



HE WHENUA

INVESTMENT FOR IMPACT

ACTION PLAN



WORKSTREAMS to support Investment

WS1 – TRIP Delivery Plan

Ws2 - Programme of Activities (POA)

**Future State: Disruptive POA
Funding to enable move to future state**

- Who does what best?
- Needs of stakeholders

Current State: Business as Usual POA

Understanding Investment Opportunities
Identifying Emerging Growth Trends

WS3 - Shared Services

Collaborative Pastoral Care to increase equitable access to learning:

- Transport (across region)
 - Timetabling
- Drivers Licensing
- Navigators (ILP's)
 - Health Care
 - Child Care
 - Libraries

WS4 - Digital Ākonga Hubs

Central Ākonga hubs for equitable access to learning

- Digital Platform (align with Northland Inc) to support Blended Delivery
- Shared Provider Space / enrolment options and advice

WS5 - Access to Curriculum

NZQA Framework more flexible

- Pick 'n' Mix
- Hop on / Hop Off
- Micro credentialling
- Shared Development of Programmes and Tai Tokerau relevant Assessment Materials
 - In work training
- Cadetships / Bonding / Scholarships

One Individual Learning Plan (ILP) per ākonga at school through learning journey (cradle to career)

- Linked to NSN number and includes:
 - Type of learner
 - Whakapapa / Identity
 - 5 Foundation Literacies

WS6 – Stakeholder Engagement

Māori Partners

- Hāpori Literacy
- Māori Learner Achievement
- Whakapapa / Identity
- Exploration of cadetships with iwi

Schools

- Pathway Advice / Monitor ILP's
- Shared presence in schools by TEO's and Industry
- Profile Industry Success Stories
- Drivers Licensing to be done in schools

TEO Collaboration

- Programme and Assessment Development
 - POA
 - Pastoral Services
- Share spaces at public events / promotions (under TRIP)

Govt Departments

- Skin in Game / How can govt agencies support ākonga better? WDC / NRC / MSD / TEC / MoE

WS1 - TRIP Delivery Plan

WHAT	ACTION	WHO	WHEN	MEASURE	LINK TO OTHER WORKSTREAMS
Establish TRIP Advisory Group	<p>Create a revised Terms of Reference (ToR) for the TRIP Advisory Group that upholds the TRIP vision, mission and plan.</p> <p>The ToR shall outline the; Group Purpose, Structure, Membership, Operating Values, Objectives and Protocols.</p> <p>The existing Advisory Group shall be involved in this work-stream.</p>	Advisory Group Project Team	31/09/2018	ToR in place and Membership Agreed	All Workstreams
Define TRIP Ownership, Management and Delivery Model	<p>Work with key stakeholders and partners to define and agree how TRIP will be managed for the region.</p> <p>Outline ownership and ongoing management.</p> <p>Define a Stakeholder and Partner Engagement Model and Communication Plan.</p> <p>Communicate TRIP Delivery Model.</p>	Advisory Group Project Team	31/09/2018	Delivery Model Agreed	All Workstreams
Define and Agree Funding Model	<p>Define the funding model approach and process for the TRIP Action Plan workstreams.</p> <p>Agree the funding model and process with relevant stakeholders/partners.</p>	Advisory Group Project Team TEC	30/10/2018	Funding Model Agreed	All Workstreams
Prioritisation of Action Plan	<p>Work with stakeholders and partners to agree prioritisation of the work-streams in the TRIP action plan.</p> <p>Identified workstream interdependencies will support this activity.</p>	Advisory Group Project Team	30/10/2018	Plan Schedule Agreed	All Workstreams
Define Measures of Success	<p>Set out the process for defining the outcomes and measures of success.</p> <p>Design the process for tracking and reporting against TRIP commitments.</p>	Advisory Group Project Team TEC	30/10/2018	Process Agreed	All Workstreams
Future TRIP Projects	<p>Outline the process for management of future TRIP projects in Tai Tokerau.</p>	Advisory Group Project Team	30/10/2018	Process Agreed	All Workstreams

PROGRAMME OF ACTIVITIES

REGIONAL PRIORITIES	WHAT	ACTION	WHO	WHEN	MEASURE	LINK TO OTHER WORKSTREAMS
<p>Strong Regional Provision of Tertiary Education</p> <p>Provision linked to Economic Development</p> <p>Greater Diversity of Programmes in the Region</p> <p>More Sharing of Delivery by Providers</p> <p>Shared Programme Development</p> <p>Improved Back Office Efficiency Through Shared Services</p> <p>Capitalise on Provider Specialisation</p> <p>Develop Scale</p> <p>Responsive to Employment and Industry</p> <p>Achieving Parity for Māori and Pasifika Ākonga</p>	<p>Provision for education linked to economic development in Te Tai Tokerau</p>	<p>Two styles of funding within regional education investment.</p> <ul style="list-style-type: none"> - Provision of delivery (EFTS) - Capital injection in infrastructure to break down barriers as explained to us by the ākonga voice within the NorthTec / Te Matarau research. Investing in these work streams will assist in addressing barriers to learning and result in a more diverse programme of activities aligned to economic development going forward 	<p>Pending Decisions made for WS1: TRIP Delivery Plan</p>	<p></p>	<p></p>	<p>WS1: TRIP Defined WS6: Shared Services</p>
		<p>Shared teaching strategy across all providers, combined PD and staffing</p> <p>Potential to share this collaboration across the wider rohe of Auckland and Tai Tokerau to interface on positive solutions for our ākonga. Potential collaboration partners across Tai Tokerau and Tamaki will likely be informed by the outcomes of the ITP RoadMap exercise</p>				
	<p>Understand Investment Opportunities and Identify Emerging Growth Trends</p>	<p>Dedicated strategic resource dedicated to the TRIP initiative to best inform PoA</p> <p>Involvement or avenue of voice in strategic policy setting to be permitted</p> <p>Stakeholder Management system to be created that takes in the voices of those groups listed below to best inform the PoA</p> <ul style="list-style-type: none"> - Ākonga - Industry / Employers - Māori Partners <p>Dedicated resource for Stakeholder Management</p>	<p>Pending Decisions made for WS1: TRIP Delivery Plan</p>	<p></p>	<p></p>	<p>WS1: TRIP Defined WS6: Stakeholder Management</p>

SHARED SERVICES							
REGIONAL PRIORITIES	WHAT	ACTION	WHO	WHEN	MEASURE	LINK TO OTHER WORKSTREAMS	
<p>Improved Back Office Efficiency Through Shared Services</p> <p>Capitalise on Provider Specialisation</p> <p>Responsive to Employment and Industry</p> <p>Achieving Parity for Māori and Pasifika Ākonga</p>	<p>Provide seamless pastoral care for ākonga from cradle to career</p>	<p>Ākonga Awhi: Mentoring capability development</p> <p>Analyse and align different ākonga mentoring models operating at each institution in TTN with a view to implementing the best models</p>	<p>Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p> <p>Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p>- 2019 - 2024</p>	<p>MoE / NZQA</p>	<p>WS6: Stakeholder Management</p>	
		<p>Develop pastoral care guidelines and procedures that all sign up to and adheres to best practice</p>					
		<p>Increase community and industry involvement with volunteers and mentors</p>					
		<p>Regional celebrations of exceptionally successful mentors and mentees</p> <p>Help address pastoral care requirements on job</p>					
<p>Capitalise on Provider Specialisation</p> <p>Improved Back Office Efficiency Through Shared Services</p> <p>Responsive to Employment and Industry</p> <p>Achieving Parity for Māori and Pasifika Ākonga</p> <p>Develop Scale</p>	<p>Meaningful ākonga records that travel with the ākonga</p>	<p>Each ākonga has one single Individual Learning Plan (ILP) from school through career to retirement linked to NSN and accessible to everyone (providers and support agencies)</p> <p>This needs to incorporate competency testing of drivers licensing and 6 foundation literacies:</p> <ul style="list-style-type: none"> - Literacy - Numeracy - Digital - Financial - Health and Safety - Cultural (Whakapapa and Identity) 	<p>Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p> <p>Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p>-2019 - 2024</p>	<p>MoE / NZQA</p>	<p>WS5: Curriculum Development</p> <p>WS6: Stakeholder Management</p>	
		<p>Integrate existing workplace literacy schemes, health care and in work training to the above system. The ILP becomes an Education and Health Plan from cradle to career</p>					
		<p>Investigate and understand the current approach used within high schools and identify improvements for boosting literacy and numeracy across secondary and tertiary</p>					
<p>Achieving Parity for Māori and Pasifika Ākonga</p> <p>Strong Regional Provision of Tertiary Education</p> <p>Improved Back Office Efficiency through Shared Services</p> <p>Develop Scale</p>	<p>Enable equitable access to training</p>	<p>Build a targeted scholarship fund across Northland that prioritises connection to economic development</p>	<p>TEO's / High Schools / Industry / MSD / Northland Inc / Ministry for Women / MoE</p> <p>Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p> <p>Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p>-2019 - 2024</p>	<p>MoE / NZQA</p>	<p>WS5: Curriculum Development</p> <p>WS6: Stakeholder Management</p> <p>WS2: Programme of Activities</p>	
		<p>Develop and extend hardship budgets equitably</p>					
		<p>Review transport systems across Region to design an efficient model</p>					
		<p>Ākonga to have completed driver license training before exiting high school (restricted)</p>					
		<p>Raise awareness of subsidies and funding available to caregivers</p> <p>Blended delivery options required to allow attendance at a distance or catch ups with tutors on a digital platform</p> <p>Align programme delivery across TEO's to better suit needs of parents and caregivers returning to the workforce.</p>					

DIGITAL LEARNING HUBS

REGIONAL PRIORITIES	WHAT	ACTION	WHO	WHEN	MEASU	LINK TO OTHER WORKSTREAMS
<p style="text-align: center; margin: 0;">Develop Scale</p> <p style="text-align: center; margin: 0;">Improved Back Office Efficiency Through Shared Services</p> <p style="text-align: center; margin: 0;">More Sharing of Delivery by Providers</p> <p style="text-align: center; margin: 0;">Strong Regional Provision of Tertiary Education</p> <p style="text-align: center; margin: 0;">Great Diversity of Programmes in the Region</p> <p style="text-align: center; margin: 0;">Capitalise on Provider Specialisation</p> <p style="text-align: center; margin: 0;">Achieving Parity for Māori and Pasifika Ākonga</p>	<p style="text-align: center;">Develop Joint Ākonga Hubs</p>	<p style="text-align: center;">Develop common study spaces in ākonga hubs across region</p> <p style="text-align: center;">Extend the commons study space initiative nationally</p> <p style="text-align: center;">One enrolment process across TEO's</p>	<p style="text-align: center;">Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p>	<p style="text-align: center;">- 2019 - 2024</p>	<p style="text-align: center;">Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p style="text-align: center;"> WS2: Programme of Activities WS3: Shared Services </p>
	<p style="text-align: center;">Increase access to technology</p>	<p style="text-align: center;">Source funds from energy providers and or Northland Inc to help provide equipment and knowledge for ākonga</p>	<p style="text-align: center;">Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p>	<p style="text-align: center;">- 2019 - 2024</p>	<p style="text-align: center;">Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p style="text-align: center;"> WS2: Programme of Activities WS3: Shared Services </p>

ACCESS TO CURRICULUM

REGIONAL PRIORITIES	WHAT	ACTION	WHO	WHEN MEASURE	LINK TO OTHER WORKSTREAMS
<p>Strong Regional Provision of Tertiary Education</p> <p>Provision linked to Economic Development</p> <p>Capitalise on Provider Specialisation</p> <p>Responsive to Employment and Industry</p>	<p>Hop on, Hop Off Learning</p>	<p>In support of the proposal from Future of Work Commission, change funding systems to encourage development of hop on, hop off training to equalise the focus that is placed on both completing a qualification and at the same time gaining work experience. A 48 week course could be broken up into 4 milestones, allowing ākongā to study for 12 weeks, hop off, gain work experience for a period then hop on for another 12 weeks training before hopping off to work again. In delivering this training ITO's would need to link apprentices with employers in a well-structured and carefully managed approach. Each ākongā would need to be fully assessed at each hop off point for consistency / benchmarking and common assessment of soft skills. (Feedback from Set for Life model)</p>	<p>Govt / NZQA / MoE / TEC</p> <p>Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p>	<p>- 2019 - 2024</p> <p>Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p>WS2: Programme of Activities</p> <p>WS6: Stakeholder Management</p>
<p>Shared Programme Development</p> <p>Strong Regional Provision of Tertiary Education</p> <p>Greater Diversity of Programmes in the Region</p> <p>Improved Back Office Efficiency Through Shared Services</p>	<p>Jointly provide an extended and enhanced set of learning resources</p>	<p>Regionally and nationally purchase resources: databases, national standards and provide access to all ākongā in all places via digital platforms</p> <p>Ensure all library resources are common across NZ including Universities</p>	<p>National Library consortia and groups already in existence / CEO's / MBIE / Northland Inc</p> <p>Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p>	<p>- 2019 - 2024</p> <p>Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p>WS3: Shared Services</p> <p>WS4: Digital Learning Hubs</p>
<p>Responsive to Employment and Industry</p> <p>Shared Programme Development</p> <p>Provision Linked to Economic Development</p> <p>Strong Regional Provision of Tertiary Education</p>	<p>Career development inclusion / ākongā vision of relationship between study and possible careers</p>	<p>Digital self analysis available of soft skill sets as relevant to sectors / industry: Provide pre-entry assessments for all He Whenua programmes, available via institutional and school websites (e.g. - these are the skills required to succeed as a truck driver, this is how you measure currently and this is how you can fill in the gaps).</p> <p>Involve the community in the development / roll out of the above so they can inform this, own it and use it</p> <p>Provide Careers PD for tertiary and secondary school teachers to embed career awareness into their programmes</p>	<p>TEO's / Schools / NZQA</p> <p>Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p>	<p>- 2019 - 2024</p> <p>Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p>WS3: Shared Services</p> <p>WS4: Digital Learning Hubs</p> <p>WS6: Stakeholder Management</p>
<p>Strong Regional Provision of Tertiary Education</p> <p>Provision Linked to Economic Development</p> <p>Responsive to Employment and Industry</p> <p>Greater Diversity of Programmes in the Region</p>	<p>NZQA Accreditation and Approvals process to be improved, faster and more flexible</p>	<p>Approval process streamlined to meet regional growth needs and industry and ākongā voice</p>	<p>NZQA / TEC / MoE</p> <p>Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p>	<p>- 2019 - 2024</p> <p>Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p>WS6: Stakeholder Management</p>
<p>Achieving Parity for Māori and Pasifika Ākongā</p> <p>Strong Regional Provision of Tertiary Education</p> <p>Capitalise on Provider Specialisation</p>	<p>Improve teaching practice through targeted professional development</p>	<p>Adoption of a strong pedagogical approach for Māori and Pasifika ākongā mandated</p> <p>Ako Aotearoa teaching standards to be better inculcated</p> <p>Refreshers become mandatory in certain programmes (PD) including how to improve tutor relationships with ākongā</p>	<p>Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p>	<p>- 2019 - 2024</p> <p>Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p>WS2: Programme of Activities</p>

STAKEHOLDER MANAGEMENT AND ENGAGEMENT

REGIONAL PRIORITIES	WHAT	ACTION	WHO	WHEN	MEASURE	LINK TO OTHER WORKSTREAMS
<p style="color: #8B4513; font-size: small;">Improved Back Office Efficiency through Shared Services</p> <p style="color: #8B4513; font-size: small;">Achieving parity for Māori and Pasifika ākonga</p>	<p style="font-size: small;">Increase avenues to hear ākonga voice and break down barriers to learning</p>	<p style="font-size: small;">Carefully consider ākonga survey findings across TEO's to understand what works best</p> <p style="font-size: small;">TEO's to establish a process of continuous improvement against current research and maintain this to stay current where ākonga needs are concerned</p> <p style="font-size: small;">Prioritise student voice representations in TRIP model or at Council tables in TEO's</p>	<p style="font-size: small;">Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p> <p style="font-size: small;">Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p style="font-size: small;">- 2019 - 2024</p>	<p style="font-size: small;">TEC</p>	<p style="color: red; font-size: small;">WS3: Shared Services</p>
<p style="color: #8B4513; font-size: small;">Responsive to Employment and Industry</p>	<p style="font-size: small;">Develop graduate attributes</p>	<p style="font-size: small;">Community project to:</p> <ul style="list-style-type: none"> - address dependencies and substance abuse - assist with anxiety and mental health issues - increase community services available 	<p style="font-size: small;">Community / TEO's / Health Providers</p> <p style="font-size: small;">Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p> <p style="font-size: small;">Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p style="font-size: small;">- 2019 - 2024</p>	<p style="font-size: small;">TEC</p>	<p style="color: red; font-size: small;">WS3: Shared Services</p>
<p style="color: #8B4513; font-size: small;">Responsive to Employment and Industry</p> <p style="color: #8B4513; font-size: small;">Develop Scale</p> <p style="color: #8B4513; font-size: small;">More Sharing of Delivery by Providers</p> <p style="color: #8B4513; font-size: small;">Capitalise on Provider Specialisation</p>	<p style="font-size: small;">Make industry careers visible and accessible</p>	<p style="font-size: small;">Co-ordinate role models / mentors from industry for ākonga in secondary and tertiary</p> <p style="font-size: small;">Team teaching partnerships with industry in classrooms at TEO's and schools</p> <p style="font-size: small;">Teachers at high schools and in tertiary crossing over to the others teaching environments to talk with ākonga and staff</p>	<p style="font-size: small;">TEO's</p> <p style="font-size: small;">Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p> <p style="font-size: small;">Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p style="font-size: small;">- 2019 - 2024</p>	<p style="font-size: small;">TEC</p>	<p style="color: red; font-size: small;">WS3: Shared Services</p>
<p style="color: #8B4513; font-size: small;">Strong Regional Provision of Tertiary Education</p> <p style="color: #8B4513; font-size: small;">Greater Diversity of Programmes in the Region</p> <p style="color: #8B4513; font-size: small;">Improved Back Office Efficiency through Shared Services</p>	<p style="font-size: small;">Tertiary and secondary advisors to work more closely and liaise around promotion and annual events</p>	<p style="font-size: small;">Appoint a dedicated co-ordination role within TRIP or utilise TEC Careers expertise already located within Tai Tokerau</p> <p style="font-size: small;">Drive and lead a new focus for all career services across the region: collaborate to plan and target education</p> <p style="font-size: small;">Currently there is 1 careers roadshow per annum, 1 in Whangarei and 1 in the Far North. Increase this number and bring the information to the schools with industry assisting to run the careers sessions</p> <p style="font-size: small;">Work with industry to increase and publicise more in-industry days for ākonga</p>	<p style="font-size: small;">TEC</p> <p style="font-size: small;">Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p> <p style="font-size: small;">Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p style="font-size: small;">- 2019 - 2024</p>	<p style="font-size: small;">TEC</p>	<p style="color: red; font-size: small;">WS3: Shared Services</p>
<p style="color: #8B4513; font-size: small;">Strong Regional Provision of Tertiary Education</p> <p style="color: #8B4513; font-size: small;">Provision Linked to Economic Development</p> <p style="color: #8B4513; font-size: small;">Shared Programme Development</p> <p style="color: #8B4513; font-size: small;">Develop Scale</p> <p style="color: #8B4513; font-size: small;">Responsive to Employment and Industry</p>	<p style="font-size: small;">Guarantee employment</p>	<p style="font-size: small;">Put in place cadetships, working scholarships</p> <p style="font-size: small;">Bonded system with industry - ākonga nurtured through study and promised work on completion possibly with proportional wages paid through study as an incentive, a shared strategy with mentorship, work experience and scholarships</p> <p style="font-size: small;">A shared talent pool created in high schools and tertiary that profiles achievements and soft skills of each ākonga from which employers can use as a recruitment tool</p>	<p style="font-size: small;">Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p> <p style="font-size: small;">Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p style="font-size: small;">- 2019 - 2024</p>	<p style="font-size: small;">TEC</p>	<p style="color: blue; font-size: small;">WS2: Programme of Activities</p>
<p style="color: #8B4513; font-size: small;">Achieving Parity for Māori and Pasifika ākonga</p> <p style="color: #8B4513; font-size: small;">Improved Back Office Efficiency Through Shared Services</p> <p style="color: #8B4513; font-size: small;">More Sharing of Delivery by Providers</p>	<p style="font-size: small;">Raise community awareness and understanding of tertiary provision including Hāpori literacy</p>	<p style="font-size: small;">A single approach to marketing tertiary education in tai Tokerau where we advertise together, speak to gather and share programme delivery. Through an increased presence of marketing and careers information in community spaces, whanau will be able to have more informed career conversations and make better study choices.</p> <p style="font-size: small;">Improve awareness in communities so whanau can act as ambassadors or Navigators in recognised and trained part time roles</p> <p style="font-size: small;">Whanau inclusion and wider promotion in health initiatives to combat peer pressure and negative influences</p> <p style="font-size: small;">Whanau mentoring to build life skills</p> <p style="font-size: small;">Deliver workshops, study groups on Marae and in community spaces and educate community members in career pathways</p> <p style="font-size: small;">Actively promote Māori values on TEO campuses and in communities</p>	<p style="font-size: small;">Project Scopes are Pending Decisions made on WS1: TRIP Delivery Plan</p> <p style="font-size: small;">Measures outlined within TEC Focus Brief for Tai Tokerau would be measurement factors</p>	<p style="font-size: small;">- 2019 - 2024</p>	<p style="font-size: small;">TEC</p>	<p style="color: blue; font-size: small;">WS2: Programme of Activities</p>