway Manager roles to right-size the leadership structure to reflect the reduction in student EFTS.</p> <p>It is proposed that the portfolios of Architecture, Civil & Electrical Engineering will fall under the Manager that also has Engineering & Commercial Road Transport. It is proposed this portfolio becomes "Engineering".</p> <p>The work that this role did within the programmes would move to be absorbed into the new roles with the new portfolios.</p>
Pathway Manager - Engineering & Commercial Road Transport	Significant	<p>Role disestablished</p> <p>Current incumbent is considered to be part of a ringfenced closed selection pool of those significantly impacted by this change.</p>	<p>Proposal is to reduce the number of Pathway Manager roles to right-size the leadership structure to reflect the reduction in student EFTS.</p> <p>It is proposed that the portfolios of Engineering & Commercial Road Transport fall under the Manager that also has Architecture, Civil & Electrical Engineering. It is proposed this portfolio becomes "Engineering".</p> <p>The work that this role did within the programmes would move to be absorbed into the new roles with the new portfolios.</p>
Pathway Manager - Service Industries	Significant	<p>Role disestablished</p> <p>Current incumbent is considered to be part of a closed ringfenced selection pool of those significantly impacted by this change.</p>	<p>Proposal is to reduce the number of Pathway Manager roles to right-size the leadership structure to reflect the reduction in student EFTS.</p> <p>It is proposed that the portfolios of Services Industries fall under the Manager that also has Toitu Te Reo and Creative. It is proposed this portfolio becomes "Creative and Service Industries".</p>

			<p>The work that this role did within the programmes would move to be absorbed into the new roles with the new portfolios.</p>
Pathway Manager - Toitu Te Reo	Significant	<p>Role disestablished</p> <p>Current incumbent is considered to be part of a closed ringfenced selection pool of those significantly impacted by this change.</p>	<p>Proposal is to reduce the number of Pathway Manager roles to right-size the leadership structure to reflect the reduction in student EFTS.</p> <p>It is proposed that the portfolios of Toitu Te Reo fall under the Manager that also has Services Industries and Creative. It is proposed this portfolio becomes "Creative and Service Industries".</p> <p>The work that this role did within the programmes would move to be absorbed into the new roles with the new portfolios.</p>
Pathway Manager - Primary Industries / Environmental (Acting)	Significant	<p>Role disestablished</p> <p>Incumbent's secondment into 'Acting' role to end</p> <p>Current incumbent is considered to be part of a closed ringfenced selection pool of those significantly impacted by this change.</p> <p>Should the incumbent be unsuccessful for the role they would as outlined return to their substantive position</p>	<p>Proposal is to reduce the number of Pathway Manager roles to right-size the leadership structure to reflect the reduction in student EFTS.</p> <p>This is proposed that the portfolios of Primary Industries and Environmental fall under the Manager that also has Construction, Painting and Plumbing. It is proposed this portfolio becomes "Construction and Habitat".</p> <p>The work that this role did within the programmes would move to be absorbed into the new roles with the new portfolios.</p>

Pathway Manager – Creative (Acting)	Significant	<p>Role disestablished</p> <p>Incumbent secondment into 'Acting' role to end</p> <p>Current incumbent is considered to be part of a closed ringfenced selection pool of those significantly impacted by this change.</p> <p>Should the incumbent be unsuccessful for the role they would as outlined return to their substantive position</p>	<p>Proposal is to reduce the number of Pathway Manager roles to right-size the leadership structure to reflect the reduction in student EFTS.</p> <p>This is proposed that the portfolios of Creative fall under the Manager that also has Services Industries and Toitu Te Reo. It is proposed this portfolio becomes "Creative and Service Industries".</p> <p>The work that this role did within the programmes would move to be absorbed into the new roles with the new portfolios.</p>
Curriculum Lead- Construction and Painting (Acting)	Significant	<p>Role disestablished</p> <p>Incumbent secondment into 'Acting' role to end</p> <p>Current incumbent is considered to be part of a closed ringfenced selection pool of those significantly impacted by this change.</p> <p>Should the incumbent be unsuccessful for the role they would as outlined return to their substantive position</p>	<p>Proposal is to reduce the number of Pathway Manager roles to right-size the leadership structure to reflect the reduction in student EFTS.</p> <p>This is proposed that the portfolios of Construction and Painting fall under the Manager that also has Primary Industries, Environmental, Construction and Plumbing. It is proposed this portfolio becomes "Construction and Habitat".</p> <p>The work that this role did within the programmes would move to be absorbed into the new roles with the new portfolios.</p>

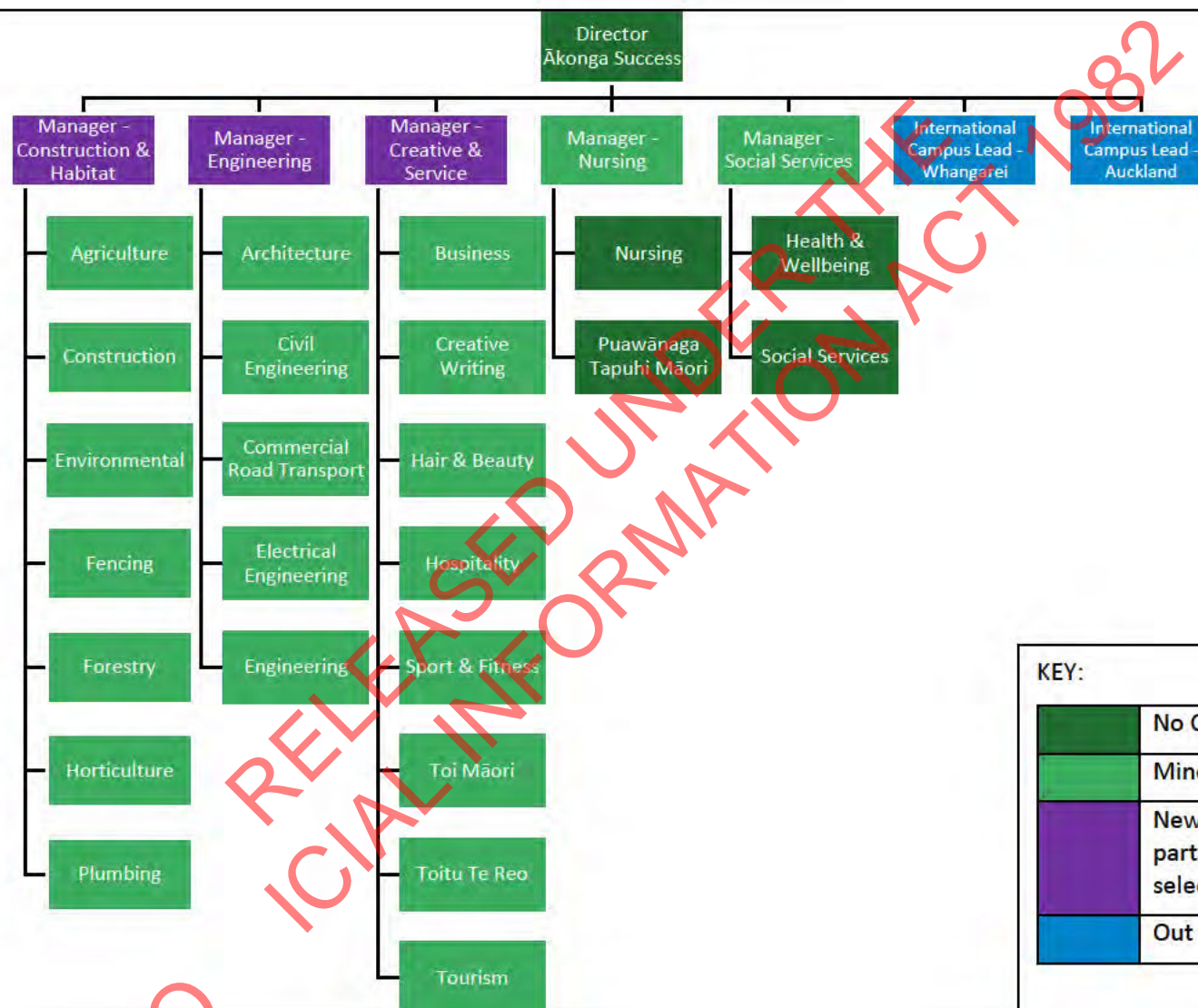
Curriculum Lead - Construction and Plumbing (Acting)	Significant	<p>Role disestablished</p> <p>Incumbent secondment into 'Acting' role to end.</p> <p>Current incumbent is considered to be part of a closed ringfenced selection pool of those significantly impacted by this change.</p> <p>Should the incumbent be unsuccessful for the role they would as outlined return to their substantive position</p>	<p>Proposal is to reduce the number of Pathway Manager roles to right-size the leadership structure to reflect the reduction in student EFTS.</p> <p>This is proposed that the portfolios of Construct on and Plumbing fall under the Manager that also has Primary Industries, Environmental, Construction and Painting. It is proposed this portfolio becomes "Construction and Habitat".</p> <p>The work that this role did within the programmes would move to be absorbed into the new roles with the new portfolios.</p>
Pathway Manager - Nursing	Minor	Title Change - Role realigned to Manager – Health	No Change
Pathway Manager - Social Services (Acting)	Minor	<p>Title Change - Role realigned to Manager – Social Services</p> <p>As this is an Acting role, we propose to invite the current incumbent to be part of the ringfenced closed selection process. This is due to the strict requirements of this role and the fact that the portfolios remain for this role with only a title change.</p>	<p>No change in portfolio.</p> <p>On top of the proposed selection process outlined below for these, this role would require registration to the Social Work Board.</p>

		Should the incumbent choose not to be party to the process, they would as outlined return to their substantive position	
Academic Kaimahi (excluding Nursing & Social Services programmes)	Minor	Change in reporting line	Change in reporting line required align to new programme portfolios and Managers.



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Proposed Structure



KEY:

	No Change
	Minor Change
	New Role (role title change and party to ringfenced closed selection process)
	Out of Scope

What happens next?

Providing Feedback

We are committed to seeking your whakaaro (feedback) and taking this into account before making its final decision about whether to proceed with the proposal.

All whakaaro (feedback) must be in writing and will be considered before any final decisions are made. Feedback can be emailed to changefeedback@northtec.ac.nz. Submissions close on 27 March 2025. You can provide feedback on:

- The proposal in its entirety, including the specific proposals.
- The impact of the proposal on you personally, including any circumstances you wish us to consider.
- The proposed selection process.
- Any alternatives to the proposed changes you would like us to consider.

We will theme the feedback that is provided to us and share a summary of this in the decision document. We will not share feedback which is identifiable or specific to a particular individual.

You are entitled to seek independent support and advice throughout any part of this change process. We encourage union members to reach out to their union delegate.

We are happy to meet with you individually should you have any pātai (questions). If you require further relevant information to provide meaningful feedback please send specific requests to changefeedback@northtec.ac.nz. This inbox is monitored by our NorthTec HR team, who will provide information to the NorthTec Senior Leadership team for their review.

If you have questions about your terms and conditions of employment, please email hr@northtec.ac.nz.

Consultation Process

The following steps set out at a high level, the process we propose to follow. Should we need to adapt the process or extend the timeframes, we will communicate this with you. We also acknowledge different employment agreements will apply to individual kaimahi, and while the terminology may vary across agreements, the consultation process is designed to address all situations, and we are committed to ensuring your employment agreement is adhered to.

- **Step 1:** Meetings with kaimahi who are proposed impacted by the change are held to discuss the proposed changes, timelines and the proposed impacts on positions.
- **Step 2:** All impacted kaimahi are provided with the change proposal and a letter.
- **Step 3:** Academic leaders within the Ākonga Success Team who are out of scope invited to provide feedback.
- **Step 4:** Throughout consultation your manager will check in with you to see if you have questions around the proposal. Kaimahi can also engage with their local People, Culture and Wellbeing team, union representatives and employee assistance provider through this period.
- **Step 5:** Feedback is provided and consultation closes
- **Step 6:** All submissions and feedback are thoroughly reviewed and considered. As a result of this, decisions are made whether to proceed with some or all the proposed changes, and whether any aspects of the structural proposal and/or process need to be changed as an outcome of the feedback received.

Where there are significant changes to the proposal because of the feedback received, we will carefully assess whether further consultation may be required.

If the decision is made to proceed with this proposal, either in its current form or with some alterations:

- **Step 7:** Individual and/or group meetings will be held with impacted kaimahi to advise the final decision, any impact on positions and to provide the final decision document and a letter.
- **Step 8:** If necessary other kaimahi who may be in scope but not impacted by the change will be advised of the outcome of consultation.
- **Step 9:** Recruitment and selection commence.
- **Step 10:** Where roles are confirmed disestablished, redeployment conversations begin. A voluntary redundancy process may be actioned.

Timeline

The following sets out a high-level timeline of the change process. The timeline following the closure of consultation is tentative at this point as these steps will depend on the decisions that are made following the review of feedback we receive and what we learn through this process.

Confirmed dates will be set out in the decision document.

Our timeline includes a four-week consultation period to ensure we provide kaimahi with enough time to review the information, ask any pātai (questions), and share their whakaaro.

Milestone	Date
Group/individual meetings with impacted kaimahi	26 – 27 February 2025
Other academic leaders within Ākonga Success Team informed who may not be impacted	From 28 February 2025
All kaimahi will be informed via comms that consultation is open but not invited to provide feedback.	3 March 2025
Consultation commences and feedback opens	3 March 2025
Road Shows across region	During consultation window
Consultation closes	31 March 2025 @ 12noon
SLT feedback review period concludes	7 April 2025
Decisions communicated to affected kaimahi (1:1)	15 April 2025 (pre-3pm)
Decisions communicated to all kaimahi	15 April 2025 (End of Day)
Selection commences for the reduction in roles.	28 April 2025

What happens should the proposal proceed?

Reduction in roles – Proposed Process

Where there is a reduction in roles, these will be ringfenced and impacted kaimahi will be assessed by a panel against selection criteria to determine the best fit for the reduced number of positions. The selection criteria will be based on the requirements of the position description and include the table below. Kaimahi will not need to express an interest under the selection process.

This will be a closed process and only kaimahi who are in impacted roles identified for the selection process will be included (these are the roles note above in the current structure as “Disestablished”). This will be clearly outlined in your Decision letter should the change proceed.

In this process, it is proposed that:

- Impacted kaimahi will complete a selection form.
- A panel will complete the selection form (members will be no more than four including at minimum the manager and people and culture representative).
- Each kaimahi’s completed selection form will be reviewed against the competency criteria set for this process.
- A meet and greet informal interview may be required to review the selection sheet with behavioural based questions based off the selection criteria proposed below.

Kaimahi will have an opportunity to review the selection forms if requested.

For any staff who select not to submit a selection sheet, the panel will still complete the assessment for their part of the process and a informal meet and greet interview will occur.

The selection process will take around 2 weeks and the complete process is expected to take no more than 4 weeks from receiving the forms to providing feedback.

Impact to Individual Roles Should the Proposal Proceed.

Following the reduction in roles process (ring-fenced closed process) outlined above, individuals will be provided with a letter confirming the outcome. This would be either

- Confirmation of appointment into one of the new role;
- For permanent kaimahi, confirmation of being unsuccessful. Please note, if you are unsuccessful, we would work with you on other redeployment opportunities.
- For those kaimahi unsuccessful and in an Acting role, you would return to your substantive role.

If you are successful in being appointed to one of the new roles, you will commence from the date agreed at the time of offer.

Recruitment and Selection Processes for roles

Proposed Selection Criteria for reduction in roles

The below is the proposed selection criteria which we are looking to apply through the selection for the new roles.

Description	Selection criteria
Experience and Qualifications	Relevant qualifications required for the position (and/or where relevant, the equivalent body of knowledge gained through experience) This includes current registration with relevant Professional Bodies where required.

Experience and Qualifications Technical skills	Currency, relevance, and extent of industry, professional or community-related experience in relevant field/s
	Demonstrated leadership experience in one or more of the programme areas within the assigned portfolio area.
	Demonstrated financial acumen
	Evidence of specific technical skills/knowledge of position
Business Development	Demonstrated business development capability. Industry network development and ability to identify and grow new revenue streams.
Te Tiriti o Waitangi and Equity Performance	Experience in supporting / advocating / leading approaches that promote equity and prioritise the needs of our priority groups
	Experienced performing across a broad range of deliverables within position scope – this may include ākonga feedback
	Experience, understanding / supporting / advocating / leading the inclusion of Te Tiriti o Waitangi practices in a workplace setting
Performance	Past performance consistently meets or exceeds expectations
	Examples of recent performance deliverables

Voluntary redundancy

In situations where a role is confirmed disestablished following consultation, we may present a voluntary redundancy option ahead of the selection process set out above. In this situation, we will ensure we meet our legal and employment agreement (including Collective Employment Agreement) requirements.

Where do I get support?

We acknowledge that change can be disruptive and unsettling for people. We encourage you to speak to your leader, your support network, your union representative or your People, Culture and Wellbeing team and to support each other through this consultation process.

Please remember you can access Employee Assistance Service support through your business division's provider. You can also access the national office provider Vitae by visiting their website: <http://www.vitae.co.nz> or by phone: 0508 664 981. Please remember you can access NorthTec's Employee Assistance Program provider, EAP, either directly via their website www.eapservices.co.nz/booking or by phone on 0800 327 669.

As a reminder, we encourage you to seek independent advice regarding this proposal and you are entitled to have a representative or support person present at any meeting.

Please note that we fully respect you sharing your situation with whānau or trusted colleagues. It is important to please give consideration of others when you do this. Be mindful of the different impacts

and situations, and if your kōrero needs to highlight concerns, please be constructive to not unnecessarily cause further anxiety.

In addition, if you consider that the support options are not suitable for you, please speak with your local People, Culture and Wellbeing team. We are open to looking at how we meet individual needs in this large, organisational process.

If you have questions about this proposal, please discuss these with your people leader or people and culture representative.

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Appendices.

Details listed below are for reference only and do not form part of the change proposal. We are not requesting feedback on the contents listed in the appendix.

Glossary

Term	Definition
Affected kaimahi	Kaimahi are considered affected when a proposal is made to disestablish a position. This does not automatically mean someone's employment ends through redundancy. Our priority is to place affected kaimahi into the new positions in the structure through redeployment.
Application	An application process is where you can signal your interest in a position (or a number of positions) and outline your skills and experience.
Comparable	Positions are identified as comparable if the required skills, qualifications, and experience are comparable to the current positions of significantly affected kaimahi. This may result in either direct appointment to a position or selection process in many to few situations.
Contestable	A competitive recruitment process (open to more than one applicant).
Disestablished position	If a position is disestablished, this means that it will not exist in the new structure. A position may be proposed to be disestablished because we no longer need it, the responsibilities of the role are distributed differently between new roles in the structure, or because the work of the position has changed so significantly the position is no longer the same position.
Business Divisions	The former Institutes of Technology and Polytechnics (ITPs) and Industry Training Organisations (ITOs) that are part of Te Pūkenga.
ITP	The 16 Institutes of Technology and Polytechnics are referred to as Business Divisions.
Reconfirmed	Where there is no change to a position or a minor change (title change, group change, reporting line change, minor changes to a job title or position description), kaimahi will be reconfirmed into their position. This is also sometimes called 'mapped in' or 'lifted and shifted' to the new structure.
Recruitment process	The process used to appoint suitable candidates to a position. This usually includes advertising, shortlisting, interview, reference check and offer.
Redeployment	Redeployment is a term used to describe the process of identifying suitable alternative positions for the appointment of affected kaimahi.
Reporting line	The relationship between a worker and their direct supervisor.
RIV	Regional ITP Vocational Programme. TEC wrote to Te Pūkenga in June 2024 regarding the viability of the ITP business divisions within Te Pūkenga. Te Pūkenga were required to seek specialist assistance under section 332 of the Education and Training Act 2020. These consultants reviewed the financial information for the ITP Business Divisions.

Ring-fenced/Many too few/Reduction in roles.	A closed process for positions where incumbents of same or similar roles are the affected kaimahi. A selection process is involved in this case as opposed to a full recruitment process.
Pathway Manager/Curriculum Leads	These are senior Academic Leadership roles part of the Ākonga Success Team and have responsibilities over teaching portfolios/programmes and teaching kaimahi. For the change pack process, this also includes Curriculum Leads who we deem to hold the same responsibilities as a Pathway Manager
Surplus staffing	A situation where, following a consultation process, Te Pūkenga has identified a need to reduce the number of kaimahi, or where kaimahi can no longer be employed in their current position or grade
Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework	Te Tiriti o Waitangi Excellence Framework, developed by Te Pūkenga, is a self-reflective tool to monitor and assess how well the Network is tracking towards Te Tiriti o Waitangi excellence and achievement of their objectives of demonstrable Te Tiriti o Waitangi partnerships and inclusivity and equity for Māori.
Voluntary redundancy	The ability to ask for voluntary redundancy is provided for in some employment agreements in certain circumstances. It enables affected kaimahi to indicate a preference to take voluntary redundancy in a surplus staffing situation and when they have been confirmed as having their positions disestablished.

NorthTec Strategic Context

NorthTec is part of the Te Pūkenga network. Te Pūkenga intends to stand up individual business divisions that are financially viable by 2026. This approach aims to create a unified yet flexible vocational education system that meets the needs of learners, employers, and communities while ensuring long-term financial sustainability. Te Pūkenga's model involves creating business divisions that operate as semi-autonomous entities within the larger organization. These divisions are designed to:

- **Reflect Regional Needs:** Each division, such as NorthTec, will focus on addressing the specific educational, economic, and cultural needs of its region.
- **Enhance Responsiveness:** By operating as individual business units, divisions can respond more quickly to local industry demands, learner needs, and community aspirations.
- **Maintain Identity:** Former ITPs (Institutes of Technology and Polytechnics) retain their regional identity and brand recognition, which is important for community trust and engagement.

NorthTec will face unique and significant challenges on its path to achieving financial sustainability, given the region's distinct economic, geographic, and demographic characteristics.

However, the NorthTec leadership team is committed to addressing these challenges through collaboration and partnership. By working closely with Northland communities, iwi leaders, local government, businesses, and industry players and other key stakeholders, NorthTec will harness the collective strength of the Northland community to secure a sustainable future.

Together, we will ensure that NorthTec continues to deliver high-quality vocational education and training, driving ākonga success, economic growth, and prosperity for Northland and its people. This

collaborative approach reflects our shared commitment to creating a thriving future for Northlanders, where education serves as a cornerstone of opportunity and progress.

Within this context, NorthTec is committed to developing a comprehensive Business Strategy that will chart a clear pathway toward becoming a thriving vocational institution. This strategy will focus on achieving consistent growth in student numbers and EFTS (Equivalent Full-Time Student) figures, while prioritizing ākonga success and outstanding educational outcomes.

The business strategy will aim to create a pathway to deliver on the following objectives:

1. Learner Success

- **Retention and Completion:** Identify initiatives that improve retention rates and ensure learners successfully complete their qualifications.
- **Employment Outcomes:** Alignment of programs with industry needs to enhance graduate employability and support Northland's workforce development.
- **Māori and Pasifika Success:** Prioritizing culturally responsive teaching and support services to achieve equitable outcomes for Māori and Pasifika learners.

2. Industry and Workforce Alignment

- **Industry Partnerships:** Collaborating with employers and industry bodies to develop programs that address skills gaps and workforce demands.
- **Emerging Industries:** Investing in courses that align with future-focused sectors, such as renewable energy, digital technologies, and healthcare.
- **Work-Integrated Learning:** Expanding opportunities for internships, apprenticeships, and industry placements to bridge the gap between education and employment.

3. Regional Development

- **Economic Growth:** Supporting Northland's economy by providing skilled graduates who contribute to local industries and communities.
- **Community Engagement:** Working with schools, iwi, hapū, and social service agencies to create accessible pathways for learners of all ages and backgrounds.
- **Sustainability Initiatives:** Incorporating environmentally sustainable practices into campus operations and infrastructure projects where appropriate.

4. Infrastructure and Technology

- **Campus Modernization:** Upgrading facilities to create modern, flexible learning environments that meet the needs of ākonga and staff.
- **Digital Transformation:** Enhancing digital infrastructure to support blended and online learning, ensuring accessibility for all learners, including those in remote areas.
- **Innovative Learning Spaces:** Developing spaces that foster collaboration, creativity, and hands-on learning.

5. Financial Sustainability

- **Revenue Growth:** Diversifying income streams through international student enrolments, corporate training, and partnerships with private sector organizations.
- **Cost Efficiency:** Streamlining operations and optimizing resource allocation to ensure long-term financial viability.

- **Funding Compliance:** Meeting TEC funding conditions and securing government support for key initiatives.

6. Stakeholder Collaboration

- **Iwi and Hapū Partnerships:** Co-designing programs with Māori communities to reflect their cultural values and aspirations.
- **Government Alignment:** Aligning with national priorities, such as the government's fast-track and priority projects, to secure funding and support.
- **Community and Industry Engagement:** Building strong relationships with local stakeholders to ensure NorthTec's programs meet the needs of the region.

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Te Pūkenga



Te Pūkenga

Document 3

NorthTec Academic Leadership Decision Document

April 2025

STRICTLY CONFIDENTIAL TO KAIMAHI (STAFF) OF NORTHTEC

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Contents

Contents	2
Overview and Background	3
Document Purpose and Scope	3
Background	3
Rationale for Change – Pathway Managers	4
Obligations to the Charter and Te Tiriti	5
Our values/principles for change	5
Benefits of the Change	6
Feedback	6
Feedback Themes	7
Final Decisions	10
Proposals Presented During Consultation and Rationale	10
Proposed Changes	10
Confirmed Team Structures	12
New Confirmed Structure	13
Confirmed Impacts of Change	14
Confirmed New Roles	17
What happens next?	18
Decision Process	18
Timeline following decisions	18
Recruitment and Selection Processes for Roles	18
Reduction in Roles	18
Confirmed Selection Criteria for New Roles and Reduction in Roles	19
Voluntary Redundancy	19
Transition Approach	20
Where do I get support?	20
Appendices	20
Glossary	21



Overview and Background

Document Purpose and Scope

This decision document is intended for kaimahi in scope of the Academic Leadership Proposal February/March 2025. Any confirmed change to your role will be clearly set out in the individual letter you will receive, and this decision document should be read in conjunction with that letter.

The decision document follows recent consultation with impacted kaimahi and careful consideration of feedback. It presents the decisions made in response to that feedback and confirms the process to support kaimahi as we enter the next steps for moving into the new Academic Leadership structure. The feedback that we received and our response to the points made is summarised in this document.

The full consultation document is available in the Appendices for your convenience should you wish to review it.

Background

Outlined within the Consultation document was the background to the proposal presented to kaimahi in February 2025.

We noted the change process that was withdrawn in late 2024. We also highlighted the development of strategic objectives which were included in the appendices and along with the other information within the pack formed some of the rationale for change. We also outlined in this document that in December 2024, the Government confirmed that it was their intention to disestablish Te Pūkenga. They indicated that some Institutes within the ITP's will be stand-alone from January 2026 and that others will form part of a federated model. Whilst we are still waiting on more detail, NorthTec needs to do whatever it can to ensure that we are looking at our financial viability. Within this decision we reiterate that this will not be easy but financial viability for NorthTec is critical to supporting the Government's plans for the future of the sector. The sector has experienced financial challenges for some time. We know that concerns were raised with Te Pūkenga by the TEC in June 2024 regarding the viability of the ITP business divisions within Te Pūkenga and were required to seek specialist assistance under section 332 of the Education and Training Act 2020. Consultants reviewed the finances of the ITP divisions and explored opportunities for sustainable viability, with the goal of establishing regionally autonomous ITPs where possible. As we noted in the consultation document, this work has helped shape the rationale for some of the changes outlined within that document which highlights concerns around the need for change to ensure that we are financially viable.

We also know that whilst we were looking to stand up Te Pūkenga, work on reviewing programmes within NorthTec was not done. But with the current Government's decision to no longer have a centralised vocational education and training organisation, we can review both our programmes and the structures we need at NorthTec for the future and consult with our kaimahi. We are very aware that we have had an ongoing decline in ākonga numbers. A number of factors have contributed to this including COVID, the economic environment and the cost-of-living crisis. We have also not been able to grow our international numbers back to where they were pre-COVID. Additionally, changes to the unified fee structure meant that learners were now facing a higher cost rendering programmes that were previously subsidised more expensive. Enrolments of new EFTS (Equivalent Full-Time Students) in NorthTec programmes have decreased from 2891 in 2018, to 1735 in 2024 leading to consistent annual operating losses. The projected financial loss for 2024 is approximately \$7.4 million.

I would like to remind kaimahi that the two recent change proposals, this one and the Academic Programme one is phase one of the changes we need to make within NorthTec. We need to set ourselves up for the future.

As a reminder, some Academic leadership positions are out of scope for this phase, this included International Campus Lead, Whangārei, and International Campus Lead, Auckland.

Period of Ongoing Change

We acknowledge that Te Pūkenga has undergone a range of changes and formal consultation processes in recent years due to the creation and then reversal of Creating our Futures. We also appreciate that a time of uncertainty continues while we wait for clarity on what the disestablishment of Te Pūkenga will mean for each Division.

While the future is uncertain, we believe the changes proposed as part of this consultation and decision will support NorthTec to respond to future changes as they arise.

Rationale for Change – Pathway Managers

NorthTec has had an extended period of interim leadership arrangements in place within our Ākonga Success team. This interim structure was a necessity whilst we were looking to setup the Ako Delivery Structure under Creating our Futures for Te Pūkenga. As we have now been given the directive that it is no longer the Government's intention to have a centralised vocational education and training organisation, Te Pūkenga has been taking steps to undo the structures that were set up under Creating our Futures and has also commenced returning a lot of the delegations and decision making to the regions/business divisions.

This has allowed NorthTec to review the senior Academic Leadership roles that sit under the Director – Ākonga Success. The Pathway Manager structure is proposed to be designed to:

- Be focused and aligned to the Strategic Objectives for NorthTec.
- Be lean and nimble and able to make decisions quickly
- Have a revised combination of programmes and portfolios that create collaboration between teams.

Any reference to Pathway Managers also includes and covers the Curriculum Leads who form part of this process.

With the proposed goals of this change in mind, we have reviewed the Pathway Manager positions and taken the opportunity to consider the design of our current portfolio allocation under each Manager. This has enabled us to consider and propose options for grouping programmes so that we can streamline the number of Managers within the organisation.

Further details of individual role impacts can be found in the impacts table and the organisation charts.

Obligations to the Charter and Te Tiriti

Te Pūkenga is committed to ensuring its governance, management and operations give effect to Te Tiriti o Waitangi. Te Pūkenga remains committed to its charter obligations as outlined in Schedule 13 of the Education and Training Act 2020. In relation to proposed organisational changes, this includes 3(b) to

“operate in a manner that ensures its regional representatives are empowered to make decisions about delivery and operations that are informed by local relationships and to make decisions that meet the needs of their communities.”

Through its national and local relationships, Te Pūkenga will continue to engage with and remain informed by local communities, iwi and industry on an ongoing basis.

Our values/principles for change

Our Te Pūkenga values guide all that we do at NorthTec. We have endeavoured to reflect these within this change proposal.

Ō tātou Uara | Our values

Together we are led by Te Pūkenga values to define how we work together.



We endeavour to reflect these values in how we design and consult on the future of NorthTec, and we will continue to have our values guide us in our recruitment, selection, and transition process.

- Manawa nui describes the behaviour of a person or group that embodies manaakitanga (kindness), humility, patience, respect, tolerance, and compassion.
- Manawa roa describes the behaviour of a person or group that embodies staying power, resilience, fortitude, grit and doing what needs to be done to achieve the collective goal.
- Manawa ora describes the behaviour of a person or group that embodies the act of breathing life into all aspects of another life form.

Our values, along with our commitment to Te Tiriti o Waitangi and equity, are fundamental to our identity (tuakiri) as Te Pūkenga. These principles form the foundation of everything we do.

The following principles will be applied during our change processes:

- Uncertainty for kaimahi is minimised by open and transparent communication processes.
- We will work closely with our union partners and our kaimahi.

- We will honour our commitments to individual and collective employment agreements.
- Redeployment of impacted kaimahi is prioritised, redundancy is a last resort.
- Kaimahi have access to a paid confidential assistance programme/s and services throughout the change process.
- Alongside our values, our commitment to Te Tiriti o Waitangi and equity are fundamental to our tuakiri (identity) as Te Pūkenga.
- No decisions will be made until we have taken the time to review all feedback, and that feedback will be given serious and thoughtful consideration.

Benefits of the Change

NorthTec's priority is to continue meeting the needs of our learners, industry, and other partners across our region. We don't doubt that our kaimahi share this priority, driven by their passion and commitment to supporting our region, but this dedication cannot come at the expense of our financial viability as an organisation.

We feel the confirmed changes to the leadership structure within the Ākonga Success team will help achieve this by:

- Right-sizing the leadership structure to deliver a reduced and fiscally viable portfolio of programmes.
- Provide for cost savings by being able to combine programmes under a condensed structure of portfolios and add to our financial sustainability.
- Providing stability and standardisation to leadership structures that currently include multiple acting and split roles and a range of component duties, including full, partial or no teaching responsibilities.
- Promoting collaboration between teams through combining portfolios and leadership.
- Removing barriers to efficient decision making that comes from being a smaller and nimble structure.

Feedback

Thank you to everyone who took the time to give us your feedback. We know a large amount of work and thought went into the submissions we received.

We received much feedback on our proposed Academic Leadership structure, all of which we have considered. Some consistent themes came through, which we have responded to in detail later in this document. While we couldn't include every piece of feedback in this final decision document, we have discussed the key themes and how they influenced our final decision.

The passion and dedication our kaimahi have for vocational education and training really shone through. It is humbling to hear how much NorthTec's future means to our people who are out there every day, working for ākonga and their whānau, employers, our industry partners, and our communities.

A summary of the feedback is below:

Feedback Themes

Feedback theme	Specific feedback	Decisions from feedback
Wellbeing	We received feedback about wellbeing, managing workload and distribution and how there has been a lack of equitable distribution across the pathways for some time, which might have led to more stress and fatigue.	We recognise that the Managers will need support from the structure sitting below them, and we are working on options to be able to support them and our kaimahi through change. We appreciate how unsettling change can be for our kaimahi, especially when the Tertiary Education sector has been in a state of change for a number of years. We are looking at options as noted above to support kaimahi through change, including our EAP service provider.
Change management process and engagement	Through your feedback on the consultation process we heard that you would have liked a more collaborative approach, both in terms of creating our proposed structure and engagement around the change. You also felt the Senior Leadership Team (SLT) was not visible enough during consultation.	In terms of how kaimahi were and are engaged through change, it's important to offer and maintain privacy for everyone receiving the news that their role might be impacted. The consultation process enabled participation by way of feedback. We committed to not making any decisions until we have reviewed all the feedback from impacted kaimahi. We appreciate the time you took to join us at our roadshow sessions across the region, where the SLT were able to respond to your questions and hear your thoughts. Questions have been responded to as they have come into People Culture and Wellbeing (PCW) and with the input and follow up of the relevant SLT member throughout the consultation period.
Transparency and accuracy of information	Your diligent review of the consultation pack highlighted there were a few errors or omissions in the structure.	We apologise for any inaccuracies and can confirm that any errors were acknowledged at the roadshows. Also, where errors related to the current structure, that these were corrected in the change summary packs that have since been shared with all kaimahi on the portal.
Te Tiriti o Waitangi	We received a range of feedback relating to Te Tiriti o Waitangi obligations and specifically in relation to consultation and participation of Māori and concerns that the proposed structure	We are of the view that NorthTec is doing everything reasonable to uphold our obligations to Te Tiriti o Waitangi and Māori.

	<p>did not reflect NorthTec's commitment to Te Tiriti and /or Māori Iwi, Hapū and communities.</p> <p>Some feedback offered alternative views on where Mātauranga Māori programmes such as Toi Māori, Toitu Te Reo and Puawānanga Tapuhi Māori should sit in the structure and preferences for Māori leadership over these programme areas.</p>	<p>The strategic leadership and voice for Māori is held in our Senior Leadership team and led by our Te Amorangi, s 9(2)(a). Our Te Amorangi has been consulted with throughout the formal consideration process.</p> <p>We thank you for the alternative options;</p> <ul style="list-style-type: none"> • At this stage it is not possible to have a standalone Manager role. • We have also considered that any programmes with Mātauranga Māori content are brought together under the same pathway. In light of the drive to stabilise our delivery as much as possible we do not feel the timing is right to undertake what would be a significant change, reorganising pathways based on papers, rather than core discipline areas. However, we have considered a range of options and determined that Toitu Te Reo as a programme area is best placed under the direct management and oversight of our Te Amorangi who among other things, has the academic background in addition to the depth and breadth of Mātauranga mō te Reo me ona Tikanga. This placement also recognises the interconnected nature of how we support both Te Puna o te Mātauranga and the Toitu Te Reo programme offerings. • We have considered the placement of the Arts areas (including Creative Writing and Toi Māori) and reviewed the placement in the proposed Ako networks under Te Pūkenga that did not go ahead. We also considered a relationship with Social Services under the concept of oranga. With consideration to all things including the cumulative allocations under each Manager, we have decided that Creative (Creative Writing and Toi Māori) is best placed in the Creative and Services portfolio.
Programme Portfolio, Size and Distribution	<p>The feedback submitted in relation to programme, portfolio size and distribution asked whether the structure was future-proofed, how it aligned to industry sectors, and raised concerns about the proposed portfolio realignment under each role.</p>	<p>We have taken your feedback into consideration and have since further cross referenced against the industry sector grouping that sits within the Workforce Development Councils and have made some changes to the proposal. Structural decisions are detailed below in this document.</p> <p>In terms of futureproofing, we believe this is a robust pathway structure that will enable NorthTec to be ready and to adapt to the further changes. At this stage, it is highly unlikely that NorthTec will be in a financial position to be able to 'stand alone' by 1 January 2026.</p>

Support Structure/Roles	In your feedback you asked about what the support structure would look like below these lead roles, and you felt that the proposed structure would require more support beneath them, based on the proposed portfolio sizes and numbers of EFTS.	We are currently considering the structure of the Academic delivery at the next layer down from the Managers. Any future proposal will take the variable size of portfolios into account and could look to ensure support is available to respond to the peaks and troughs of activity in each portfolio. Naturally, we have not finalised any proposal/s until we have reached a decision on the current Academic Leadership consultation given the direct dependency between leadership, delivery and support and the need to finalise any design following these decisions.
Recruitment Process and Selection Criteria	We have received a range of questions and feedback with relation to the selection process for the appointment to the roles.	<p>We acknowledge that the proposed process may differ from what has been previous practice at NorthTec and as such is not familiar to everyone.</p> <p>Please refer to page 18 (section titled 'What happens next') in this document that covers 'next steps'. The outlined selection process will apply to those kaimahi who have received confirmation that their roles are disestablished and that they are entitled to be part of a closed selection pool.</p> <p>You will receive a selection matrix and instructions on rating. This will be taken into consideration alongside an interview that will be scheduled with you.</p> <p>We have attached the Job Description of the Manager role. The remuneration range has been determined under the Te Pūkenga remuneration framework. The total remuneration range for the Manager role is \$119,000 – \$154,289.</p>
Revenue Protecting /Expanding	You provided your thoughts on future growth for NorthTec.	<p>The Government and Minister's expectation is that NorthTec undertakes the change processes necessary to ensure our financial viability for 2025 and beyond.</p> <p>We appreciate that some feedback given relates to future growth opportunity for NorthTec. We recognise that growth is critical, but our first priority and our current directive is to act now based on the 2025 budget, and to stabilise our foundation, allowing NorthTec to grow in the future. The decisions reached reflect that directive.</p>

Final Decisions

This section describes both the proposed changes and the final decisions that were made to structures following the review of feedback.

We thank all kaimahi who presented their ideas. Some of the thinking has been responded to as set out in the table above. We have reviewed the options presented and considered what can be adopted.

Proposals Presented During Consultation and Rationale

Enrolments of EFTS (Equivalent Full-Time Students) in NorthTec programmes have decreased from 2891 in 2018, to 1735 in 2024 leading to consistent annual operating losses. The projected financial loss for 2024 at the time of the proposal was approximately \$7.4 million.

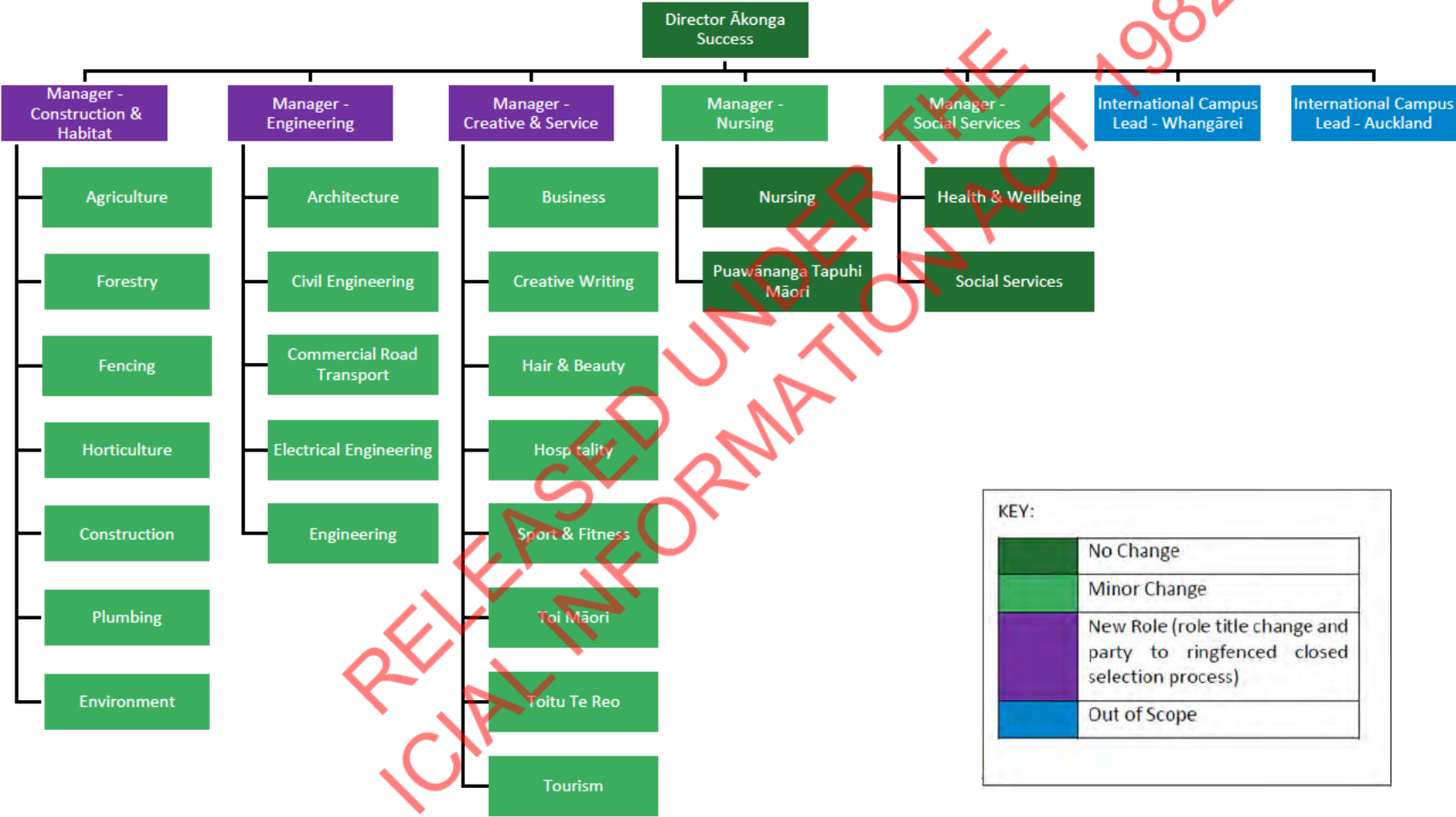
Proposed Changes

Although student numbers have steadily decreased over recent years, we have not rationalised the Pathway Managers and their associated portfolios of programmes during this decline. This means that the academic structure at NorthTec is now disproportionate to the way that our portfolios of programmes are currently aligned.

The current mix of positions is a result of a necessity to backfill roles and stabilise academic delivery for NorthTec whilst we were looking to setup the Ako Delivery Structure under Creating our Futures for Te Pūkenga. The consultation proposed to:

- Have five leadership roles established which would replace the current mix of permanent, acting, and split positions.
- Ringfence the five roles. For kaimahi that have been acting in Academic Leadership roles, we proposed to include them in the closed ringfenced process for the proposed Manager roles.
- Exclude the review of the two International Campus Leads deeming them out of scope of this phase of change.

Proposed Structure



Confirmed Team Structures

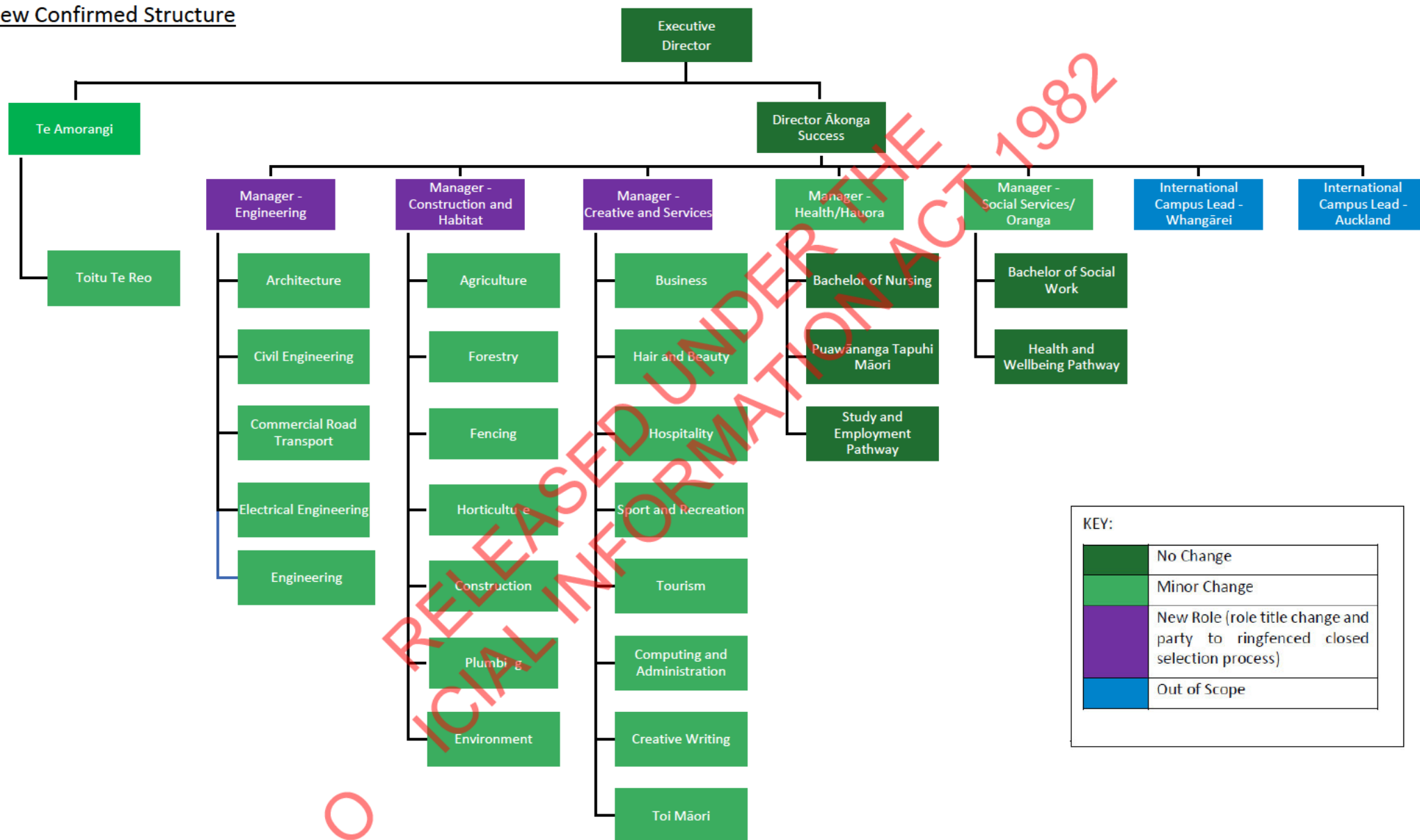
Summary of Decisions made following feedback

1. To confirm the five proposed Manager roles and create the new Academic Leadership team.
2. To run a closed selection process and only kaimahi who are in impacted Pathway Manager roles will be included.
3. To change the role title from Manager – Nursing, to Manager, Health/Hauora.
4. To change the role title from Manager – Social Services to Manager, Social Services/Oranga.
5. To specifically reference the Study and Employment Pathway under the Manager, Health/Hauora.
6. To specifically reference the Health and Wellbeing Pathway under the Manager, Social Services/Oranga.
7. Corrected the omission of Computing and Administration beneath the Manager, Creative and Services.
8. Corrected the title of the grouping of Sport and Fitness to Sport and Recreation.
9. To reflect TOPNZ as a mode of delivery rather than a programme in its own right.

In addition we have one structural change to the consultation pack as follows:

1. To change the proposed placement of Toitu Te Reo to sit under the direct management and oversight of our Te Amorangi. We acknowledge that alternatives relating to the placement of Toi Māori and Toitu Te Reo and were presented. As set out above, and as a result of this feedback we determined that Toitu Te Reo as a programme area is best placed under the direct management and oversight of our Te Amorangi who among other things, has the academic background in addition to the depth and breadth of Mātauranga mō te Reo me ona Tikanga. This placement also recognises the interconnected nature of how we support both Te Puna o te Mātauranga and the Toitu Te Reo programme offerings.

New Confirmed Structure



Confirmed Impacts of Change

Role	Confirmed Impact	Description	Rationale and what happens to the work the role is doing
Pathway Manager – Architecture, Civil & Electrical Engineering	Significant	<p>Role disestablished.</p> <p>Current incumbent is part of a ring-fenced closed selection pool.</p>	<p>The portfolios of Architecture and Civil Engineering will be combined with Engineering & Commercial Road Transport. The portfolio becomes “Engineering”.</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Engineering role.</p>
Pathway Manager – Engineering & Commercial Road Transport	Significant	<p>Role disestablished.</p> <p>Current incumbent is part of a ringfenced closed selection pool.</p>	<p>The portfolios of Engineering & Commercial Road Transport will be combined with Architecture and Civil Engineering. The portfolio becomes “Engineering”.</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Engineering role.</p>
Pathway Manager – Service Industries	Significant	<p>Role disestablished.</p> <p>Current incumbent is part of a closed ringfenced selection pool.</p>	<p>The portfolios of Service Industries will be combined with Creative (Creative Writing and Toi Māori). The portfolio becomes “Creative and Services”.</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Creative and Services role.</p>
Pathway Manager – Toitu Te Reo	Significant	<p>Role disestablished.</p>	<p>The portfolio of Toitu Te Reo will fall under the Amorangi.</p> <p>The work that this role did within the programmes would move to be absorbed by Te Amorangi.</p>
Pathway Manager – Primary Industries / Environmental (Acting)	Significant	<p>Role disestablished.</p> <p>Incumbent’s secondment into ‘Acting’ role to end.</p>	<p>The portfolios of Primary Industries and Environmental will be combined with Construction, Painting and Plumbing. The portfolio becomes “Construction and Habitat”.</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Construction and Habitat role.</p>

Role	Confirmed Impact	Description	Rationale and what happens to the work the role is doing
		<p>Current incumbent is part of a closed ringfenced selection pool.</p> <p>Should the incumbent be unsuccessful for the role they would return to their substantive position.</p>	
Pathway Manager – Creative (Acting)	Significant	<p>Role disestablished.</p> <p>Incumbent secondment into 'Acting' role to end.</p> <p>Current incumbent is part of a closed ringfenced selection pool.</p> <p>Should the incumbent be unsuccessful for the role they would return to their substantive position.</p>	<p>The portfolios of Creative (Creative Writing and Toi Māori) will be combined with Services Industries. The portfolio becomes "Creative and Services".</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Creative and Services role.</p>
Curriculum Lead – Construction and Painting (Acting)	Significant	<p>Role disestablished.</p> <p>Incumbent secondment into 'Acting' role to end.</p> <p>Current incumbent is part of a closed ringfenced selection pool.</p>	<p>The portfolios of Construction and Painting will be combined with Primary Industries, Environmental, Construction and Plumbing. The portfolio becomes "Construction and Habitat".</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Construction and Habitat role.</p>

Role	Confirmed Impact	Description	Rationale and what happens to the work the role is doing
		Should the incumbent be unsuccessful for the role they would return to their substantive position.	
Curriculum Lead – Construction and Plumbing (Acting)	Significant	<p>Role disestablished.</p> <p>Incumbent secondment into 'Acting' role to end.</p> <p>Current incumbent is part of a closed ringfenced selection pool.</p> <p>Should the incumbent be unsuccessful for the role they would return to their substantive position.</p>	<p>The portfolios of Construction and Plumbing will be combined with Primary Industries, Environmental, Construction and Painting. The portfolio becomes "Construction and Habitat".</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Construction and Habitat role.</p>
Pathway Manager – Nursing	Minor	Title Change – Role retitled to Manager – Health /Hauora.	No change.
Pathway Manager – Social Services (Acting)	Minor	<p>Title Change – Role retitled to Manager – Social Services/ Oranga.</p> <p>As this is an Acting role, we will invite the current incumbent to be part of the ringfenced</p>	The Social Services portfolio that this Acting role has managed will be undertaken by the permanent Manager – Social Services/Oranga.

Role	Confirmed Impact	Description	Rationale and what happens to the work the role is doing
		<p>closed selection process. This is due to the strict requirements of this role and the fact that the portfolios remain for this role with only a title change.</p> <p>Should the incumbent choose not to be party to the process, they would return to their substantive position.</p>	
Academic Kaimahi (excluding Nursing & Social Services programmes)	Minor	Change in reporting line.	Change in reporting line required to align to new programme portfolios and Managers.

Confirmed New Roles

Below is a list of the new roles and a descriptive of the responsibilities. Job descriptions can be found in the appendices and the recruitment process is below.

New Role	Description of new role
Manager	<p>Manage and provide leadership to the assigned programme portfolio area and relevant teams ensuring programmes / courses are sustainable and meet the needs of stakeholder/s.</p> <p>The position description for this role is attached in the appendix of this decision document.</p>

What happens next?

Decision Process

As the decisions have now been made, we intend to:

- **Step 1:** Individual meetings will be held with impacted kaimahi to advise the final decision, any impact on positions and to provide the final decision document and a letter.
- **Step 2:** All kaimahi in scope but not impacted by the change will be advised of the outcome of consultation.
- **Step 3:** Recruitment and selection commence.
- **Step 4:** Where roles are confirmed disestablished, redeployment conversations begin. A voluntary redundancy process may be actioned.

Timeline following decisions

The following sets out a high-level timeline following the decisions that have been announced today.

Milestone	Date
Decisions communicated to impacted kaimahi (1:1)	From 16 April 2025
Decisions communicated to any kaimahi in scope but not impacted.	From 17 April 2025
Recruitment and selection commence	From 28 April 2025
New structure effective	Prior to commencement of Semester 2

Recruitment and Selection Processes for Roles

Reduction in Roles

Where there is a reduction in roles, these will be ring-fenced and impacted kaimahi will be assessed by a panel against selection criteria to determine the best fit for the reduced number of positions. The selection criteria will be based on the requirements of the position description and include the table below.

This will be a closed process and only kaimahi who are in impacted roles identified for the selection process will be included. This will be clearly outlined in your Decision letter.

It is confirmed that:

- Impacted kaimahi will complete a selection form.
- Each completed selection form will be sent to s 9(2)(a) (Director, Ākonga Success) who will review against the criteria set out for this process.
- Following the completion of the selection form, you will be invited to a panel interview that will be held by s 9(2)(a) (Director, Ākonga Success) and s 9(2)(a) (Director, People, Partnerships and Culture).

For any staff who select not to submit a selection sheet, the Director, Ākonga Success will still complete the assessment for their part of the process and only one set of scores will be considered.

The selection process will take around 2 weeks and the complete process is expected to take no more than 4 weeks from receiving the forms to confirming outcomes.

Confirmed Selection Criteria for New Roles and Reduction in Roles

Description	Selection criteria	Weighting
Education and Qualifications	Relevant qualifications required for the position (and/or where relevant, the equivalent body of knowledge gained through experience) This includes current registration with relevant Professional Bodies where required.	10
Experience / Technical skills	Currency, relevance, and extent of industry, professional or community-related experience in relevant field/s.	30
	Demonstrated leadership experience in one or more of the programme areas within the assigned portfolio area.	
	Demonstrated financial acumen.	
	Evidence of specific technical skills/knowledge of position.	
	Demonstrated experience in responding to student needs, and putting ākonga at the centre of everything we do	
	Ability to build relationships and work alongside other departments and teams to ensure the best outcomes are met.	
Business Development	Demonstrated business development capability. Industry network development and ability to identify and grow new revenue streams.	15
Te Tiriti o Waitangi and Equity	Experience in supporting / advocating / leading approaches that promote equity and prioritise the needs of our priority groups.	15
	Experienced performing across a broad range of deliverables within position scope – this may include ākonga feedback.	
	Experience, understanding / supporting / advocating / leading the inclusion of Te Tiriti o Waitangi practices in a workplace setting.	
Performance	Past performance consistently meets or exceeds expectations.	30
	Examples of recent performance deliverables.	

Voluntary Redundancy

We are now able to receive any expressions of interest kaimahi have with relation to voluntary redundancy.

In situations where a kamahi's role is confirmed disestablished, we are open to having a voluntary redundancy conversation. In this situation, voluntary redundancy is not guaranteed. A kaimahi will need to make an application. Applications will be treated on a case-by-case basis for individual redundancies. If you would like to submit an expression for voluntary redundancy, please email changefeedback@northtec.ac.nz

We will ensure we meet our legal and employment agreement (including Collective Employment Agreement) requirements as well as our business operational requirements.

Transition Approach

It is our goal to have the structure in place prior to the commencement of Semester 2, 2025.

Part of setting people up to succeed in their new roles will be key to this new phase, even where changes are small. To assist in the transition, we would hope to:

1. Undertake the selection process.
2. Establish clear expectations of the role and what success look like.
3. Agree priorities for the first 90 days.
4. Discuss development opportunities for operating in the new role.
5. Set up a series of weekly meetings to support operating within the new role.
6. Establish what future support looks like.
7. Agree stakeholder engagement and expectations

Where do I get support?

We acknowledge that change can be disruptive and unsettling for people. We encourage you to speak to your manager, your support network, your union representative or your People, Culture and Wellbeing team and to support each other through this consultation process.

Please remember you can access Employee Assistance Service support through your business division's provider. You can also access Vitae by visiting their website: <https://www.vitae.co.nz> or by phone: 0508 664 981. Please remember you can also access NorthTec's Employee Assistance Program provider, EAP, either directly via their website <https://www.eapservices.co.nz> or by phone on 0800 327 669.

Please note that we fully respect you sharing your situation with whānau or trusted colleagues. It is important to please give consideration of others when you do this. Be mindful of the different impacts and situations, and if your kōrero needs to highlight concerns, please be constructive to not unnecessarily cause further anxiety.

In addition, if you consider that the support options are not suitable for you, please speak with your local People, Culture and Wellbeing team. We are open to looking at how we meet individual needs in this large organisational process.

If you have questions about this proposal, please discuss these with your people leader or People, Culture and Wellbeing representative.

Appendices.

- Academic Leadership Consultation pack
- NorthTec Strategic Context
- Job Description
- Selection matrix

Glossary

Term	Definition
Impacted kaimahi	Kaimahi are considered affected when a decision is made that their position is to be disestablished. This does not automatically mean someone's employment ends through redundancy. Our priority is to place affected kaimahi into the new positions in the structure through redeployment.
Application	An application process is where you can signal your interest in a position (or a number of positions) and outline your skills and experience.
Comparable	Positions are identified as comparable if the required skills, qualifications, and experience are comparable to the current positions of significantly affected kaimahi. This may result in either direct appointment to a position or selection process in many to few situations.
Contestable	A competitive recruitment process (open to more than one applicant).
Disestablished position	If a position is disestablished, this means that it will not exist in the new structure. A position that is confirmed disestablished is because we no longer need it, the responsibilities of the role are distributed differently between new roles in the structure, or because the work of the position has changed so significantly the position is no longer the same position.
Business Divisions	The former Institutes of Technology and Polytechnics (ITPs) and Industry Training Organisations (ITOs) that are part of Te Pūkenga.
ITO and WBL	The 9 Industry Training Organisations, often referred to as work based learning (WBL). Are referred to as Business Divisions.
ITP	The 16 Institutes of Technology and Polytechnics. Are referred to as Business Divisions.
Reconfirmed	Where there is no change to a position or a minor change (title change, group change, reporting line change, minor changes to a job title or position description), kaimahi will be reconfirmed into their position. This is also sometimes called 'mapped in' or 'lifted and shifted' to the new structure.
Recruitment process	The process used to appoint suitable candidates to a position. This usually includes advertising, shortlisting, interview, reference check and offer.
Redeployment	Redeployment is a term used to describe the process of identifying suitable alternative positions for the appointment of affected kaimahi.
Reporting line	The relationship between a worker and their direct supervisor.
RIV	Regional ITP Vocational Programme. TEC wrote to Te Pūkenga in June 2024 regarding the viability of the ITP business divisions within Te Pūkenga. Te Pūkenga were required to seek specialist assistance under section 332 of the Education and Training Act 2020. These consultants reviewed the financial information for the ITP Business Divisions.

Ring-fenced/Reduction in roles	<p>A closed process for positions where incumbents of same or similar roles are the affected kaimahi.</p> <p>A selection process is involved in this case as opposed to a full recruitment process.</p>
Pathway Manager/Curriculum Leads	<p>These senior Academic Leadership roles are part of the Ākonga Success Team and have responsibilities over teaching portfolios/programmes and teaching kaimahi. For the change pack process, this also includes Curriculum Leads who we deem to hold the same responsibilities as a Pathway Manager.</p>
Surplus staffing	<p>A situation where, following a consultation process, Te Pūkenga has identified a need to reduce the number of kaimahi, or where kaimahi can no longer be employed in their current position or grade.</p>
Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework	<p>Te Tiriti o Waitangi Excellence Framework, developed by Te Pūkenga, is a self-reflective tool to monitor and assess how well the Network is tracking towards Te Tiriti o Waitangi excellence and achievement of their objectives of demonstrable Te Tiriti o Waitangi partnerships and inclusivity and equity for Māori.</p>
Total Remuneration	<p>The overall compensation kaimahi receives, including base salary, additional leave, and any other benefits agreed upon with Te Pūkenga.</p>

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OFFICIAL INFORMATION ACT 1982



Te Pūkenga

NORTHTEC STAKEHOLDER ENGAGEMENT – ACADEMIC PROGRAMMES REVIEW (2025)

NorthTec Stakeholder Approach				
	Who	Interest	Approach	Notes
Te Tai Tokerau MPs	Shane Reti	Mod-high	Grad invite/request meeting prior	Have offered meeting, very busy schedule
	Grant McCallum	High	Meeting scheduled for 19 March (Toa)	Completed
	Shane Jones	Mod-high	Request meeting	Have offered meeting, very busy schedule
	Willow-Jean Prime (Opposition Education Portfolio)	Mod-high	Request meeting	Waiting to confirm meeting date
Local govt				
Whangarei Mayor	Vince Cocurullo	Mod-high	Toa to update at Graduation	Completed
Far North Mayor	Moko Te Pania	Mod	Toa verbal update	Completed
Kaipara Mayor	Craig Jepson	Mod	Email update and offer meeting if required	Completed
Northland Regional Council	Jonathan Gibbard (CEO)	Mod	Email update and offer to meet	Toa meets regularly
Northland Inc	CEO (Paul Linton)	Mod	Toa verbal update	Completed
NorthChamber	CEO (Leah McKerrow)	Mod	s 9(2)(a) verbal update	Completed
Iwi partners				
Te Tai Tokerau iwi	Iwi leaders (Te Kaho o Taonui)	High	Regular updates through Toa	Ongoing
Media				
		High		Meeting planned for 19/2/25 but cancelled by [REDACTED] at last minute. Now rescheduled to

				20/3/25. Cancelled by [REDACTED] attempting to reschedule
Industry sectors				
Primary/agriculture	Northland Regional Council	Mod/High	Email update and offer meeting if required	Letter sent to NRC Chair 13/3
	Employers	Mod/High	Email update and offer meeting if required	Letters sent 13/3
	Iwi	Mod/High		All covered by Toa ongoing iwi engagement
Apiculture	Apiculture NZ	Mod/High	Email update and offer meeting if required	Letter sent 13/3
Forestry	Iwi (Ngāti Hine, Ngāti Rēhia, Ngāti Kuri)	High		Iwi covered by Toa
	Northland Wood Council	Mod/High	Email update and offer meeting if required	Letters (x9) emailed to NWC members 13/3
Construction	NZ Certified Builders	Mod/High	Email update and offer meeting if required	Letter sent 13/3

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NorthTec Stakeholder Engagement: January – April 2025		
Date 2025	Stakeholder (by Industry and Company)	Engagement
	All Industries	
25/1, 11/3, Ongoing	Te Kahui o Taonui (Te Tai Tokerau Iwi Chairs)	Face to face hui
Ongoing	Ngāti Rēhia (Te Tiriti partner, Kerikeri campus)	Face to face hui
Ongoing	Te Kura Kaupapa Māori o Kaikohe (Campus partner, Ngāwhā)	Face to face hui
	Forestry*	
13/3	Manulife	Email
13/3	PF Olsen	Email
13/3	Northland Forest Managers	Email
13/3	Summit Forests	Email
13/3	Rayonier Matariki Forests	Email
13/3	Taitokerau Māori Forests	Email
21/3	Forest Industry Contractors Association	Email
	Apiculture	
13/3	Apiculture NZ	Email
	Primary Industries/Horticulture	
13/3	Northland Regional Council	Email
13/3	Quarry Gardens, Whangārei	Email
13/3	Huanui Fresh (Orchards)	Email
13/3	Maungatapere Berries	Email
2/4	Federated Farmers (Northland)	Email
2/4	Beef and Lamb NZ (Northland)	Email
2/4	Dairy NZ (Upper Whangārei & Far North)	Email
2/4	Dairy NZ (Lower Whangārei & Kaipara)	Email
	Construction	
13/3	NZ Certified Builders	Email

* We also emailed NZ Farm Forestry Association and Te Uru Rakau – NZ Forest Service but did not manage to connect with them.

NORTHTEC STAKEHOLDER ENGAGEMENT – SUPPORT AND GENERAL – 2025

NorthTec Stakeholder Approach – Support Services Consultation 2025				
	Who	Interest	Approach	Notes
Government Ministers & MPs				
Government MPs	Hon Penny Simmonds MP, Vocational Education Minister	High	Meeting with Derek	Completed 24/7/25
	Shane Reti MP (Whangārei)	High	Meeting with Derek	Completed 7/8/25
	Grant McCallum MP (Northland)	High	Meeting with Derek	
	Shane Jones MP (NZ First, based Te Tai Tokerau)	Mod-high	Offered meeting with Derek	Not yet scheduled
	Andy Foster MP & Dr David Wilson MP (NZ First List MPs)	Mod-high		Scheduled 25/8/25
Opposition MPs	Willow-Jean Prime (Te Tai Tokerau Labour List MP)	Mod-high	Offer meeting if requested	
	Shanan Halbert (Labour List MP)	Mod-high	Offer meeting if requested	
	Huhana Lyndon (Te Tai Tokerau Green List MP)	Mod-high	Meeting with Derek	Completed 25/7/25
Local govt & agencies				
Whangārei Mayor	Vince Cocurullo	Mod-high		
Far North Mayor	Moko Te Pania	Mod		
Kaipara Mayor	Craig Jepson	Mod		
Northland Regional	Jonathan Gibbard (CEO)	Mod		

Council				
Northland Inc	CEO (Paul Linton)	Mod		
NorthChamber	CEO (Leah McKerrow)	Mod		
MSD	Graham MacPherson, Regional Commissioner	High	Meeting with Derek	Scheduled 27/8/25
Iwi/Tiriti partners				
Te Tai Tokerau iwi	Iwi leaders (Te Kaho o Taonui)	High	Regular updates from [redacted] via Te Kahu o Taonui	Ongoing – Next meeting 26/8/25
Ngāti Rehia	[redacted]	High	Meeting with Derek and [redacted]	Completed 5/8/25
Te Kura Kaupapa Māori o Kaikohe		High	Meeting with [redacted]	Completed 12/8/25
Media				
[redacted]	[redacted]	High	Responses provided to questions 23/7/25 & 28/7/25 OIA request received 18/8/2025	[redacted] Response being coordinated with Te Pūkenga
Radio NZ	[redacted] – Northland reporter		Response provided to questions 28/7/25	Articles published 28/7/25 & 6/8/25
Te Karere (TVNZ)	[redacted] – Te Tai Tokerau reporter		Response provided to questions 29/7/25	Article published 29/7/25
Tertiary sector				
TEC – National		High	Meeting with Derek	Completed 23/7/25
TEC & MoE – Te Tai Tokerau	[redacted] (TEC) and [redacted] (MoE)	High		Completed 18/8/25

Te Wānanga o Aotearoa		Mod-high	Meeting with Derek	Completed 4/8/25
Open Polytechnic		High	Meeting with Derek	Completed 24/7/25
WITT	Nic Conley, Operations Lead	Mod	Meeting with Derek	Completed 25/2/25
Skills Group	s 9(2)(a)	Mod	Meeting with Derek	Completed 4/8/25
Ringa Atawhai Mātauranga (Training provider Whangārei)		Low	Meeting with Derek	Scheduled 27/8/25

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INTERNAL COMMS – NORTHTEC KAIMAHI CONSULTATION 2024/2025

1 - EMAIL TO POTENTIALLY IMPACTED KAIMAHI – 20.11.2024

Tēnā koē

Thank you for meeting with members of our Leadership Team and/or People, Culture and Wellbeing team last week to discuss the changes we are proposing for NorthTec and some programmes and kaimahi roles.

We really appreciated your time and your initial comments on the proposed changes to your department and the proposed impact to your position.

We have taken that initial feedback into consideration and are aware that with Christmas pending and several of you going on leave in the near future, there may not be enough time for us to have the opportunity to consider your thoughts and make fully informed decisions before the holiday period.

Therefore, we would like to inform you that the proposed changes we discussed with you have been paused until next year.

We appreciate that you are seeking certainty, but we must also weigh this up with ensuring we have fully considered the feedback before decisions are made.

We will look to proceed with consultation in 2025. Naturally, we will confirm dates as soon as we are ready to share these with you.

When the consultation process resumes, if a process is to commence that may impact on your role, you will be invited to a meeting. You are entitled to bring a support person or representative with you. These meetings will propose what it means for your role.

Then a consultation period will commence, with kaimahi being asked to provide feedback to any proposed changes.

Following consultation and consideration, you will be invited to another meeting where the decision will be communicated to you. A notice period will then commence, in the event of any permanent roles being disestablished.

We acknowledge your patience and your professionalism during what we recognise is an unsettling time for all. We are committed to handling this process with the utmost respect for the privacy and wellbeing of our kaimahi and current and future learners, and with the least disruption to teaching and learning as possible.

Our priority is to continue to deliver quality vocational education through this extensive change period which has been, and continues to be, challenging for our staff and our decision makers

Thank you for your resilience and ongoing support during this challenging time. Naturally we wish to avoid any further confusion so if you have any questions as a result of this postponement, please send them through to changefeedback@northtec.ac.nz.

Nāku noa, nā

Toa Faneva

Tumu Whenua ā-Rohe 1 | Executive Director, Region 1



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2 - ALL-STAFF EMAIL – CHANGE CONSULTATION IN 2025 – 21.11.2024

Kia ora koutou

You will all be aware that Te Pūkenga business divisions have been undergoing consultation processes over change proposals, in line with the Government's expectations of providing a pathway to financial viability for all ITPs.

We had hoped to commence consultation on some proposed changes before Christmas. However we have realised that this is not possible, and have made the decision that some recent consultation that we commenced last week now needs to reconvene in 2025. We will confirm these dates as soon as we can.

We recognise this has been a challenging time. We want to acknowledge the professionalism of those kaimahi we did meet last week and thank you for your time.

We are committed to handling this process with the utmost respect for the privacy and wellbeing of our kaimahi, and with the least disruption to teaching and learning as possible.

Ngā mihi

Toa Faneva

Tumu Whenua ā-Rohe 1 | Executive Director, Region 1



3 - ALL-STAFF EMAIL – NORTHTEC KAIMAHI EMAIL – 28.11.2024

Kia ora koutou

Thank you to all the kaimahi who took part in yesterday's online hui. We also welcomed s 9(2)(a), from the TEU, and s 9(2)(a), from TIASA, to join us.

This email is to bring those who did not attend up to speed about the current situation for NorthTec. At the hui I updated kaimahi about the recent change consultation, gave an overview of the RIV Project so far, and introduced s 9(2)(a) as our new directors.

Consultation update

On 14 and 15 November, we entered into a consultation process over a series of change proposals which focused mainly on academic delivery but also had some implications for non-academic areas.

When we went into that change process, we were hoping to make and communicate our final decisions before Christmas. However, we have since realised that this would not be able to be completed within this tight timeframe.

On 20 and 21 November, we then advised kaimahi that we were going to pause this process, and all kaimahi were sent an email advising that we would resume the consultation process in 2025.

We have now withdrawn this consultation process in its entirety. This is because the timeframe was too tight, and because we need to review the data that informed the changes. We have met with Pathway Managers to inform them that the consultation has been withdrawn, and the leadership team will now be working together with them around our next steps.

The impact of this on kaimahi, especially those directly impacted, has not been unnoticed by me and the leadership team. I want to apologise on my own and the team's behalf about the situation and how it has impacted on you and your families. I understand it has been very distressing, especially in the period leading up to Christmas, and I extend this apology to the impacted kaimahi, the wider NorthTec team and your whānau.

We still have some tough decisions ahead of us in 2025, although we do not yet have a confirmed timeline for commencing a new change consultation next year.

With the addition of our new directors, we now have a fully formed project team going forward, and we have input from Te Pūkenga. We also have connections with the unions, and we will be having weekly meetings with the TEU and connecting with TIASA as we move forward.

RIV Project update

I also gave an update on the progress and current situation with the Regional ITP Viability (RIV) Project as per the attached presentation. This information, along with FAQs around the project, can be found [here on Te Whare](#).

Ngā mihi

Toa Faneva

Tumu Whenua ā-Rohe 1 | Executive Director, Region 1

4 - ALL-STAFF EMAIL – CONSULTATION OVER PROPOSED CHANGES TO ACADEMIC AND NON-ACADEMIC STAFFING – 12.02.2025

Kia ora koutou

As we focus on the academic year ahead and delivering outcomes for our ākonga, we have also been looking at the long-term sustainability of NorthTec. As you know, the Government's intention is for ITPs to return to regional autonomy, with Te Pūkenga due to be fully disestablished by the end of 2025. The goal we are all working towards is a successful vocational education system that is financially viable and founded on strong industry engagement and community connections.

NorthTec, along with other ITPs, has faced challenges in the past few years with a drop in both international and domestic learners. The number of learners has not fully recovered from the decline during the Covid period, and while the growth in ākonga for this year is encouraging, we still need to focus on our financial viability for the long-term sustainability of NorthTec. The review undertaken by financial consultants (Calibre) last year has now been endorsed by Te Pūkenga Council, and we have begun working through a detailed plan to respond to the financial situation the review has laid out.

Academic Delivery

In November last year, we informed all kaimahi that NorthTec was commencing a consultation period around changes to our academic leadership structure and some areas of academic delivery. This consultation and the proposed changes were withdrawn, with the intention of recommencing consultation in the first term of this year.

Together with our Pathway Managers, our leadership team has been working to monitor and evaluate the viability of all academic programmes for 2025. Our analysis has shown that enrolment numbers for some 2025 programmes remain at a level which makes continued delivery unviable.

We now need to commence a new period of consultation over proposed programme changes for 2025. Where this has a potential impact on kaimahi, they will be invited to a meeting.

Corporate Support Services

Based on the findings of the financial consultant's report, we will also commence a review of non-academic roles this year. It is important that our support functions reflect the current environment and our reduced levels of provision, as we have not had an opportunity to review these services since 2018.

I cannot say enough how I appreciate your patience and professionalism as we work through this extensive period of change. I fully appreciate that this has been, and continues to be, a challenging time for kaimahi and I acknowledge your efforts in continuing to deliver high quality vocational education for our ākonga and our communities.

I am sure you will continue to support your colleagues as we move through this further period of change, and support will also be available from your managers and union representatives. If you wish to seek assistance via our contracted wellness provider, EAP, you can book an appointment (in-person, online or phone) via www.eapservices.co.nz or by calling 0800 327 669.

While major change is ahead, I can assure you that we are committed to a strong future serving our current and future ākonga and our region.

Ngā mihi

Toa Faneva

Tumu Whenua ā-Rohe 1 | Executive Director, Region 1

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5 - ALL-STAFF EMAIL – CONSULTATION OVER PROPOSED CHANGES STARTS TODAY – 03.03.2025

Kia ora koutou

My message to all kaimahi on 12 February informed you that NorthTec was this year preparing to enter consultation over proposed changes. The proposed changes are among the moves being considered as we continue to work towards financial viability for NorthTec.

Analysis has now shown that enrolment numbers for some programmes in 2025 are at a level which makes delivery non-viable.

Our leadership team has made some decisions over programmes where it is clear that enrolment numbers are very low, and where there are no potential major impacts for kaimahi. These programmes are not being offered in 2025.

In addition, there are a number of programmes with low enrolment numbers and where kaimahi may potentially be impacted if these are not offered.

Today we are starting a consultation process around our academic leadership structure, and some programme areas.

Potentially impacted kaimahi have been invited to provide their feedback on the proposals, which will be considered before final decisions are made about both change proposals.

I'm sure you will continue to support your colleagues as we move through this challenging period of change. We understand periods of change can be unsettling. Please reach out to your co-workers, managers and union representatives if you need support, and remember that [EAP Services](#) is available to all kaimahi if you prefer to seek professional help.

Ngā mihi

Toa Faneva

Tumu Whenua ā-Rohe 1 | Executive Director, Region 1

6 - ALL-STAFF EMAIL – NLT ROADSHOW (CONSULTATION) – 07.03.2025

Kia ora koutou

On Monday 3 March, I announced the opening of a consultation period over proposed changes to academic leadership and some programme areas.

During this month, members of the NorthTec Leadership Team (NLT) will be hosting informal lunchtime hui at each campus, to give kaimahi the opportunity to ask questions and provide feedback. This is your time and these sessions are voluntary, but we want to hear from you.

We encourage you to have a discussion with us, but just a reminder that any official feedback is open to potentially impacted kaimahi only, who must submit this through the People, Culture and Wellbeing (PCW) team, to ensure it gets the attention it deserves and that nothing is overlooked.

The hui will each consist of a 45-minute open session for any kaimahi who wish to attend, followed by a further 45-minute session for potentially impacted kaimahi only, plus their support person if preferred. All potentially impacted kaimahi will receive an invitation from PCW to their local campus hui.

Each hui will run from 11.30am to 12.15pm for the open session, with the session for potentially impacted kaimahi running from 12.15pm to 1pm.

The hui will be as follows:

- Raumanga – D350 (ILC classroom): Tuesday, 11 March
- Dyer St – TTL3 (Upstairs classroom): Wednesday, 12 March
- Te Pou o Manako (Kerikeri) – Room TBC: Thursday, 13 March
- Kaitaia – Room 3, Oxford St campus: Tuesday 18 March
- Auckland – Room 411: Friday 21 March
- Ngāwhā – G111: Thursday, 27 March

We will also hold an online hui from 12pm to 1pm on Wednesday, 19 March, which will be open to all kaimahi. An invitation to this hui will be sent out soon.

Ngā mihi

Toa Faneva

Tumu Whenua ā-Rohe 1 | Executive Director, Region 1

7 - ALL-STAFF EMAIL – CHANGE CONSULTATION SUMMARY DOCUMENTS ON PORTAL – 27.03.2025

Kia ora koutou

Following questions and discussions around sharing our Change Consultation packs with the wider NorthTec team, which came up at our recent roadshow and online hui, NLT agreed to provide a summary of these documents and make them available to all kaimahi.

These summary documents can now be found on the Staff Portal. We have created a new high-level heading for the Regional ITP Viability (RIV) Project on the home page and will house consultation summary documents within this site. You can [click here](#) to access the RIV Project information.

You can also find the recent NorthTec submission on the future of Work-Based Learning under the WBL Consultation tile.

Ngā mihi

Toa Faneva

Tumu Whenua ā-Rohe 1 | Executive Director, Region 1

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8 - EMAIL FOR PATHWAYS (ACADEMIC STAFF ONLY) – ACADEMIC LEADERSHIP DECISIONS – 17.04.2025

Kia ora koutou

This week, NorthTec Leadership Team has finalised the new structure for our Academic Leadership team, following consultation over the proposed changes.

All impacted kaimahi have had one-to-one meetings and have been informed of the decision and the process which will now follow.

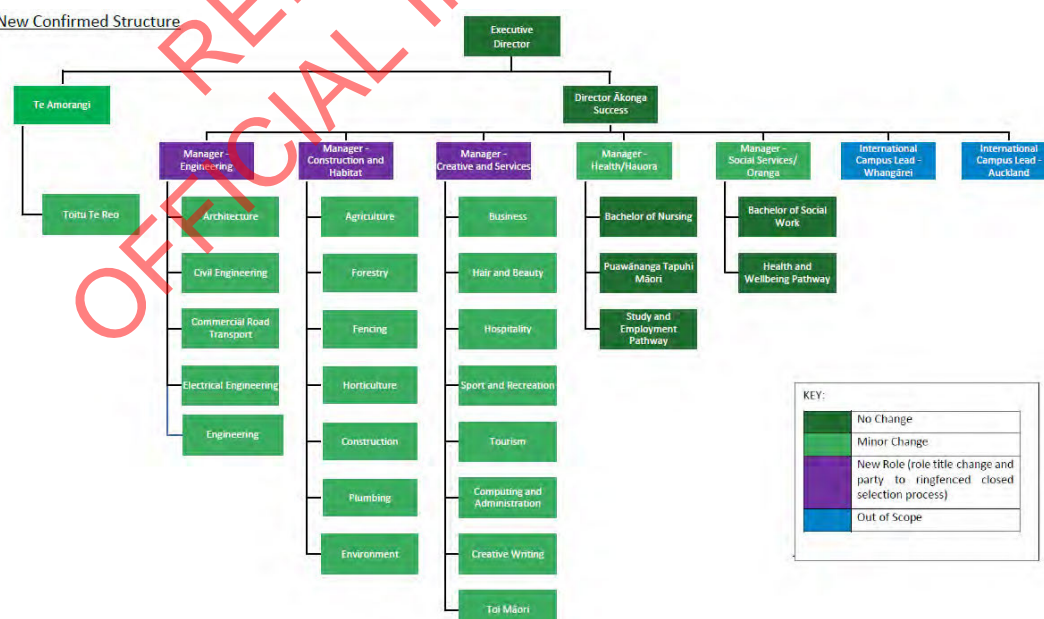
Thank you to those kaimahi who gave feedback during the consultation period; this has been considered in the course of finalising the new structure.

The summary of decisions made following feedback is:

1. To confirm the five proposed Manager roles and create the new Academic Leadership team.
2. To run a closed selection process and only kaimahi who are in impacted Pathway Manager roles will be included.
3. To change the role title from Manager – Nursing, to Manager, Health/Hauora.
4. To change the role title from Manager – Social Services to Manager, Social Services/Oranga.
5. To specifically reference the Study and Employment Pathway under the Manager, Health/Hauora.
6. To specifically reference the Health and Wellbeing Pathway under the Manager, Social Services/Oranga.
7. Corrected the omission of Computing and Administration beneath the Manager, Creative and Services.
8. Corrected the title of the grouping of Sport and Fitness to Sport and Recreation.
9. To reflect TOPNZ as a mode of delivery rather than a programme in its own right.
10. There is one structural change to the consultation pack, which is to change the proposed placement of Toitu Te Reo to sit under the direct management and oversight of our Te Amorangi.

The confirmed structure is now:

New Confirmed Structure



We will now commence a recruitment and selection process for the five new Manager roles, beginning on Monday, 28 April, with a view to having the new structure in place by the start of Semester 2. When the recruitment process has been completed, we will advise the wider NorthTec team.

Ngā mihi



Director Ākonga Success

NB Original all-staff comms was formatted with wide margins to accommodate the diagram in a legible form

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9 - ALL-STAFF EMAIL – ACADEMIC LEADERSHIP DECISIONS – 27.05.2025

Kia Ora Koutou

In February a review of our Academic Leadership structure commenced with kaimahi in pathway management positions. Impacted kaimahi were invited to provide feedback on a proposed new structure which was presented to them. This process is now complete, and we can confirm the outcome.

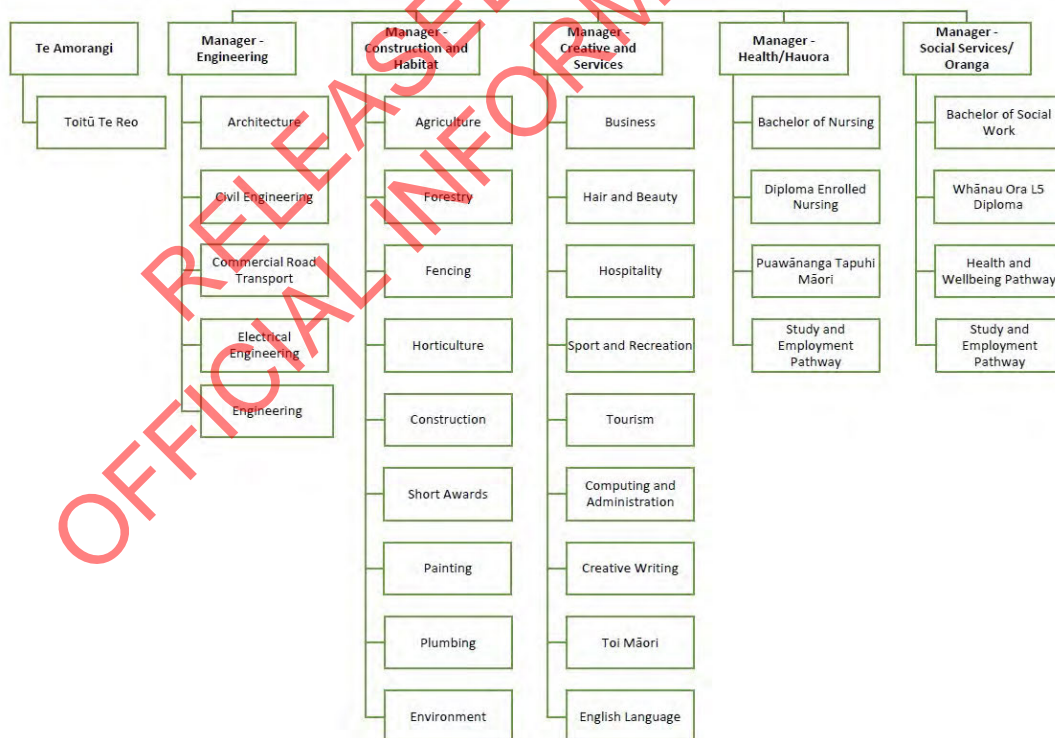
Thank you to all those kaimahi who provided feedback around the proposed structure and applied for the new positions. We also want to acknowledge and thank those kaimahi who have been in Acting Manager positions while we have been through various transitions with Te Pūkenga.

The following appointments have now been made:

- Manager – Engineering: s 9(2)(a)
- Manager – Construction and Habitat: s 9(2)(a)
- Manager – Creative and Services: s 9(2)(a)
- Manager – Health/Hauora: s 9(2)(a)
- Manager – Social Services/Oranga: s 9(2)(a)

Congratulations to these kaimahi and we look forward to working with you and your new pathway teams.

The confirmed structure of programme areas and/or qualifications in each Manager's portfolio can be seen below:



As a result of feedback received, Toitu Te Reo will move under the direct management of Te Amorangi, s 9(2)(a). We determined that Toitu Te Reo as a programme area is best placed

under the oversight and management of Te Amorangi. This also recognises the interconnected nature of how we support both Te Puna o Te Mātauranga marae and our Toitu Te Reo programme offerings.

Next Steps

With the Academic Leadership restructure now complete, our priority focus is to support all of our kaimahi and teams in transitioning into the new structure with a view to having it in place operationally prior to the end of Semester One.

Ngā mihi

Toa Faneva

Executive Director

NB Original all-staff comms was formatted with wide margins to accommodate the diagram in a legible form

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**10 - EMAIL FOR IMPACTED KAIMAHI ONLY – UPDATE ON ACADEMIC PROGRAMMES REVIEW –
05.06.2025**

Kia ora koutou

In March we commenced a review of our academic programmes and opened consultation with you and other potentially impacted kaimahi.

We received feedback from kaimahi about the proposed changes and over the last few weeks the NorthTec Leadership Team has considered the feedback and looked at the financial contributions made by the programmes under review.

This consideration has resulted in a revised proposal for changes to our academic programmes.

As you are in scope for this review, you will be invited to a meeting by the end of next week. This will not be a meeting to inform you of any decisions, but to extend the consultation period based on the new change proposal.

Thank you for your patience as we move through the change required this year to move towards financial viability, to enable NorthTec to continue providing vocational education and training to our learners and communities.

Ngā mihi

Toa Faneva


Executive Director

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11 - ALL-STAFF EMAIL – SUPPORT REVIEW CONSULTATION OPENS TODAY – 01.08.2025

Kia ora koutou



Thank you to all kaimahi who joined the Teams hui today. I hope the hui gave you some clarity over NorthTec's strategic direction and the rationale for the proposed changes ahead of us.

Consultation is now open for the Support review. The full consultation document can be viewed on the Staff Portal and you can click here to access it:  [NorthTec Services Consultation](#) .

The timeline for this consultation process is:

- Consultation opens: **1 August 2025**
- Feedback closes: **1 September 2025 at 4pm**
- Decisions shared: **From 13 October 2025**
- New structure effective: **Semester 1, 2026**

We welcome feedback from kaimahi, to enable us to make the best decisions for the future of NorthTec. You can send your feedback or questions to changefeedback@northtec.ac.nz .Please note that priority will be given to feedback and/or questions from those kaimahi who are potentially impacted by this change proposal.

I realise that the significant amount of change proposed will be unsettling for many kaimahi. If you need to, please seek support from your manager, colleagues, the People, Culture and Wellbeing Team or union representatives (TEU: , or TIASA: ). You can also make use of the wellbeing services available to us:

- **EAP Services** – 0800 327 669 | www.eapservices.co.nz
- **Vitae** – 0508 664 981 | www.vitae.co.nz

Ngā mihi

Derek Slatter

Operations Lead

12 – ALL-STAFF EMAIL – NLT ROADSHOW – 11.08.2025

Kia ora koutou

Following the release of the Support consultation document, NLT members will be leading a hui at each campus next week. These will be an opportunity to ask questions about the proposed changes in a face-to-face setting.

Questions and feedback can also be sent to changefeedback@northtec.ac.nz.

The hui schedule is:

- **Dyer Street:** Tuesday, 12 August, 12pm, TTL3 (Upstairs)
- **Ngāwhā:** Tuesday, 12 August, 11.30am, Room TBC
- **Raumanga:** Wednesday, 13 August, 12.15pm, D340 (ILC Lecture Theatre)
- **Kaitia:** Wednesday, 13 August, 2.30pm, Redan Road (room next to lunch room)
- Hui have already been held at the Auckland campus and Te Pou o Manako (Kerikeri).

All kaimahi are welcome to attend the hui of your choosing.

Ngā mihi

Derek Slatter

Operations Lead

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13 - EMAIL TO TEU AND IMPACTED STAFF ONLY – 18.08.2025

Kia ora koutou,

To ensure all relevant parties receive this update at the same time and to maintain confidentiality, I have blind copied all kaimahi who are in scope of the Academic Programme proposal into this email.

We want to provide an update on the academic programme proposal that began in February, and the additional documentation released on 21 July.

Since the initial proposal was shared, we've carefully considered all feedback received from kaimahi and stakeholders. Your insights and perspectives continue to shape our thinking and guide next steps.

The leadership team shares a common goal with staff: to try to retain our provision in Te Tai Tokerau. We are united in our commitment to this kaupapa and have actively sought additional funding from the Tertiary Education Commission (TEC) to support this aim. We are currently awaiting the outcome of that request.

In light of this and its potential impact on the proposal as it stands, we have made the decision to withdraw the current programme proposal until we have greater certainty around future funding. This step reflects our desire to explore options that are both financially viable and responsive to the needs of our region and our people.

We acknowledge the ongoing uncertainty this process has created, and we understand the impact this may be having on you. Please know that we are in this together, and we remain committed to open communication and transparency as we navigate the path ahead.

We remind you that there are a range of support options, such as Vitae, Telus and EAP available to you on an independent and confidential basis and we encourage you (and your immediate whānau if needed) to access them as required.

If you have any pātai, please do not hesitate to send these through to changefeedback@northtec.ac.nz

Mauri ora,

Derek Slatter

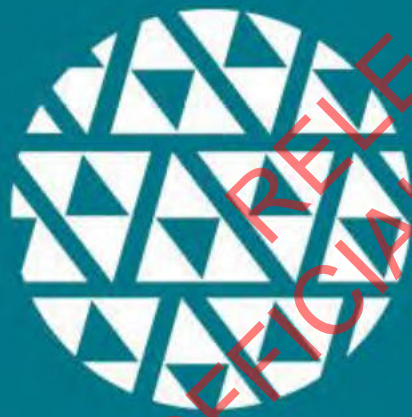
Operations Lead

0273002633



Te Pūkenga Update

Jan 2025



TAI TOKERAU
Wānanga
NorthTec

Current State: Te Pūkenga

- On 7 December 2023, the Government announced its intention to disestablish Te Pūkenga. We are still actively in a disestablishment process however Te Pūkenga remains a legal entity until legislative change occurs.
- Further to the Minister's public consultation (most recently, at the end of December 2024), there are a few options emerging in terms of what the future state of Tai Tokerau Wānanga may look like:
 - Part of a 'federation' model under Open PolyTec
 - A standalone entity - contingent on being financially viable by 2026
 - There are differing options for the Work- based Learning organisations (like BCITO) that are being looked at

Regional ITP Financial Viability (RIV) Project

In June 2024, the TEC wrote to Te Pūkenga about concerns with the (financial) viability of the ITP's within Te Pūkenga. Under section 332 of the Education and Training Act 2020, TEC required Te Pūkenga to obtain specialist help.

- Specialist consultants (Calibre) were engaged to review ITP divisions' finances and consider opportunities to improve the sustainable viability
- This includes Property, Programme offerings and People (in terms of resource optimisation)

NorthTec is now actively working through this by way of implementation planning

Wins

- Puawānanga Tapuhi Māori (Bachelor – Nursing (Māori) will be delivered from Ngāwha campus in Semester 1 this year
- Bachelor of Occupational Therapy has been approved by NZQA. While this is an Otago Poly programme, the partnership with Tai Tokerau Wānanga means they will offer within our rōhe and meet the regional need
- NorthTec will retain partnerships with hapū and iwi. We are working through what needs to be prioritised
- 2024 EPIs / outcomes for Tai Tokerau Wānanga ākonga Māori were positive (next slide summary)
- The establishment of a new Leadership team to support Toa in progressing initiatives that reach our people and hapori in meaningful and relevant ways

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Ākonga Māori Outcomes

The below reflect the ākonga EPIs achieved by NorthTec in 2024

Measure	Deliverable	Result
Māori succeeding as Māori	Qualification Completion Rate	53% (vs 62% for total Te Pūkenga ākonga)
	Course completion rate	82% (vs 86% for total Te Pūkenga ākonga)
	First year retention rate	77% (vs 78% for total Te Pūkenga ākonga)
	Progression levels 1-4	25% (vs 23% for total Te Pūkenga ākonga) *up 4% on 2023

Talking Points:

- Our course and qualification completion rates for ākonga Māori are the highest across the ITPs in Te Pūkenga
- Our progression to higher levels rates are not however this is largely due to having a limited offering in terms of higher level qualifications (degree programmes) and transition into work (in the case of trade apprenticeships)