

Six-Month Operational Plan

1 July – 31 December 2025



WAIHANGA ARA RAU
**Construction and
Infrastructure**
Workforce Development Council



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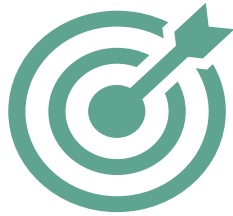
Disclaimer

This six-month plan has been prepared in the context of Waihanga Ara Rau being disestablished by 31 December 2025, alongside a significant reduction in funding from the Tertiary Education Commission (TEC). Should the future direction require Waihanga Ara Rau to transition to new entities through a 'lift and shift' process rather than a full disestablishment, this plan will be subject to change, and additional funding may be required. This may also apply if there are delays in establishing the Industry Skills Boards and/or Waihanga Ara Rau is required to operate beyond 31 December 2025.

Overview

- ▶ We have maintained a strong focus on delivery, continuity of core functions, matters of ongoing significance to our industries, and leaving a positive legacy.
- ▶ Our priorities have been determined based on alignment with the Industry Skills Boards (ISBs), the Orders in Council (OiC) where possible, achievability, and delivering value to industry.
- ▶ All initiatives have been carefully evaluated to ensure we don't overcommit and that associated risks are effectively managed.
- ▶ More details on the Assurance and Qualifications Plans is provided in the appendices.
- ▶ Changes to the original Operational Plan 2024–26 deliverables are included in **Appendix C**.
- ▶ A separate disestablishment plan will be developed as part of our detailed planning process. Any specific transition requirements will become clearer once the new legislation is in place and there is further direction from TEC.

Key Objectives – July to December 2025



Deliver Core Functions

Continue to deliver to our industries by focusing on high-impact projects and effective delivery of core functions.



Support Our People

Including their wellbeing, through transition and disestablishment.



Support Transition

Provide high-quality information and data to the ISBs, and support a smooth transfer of our functions.



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Priorities and timeframes

(by function)



Strategy & Engagement

PRIORITY AREA	WHY IT IS IMPORTANT	TIMING	RESOURCING
Support effectiveness and ongoing operation of Industry Strategic Reference Groups (SRG)	The establishment and maintenance of industry advisory groups, are a key requirement in our legislation. These groups also form an effective mechanism for representing our industries' voice, which we use to inform our investment advice and focus of our work. The SRGs are key to hearing from industry and connecting back into their wider networks. We have established SRGs for all of our 11 sectors, plus an Iwi SRG and Pacific Peoples SRG. It is important we continue to support industry through the VET redesign process, to minimise disruption	Ongoing through to December 2025. It is anticipated that the frequency of the SRG hui will remain at current levels for the next six months, however, will largely occur online. Each SRG will have an agreed work plan through to the end of 2025.	Relationship Managers, Relationship Lead, Team Coordinator. Kaimahi support for the Pacific and Iwi SRG.
Supporting Industry through to Industry Skills Board Transition	With the establishment of the ISBs, it is critical we support our Industry through the process. This support will evolve as further information is provided by TEC. Industry needs to engage to ensure the new system is set up correctly and there is a clear transition path.	Ongoing through to December 2025. Industry and stakeholder engagement will be frequent over the next 6 months and will be dependent on communication and transitional planning requirements from TEC.	Relationship Managers, Relationship Lead and change team.
Pacific Peoples WDP Action Plan	The Pacific Peoples work programme will be retained under the new organisational structure. Completed work will be transferred over to the ISBs where possible.	Ongoing through to December 2025.	<ul style="list-style-type: none"> Pacific Partnership Manager Te Pane Taketake is the sponsor of the Pacific SRG.
Maintenance of the Workforce Information Platform	We have a number of sectors e.g. ESI, Off Site, C&I Services and Access Trades that do not have the data needed to utilise the WIP bottom-up project-based workforce modelling. This functionality will allow all sectors to have workforce modelling and provide existing sectors with scenario-based forecasting.	Ongoing through to December 2025.	Insights and Analytics Manager. Data Scientist.
2025 TEC Investment Advice TEC (for 2027 Delivery)	This is a critical opportunity for industry to provide advice to TEC on funding allocations for VET training. Dependent on time of VET system changes.	Due November 2025	Input from across the Strategy & Engagement team with and input from across Waihangara Rau and the SRGs.
Deep Dives: cross cutting themes from industry WDPs	<p>Pastoral Care: Persistently low worker retention and apprentice completion rates highlight systemic capability gaps in people leadership pastoral care and management across the construction and infrastructure sector. The legacy insights from ConCOVE and Waihangara Ara Rau offer a solid evidence base that must be advanced and operationalised at both policy and enterprise. Discussions with ConCOVE have suggested this could be a joint project (which ConCove will largely fund).</p> <p>Leadership: A WDP response project agreed to by LT and Council. These projects are at a sector level to identify and develop policy and practical tools to support leadership and pastoral care in the workforce and for work-based learners, and people leaders.</p>	<p>Pastoral Care RFP June with delivery Sept-Oct October 2025.</p> <p>Leadership deep dive will be completed in July 2025.</p>	External – This project is approved (\$60K) by ConCOVE Board and is in their work plan April - December 2025. This project would be outsourced with a joint steering committee. There is a need for Project Management support from the Strategy & Engagement team and support from Comms & Marketing for publication design. Small amount of travel to connect with ConCOVE.
Publication of workforce development plans	This is a transition project updating online WDP information and producing published documentation (PDFs)	Completed by July 2025	Resourcing will reduce in May and aging in June with an impact on delivery but will not require additional resourcing.

Assurance

PRIORITY AREAS	WHY IT IS IMPORTANT	TIMING	RESOURCING
Implementation of Assurance and Moderation Plans 2025	<p>Programme Endorsement, Micro-credential support, Consent to Assess, and Moderation are core functions for Waihanga Ara Rau, as outlined in legislation. Improving the quality provision of training by providers is fundamental to enabling a highly skilled and qualified C&I workforce.</p> <p>There has been a change in focus for our assurance activity, where we are increasing our emphasis on ITP and WBL provision due to the extensive scope of provision and specific themes identified through previous moderation.</p> <p>PGD (Plumbing, Gasfitting and Drainlaying) and Scaffolding block course delivery and assessment is also a focus area due to concerns raised by the industry sector and through themes identified through moderation.</p> <p>An Assurance Plan to 31 December 2025 can be found in Appendix B.</p>	<p>These plans are developed and implemented to align with the calendar year. The 2025 Plans are due to be fully implemented by December 2025.</p>	<ul style="list-style-type: none"> Assurance Team: GM Assurance, 2 x Assurance Managers, 8 x Assurance Specialists, 1 x Team Coordinator. QSP Team as required (approx. 5% of effort). Reduce post assessment and travel as required. Programme Endorsement to continue to 30 October, this aligns with NZQA deadlines.
Short Course Training Project	<p>As the Standard Setting Body for C&I, Waihanga Ara Rau is responsible for standards that are being used as standalone courses across several of our industry sectors. They are generally defined as compliance training and cover topics such as Working at Heights, Elevated Work Platforms, Cranes, and driver licence endorsements. The standards are some of the highest reported standards across our sectors and we have categorised these as high risk and high credit value standards.</p> <p>2025 sees the implementation of solutions based on recommendations from the research phase of the project in 2024.</p>	<ul style="list-style-type: none"> Development of Guidance Documents – April 2025. QSP review of current standards – TBC Moderation, monitoring, and provider visits re implementation of guidance – Sept/Oct 2025 Involvement of Ohu Ahumahi – across 2025 	<ul style="list-style-type: none"> Project Steering Group: Waihanga, NZQA, WorkSafe, Cranes Association, SARNZ, CHASNZ, Ohu Ahumahi. Project Team: Assurance Team: GM Assurance, Assurance Manager, 2 x Assurance Specialists, One from: QSP Team, S&I Team, E&P Team.
Re-Energise – ESI Workforce Development Strategy	<p>The original workforce development strategy (Re-Energise) was developed for the ESI sector back in 2021. Due to changes within the sector and the various projects that have realised some of the actionable recommendations, it is time for the industry to revisit the strategy. This also involves the gathering of better data (a current project and something missing from the first report) and the ESI Pathways project recently approved by the Infrastructure Trust.</p> <p>The EEA (Electricity Engineers Association) has Board-approved funding for the review of Re-Energise and is lead for the Pathways Project. Waihanga Ara Rau is a key partner to lead this work on behalf of the industry sector.</p>	<p>It is expected that Waihanga Ara Rau will be involved in the project with EEA until December, with a transfer across to the appropriate ISB in early 2026 to continue the work.</p>	<ul style="list-style-type: none"> Project Steering Group – ESI SRG Key Leads – Waihanga Ara Rau/EEA Waihanga Ara Rau staff – GM Assurance, Engagement and Strategy Team External contractor may be needed for additional capacity.
Lead: GM Assurance			

Qualifications System Products

PRIORITY AREA	WHY IT IS IMPORTANT	TIMING	RESOURCING
Building Pathways Project	<p>This project aims to create a more flexible, transparent and supportive 'Building Pathway'. It will introduce common skill standards to the New Zealand Certificate in Carpentry, the New Zealand Certificate in Construction Trade Skills (Level 3) and related Concrete Construction qualifications.</p> <p>It will explore the introduction of up to 20 micro-credentials to make sure that qualification pathway is flexible enough to adapt to the workforce of the day, addresses emerging skill needs, recognise areas of specialisation in the industry, and encompasses advanced technical skills.</p>	Ongoing through to December 2025.	<p>Project Team: GM QSP, Qualification Manager, 4x Qualification Developers, 1 x Team Coordinator (approx. 2 FTE).</p> <p>Cross-functional input from E&S and Assurance teams as required.</p> <p>Up to 30k in additional funding provided by ConCOVE to support engagement and application of relevant research.</p>
Priority Qualification Review and Development	<p>As a core legislative function, we have prioritised our qualification development and review programme toward the most critical and high impact areas, particularly highest industry need. To December 2025, the key sectors in addition to the 'Building Pathways' project are:</p> <ul style="list-style-type: none"> • Access Trades • Electrotechnology • Water <p>• A Qualifications Plan to 31 December 2025 can be found in Appendix A.</p>	Ongoing through to December 2025.	<p>Qualifications Systems Product Team: GM QSP, 2 x Qualification Managers, 8x Qualification Developers, 1 x Team Coordinator (85% of effort).</p> <p>Cross-functional input from E&S and Assurance teams as required.</p> <ul style="list-style-type: none"> • No new additions to work plan from April '25 • Expectation that work will slow but not stop. • Contingency plans in place to pause or stop work if capacity or industry engagement requires it. • F2F engagement heavily restricted <p>See Appendix A for details of work plan changes.</p>
Addressing policy, regulatory and funding barriers Aka 'Case Studies Project'	<p>This is a collaborative project across all WDCs focused on highlighting opportunities to change policy, regulatory and funding settings in order to make it faster, cheaper and easier to develop and implement relevant education products and services.</p> <p>Key focus areas include:</p> <ul style="list-style-type: none"> • Improving alignment and coordination across MoE, TEC, NZQA and WDCs including information sharing about quality and performance. • Supporting greater flexibility and in the award of qualifications. • Enabling the greater use of micro-credentials, with a key focus on 'stacking' towards qualifications and speed to market. • Reducing costly and time-consuming compliance requirements. 	Ongoing through to December 2025.	GM QSP with support of wider Leadership Team.
Product Roadmaps	Following the establishment of the Sector Snapshots and with the potential for transition to new standard-setter(s) this project will focus on creating updated product roadmaps capturing product context, relationships, specifications and potential future developments.	Ongoing through to December 2025.	<p>Qualifications Systems Product Team: GM QSP, 2 x Qualification Managers, 8x Qualification Developers, 1 x Team Coordinator (10% of effort)</p> <p>Cross-functional input from E&S and Assurance teams to validate.</p>

Lead: GM Qualifications System Products

Te Pane Taketake

PRIORITY AREAS	WHY IT IS IMPORTANT	TIMING	RESOURCING
Partner with iwi on major construction and infrastructure projects	<ol style="list-style-type: none"> 1. Provide opportunities for iwi/hapū members and affiliated contractors to participate in the three selected projects. 2. Promote collaboration between the Project, iwi/hapū, Training Providers, local contractors, crown agencies, and the local community. 3. Share knowledge of the region regarding cultural significance, the effects of climate change and environmental management. 	<ul style="list-style-type: none"> - Ongoing - Review 30 Sep 2025 	<ul style="list-style-type: none"> - Poumatua - Iwi Relationship Lead
Provide advice and support for iwi development projects	<ol style="list-style-type: none"> 1. Provide advice and support toward the development of a small number of iwi projects. 2. Align Project outcomes with building iwi capability in vocational pathways. 3. Provide links to industry and agencies. 	<ul style="list-style-type: none"> - Ongoing - Review 30 Sep 2025 	<ul style="list-style-type: none"> - Poumatua - Iwi Relationship Lead
Achieve Iwi SRG key outcomes	<ol style="list-style-type: none"> 1. Identify critical levers to achieve desired project outcomes. 2. Promote collaboration and partnerships between iwi, crown agencies, industry and training providers for current and future projects (as above). 3. Create an environment for mana motuhake, self governance/self determination. 	<ul style="list-style-type: none"> - Ongoing - Review 30 Sep 2025 	<ul style="list-style-type: none"> - Iwi Relationships Lead - Poumatua
Implement Māori Workforce Development Action Plan	<ol style="list-style-type: none"> 1. Begin focused implementation in two areas. Hand over responsibility to other entities and the Iwi SRG. 	<ul style="list-style-type: none"> - Ongoing - Review 30 Sep 2025 	<ul style="list-style-type: none"> - Iwi Relationships Lead - Poumatua - Strategy and Engagement

Lead: Poumatua

Corporate Services

PRIORITY AREA	WHY IT IS IMPORTANT	TIMING	RESOURCING
Manage the disestablishment of the organisation, including internal changes, transitional activities, and close down.	<p>As the organisation moves into its disestablishment phase, and upon direction from the Tertiary Education Commission, the change responsibilities will include the development (by 30 June) and implementation (ongoing through to December 2025) of a close down plan for the organisation.</p> <p>With the establishment of the ISBs, it is critical that we support our Industry through this period, which includes preparing work plans for transition or archiving. This includes the transfer of trade careers websites, WDPs, work plans, also known as kōrero information, key pieces of research, and other relevant materials.</p> <p>A stocktake of key assets, information and other intellectual property will be undertaken and included in the disestablishment/transition plan.</p>	Ongoing through to December 2025.	A dedicated Change Management Team (Chief Executive, Corporate Services and Change Manager, Senior Business Advisor, Business Advisor, Communications Lead, Shared Services support).
Performance and Accountability Reporting. Ongoing servicing of the Council and Committees	<p>We are legally required to produce an Annual Report (due 31 October 25) each year and we are also required to provide two performance reports to TEC, as a requirement of our funding agreement. A progress report (including reporting against measures) covering 1 January to 30 November 2025, is due 30 November 2025. A close down report is also required to be submitted to the Minister within 3 months of disestablishment.</p> <p>Council need to be well supported and have good oversight of what's happening across the organisation, including management of risks, in order to effectively govern the organisation. Regularly reporting will continue as part of servicing the Council, along with secretariat and other governance support.</p>	Ongoing through to December 2025.	Primarily the Corporate Services Manager, Senior Business Advisor, Business Advisor, with input on the content from all teams.
Ongoing implementation of the internal and external communications plan	<p>Keeping kaimahi informed and up to date is paramount, particularly through change and transition. It helps fulfil our goal of being supportive, open and transparent.</p> <p>Digital engagements with industry, including key updates delivery, VET system updates etc.</p> <p>Design of key accountability documents, websites, research, reports and plans (particularly those that are to be transferred to TEC, NAWIC, MoE, ISBs, and/or other entities).</p>	Ongoing through to 30 November 2025.	With a reduced Communications and Marketing team the communications plan will be reprioritised to match capacity. 1x Communications Lead, 0.6 Snr Comms & Marketing Advisor.

Lead: Corporate Services & Change Manager



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Organisational performance measures



Organisational Performance Measures 2025/26

FUNCTIONAL MEASURES			
Function	Measure	Key Performance Indicators	Owner
Investment Advice to TEC	Supply of advice to TEC on the mix of training reflects collation of a range of quantitative and qualitative data from industry groups, employers, and other informants that can help interpret data.	<ul style="list-style-type: none"> Advice is provided to TEC to the required standard and timeframe. Advice includes evidence (as required) that it aligns with industry requirements. 	GM Strategy & Engagement
Skills Leadership	Co-designed Workforce Development Plans are published with input from key industry partners.	Evidence in plans of relevant industry body support.	GM Strategy & Engagement
Developing and setting standards, micro-credentials and qualifications	<ul style="list-style-type: none"> Standards, micro-credentials and qualifications are reviewed within the specified review period or otherwise agreed with NZQA. Standards, micro-credentials and qualifications meet industry need. 	<ul style="list-style-type: none"> Progress against these measures is reported to TEC by 30 November 2025. 320 skill standards registered between 1 July 2024 and 30 November 2025. 35 qualification reviews completed by 1 July 2024 and 30 November 2025. 15 new credentials registered by 1 July 2024 and 30 November 2025. 	GM Qualifications System Products
Endorsing programmes and moderating assessments	<ul style="list-style-type: none"> Programme endorsement is completed within the agreed service timeframe. National external moderation activities are conducted in accordance with the requirements in the Directory of Assessment and Skill Standards (DASS) Rules. 	<ul style="list-style-type: none"> Progress against these measures is reported to TEC by 30 November 2025. 65% of programme endorsements completed within 20 business days. 	GM Assurance
Meeting the prescribed quality assurance requirements set by NZQA	<ul style="list-style-type: none"> Reflection on processes, actions and performance as a standard setting body is observed. Applications for qualifications, micro-credentials, skill standards and CMRs are approved by NZQA, and work with NZQA to eliminate requests for further information per application. Improvement in provider assessment practice is facilitated. 	<ul style="list-style-type: none"> Self-assessment report is submitted on time to NZQA (due August 2025). Self-assessment report includes supporting quantitative and qualitative evidence. 	GM Assurance GM Qualifications System Products
MANAGEMENT MEASURES			
Function	Measure	Key Performance Indicators	Owner
Financial Management	Waihangara Ara Rau has performed within its budget.	Any material difference between actuals and the overall budget is explained in financial reporting.	Corporate Services & Change Manager
Risk Management	The Risk Register is completed (including risk details and level of risk). Each risk has an appropriate response for mitigation.	Mitigation activities identified for all identified risks.	Corporate Services & Change Manager
Governance	Waihangara Ara Rau maintains a strong and capable governing council that provides effective leadership, agrees plans with achievable targets, understands its functions and responsibilities, and has the skills and experience to fulfil its functions. The Council undertakes its duties in alignment with its OIC, unless otherwise agreed with TEC.	The Council publishes its Annual Report, as required by its OIC (unless otherwise agreed with TEC). Council meeting agendas provided to TEC.	Corporate Services & Change Manager



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Risks and Mitigations



Key Risks and Mitigations

The following risks could impact our ability to achieve the objectives of this plan. Mitigating actions have been identified to address these risks.

Risk type	The risk is that ...	Rated as ...	Our key mitigating controls and treatments are....
Organisational Change & Disestablishment	We do not effectively manage organisational change processes, transition of functions, and close down activities.	High	Change management team. Robust disestablishment plan. Effective ongoing engagement with key stakeholders, including TEC, Hāpaitia and MoE.
External Decision Changes	Lack of direct communication or last-minute changes in external decisions about the disestablishment (e.g. timeline shifts, scope changes for ISBs) and inconsistency between verbal and written messaging, creating uncertainty.	High	Proactively seek information from TEC and monitor policy decisions. Build flexibility into the disestablishment plan. Maintain key external relationships to ensure early awareness of any changes. Have scenario plans ready for variations (for instance, if the closure had to happen one month earlier or later). Keep the Council informed to ensure timely escalation if required.
Industry Engagement	We fail to maintain relationships with key industry stakeholders, and ensure continuity of Strategic Reference Groups.	Medium	Engagement plan. Actively supporting industry during the design of the Industry Skill Boards. Confirming the Action Plans for the WDPs. Re-allocation of workload to ensure delivery of core priorities.
Vocational Education Policy	We fail to pass on lessons learnt regarding industry insights and aspirations into the system.	Medium	Regular meetings between NZQA and the GM Qualifications Systems Product and GM Assurance Waihangā Ara Rau. GM involvement in key NZQA, MoE and TEC change workstreams. Ongoing engagement with key agencies in the VET sector to communicate plans and align priorities. Establishment strategic reference groups for consultation with stakeholders, to ensure we can effectively advocate on their behalf.
People Capability and Capacity	We are unable to maintain the level of capacity and capability to deliver minimal viable services and products.	Medium	Redundancy Policy. Staff benefits (incl. wellness initiatives). External temporary resourcing. Ensure reprioritised work plans to match capacity. Regular and effective communication. Outplacement services.
Financial Management	We fail to manage our financial expenditure effectively, due to significantly reduced funding constraints and uncertainty.	Medium	Seek clarity on funding from TEC on funding and refine budget. Reduced costs through organisational change and downsizing. Continue to scale down costs through efficiencies, detailed planning and monitoring expenditure.



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Governance & Organisational structure



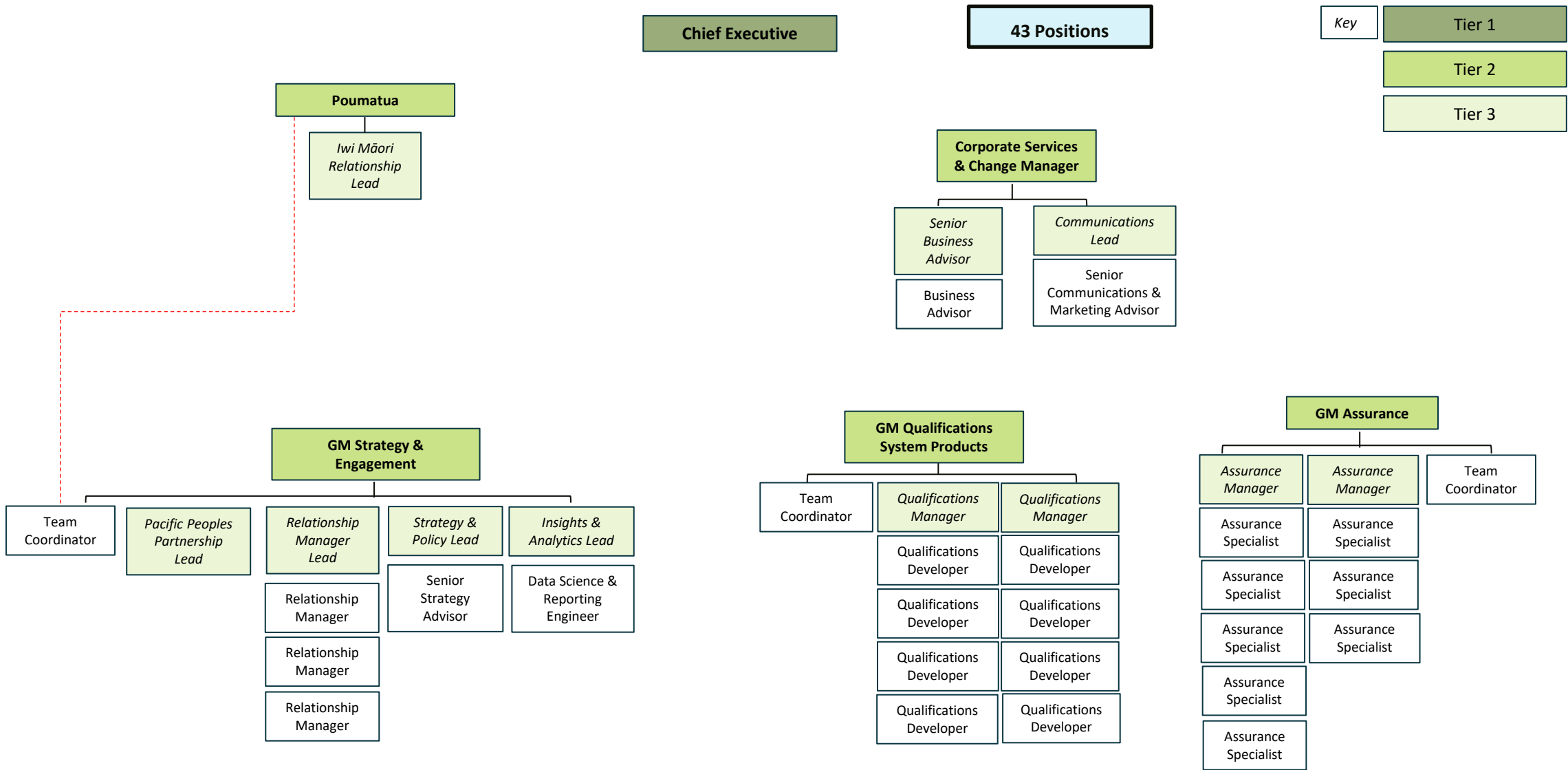
Governance

- ▶ The Waihangara Ara Rau Council plans to reduce from eight members to seven from 1 July 2025, as the organisation begins to scale down toward its disestablishment. It is anticipated that further reductions will occur following a review scheduled for 30 September 2025.
- ▶ The Council and its subcommittees have meetings and forward agendas in place for the remainder of 2025. The key focus will be overseeing the delivery of this six-month plan and the organisation's disestablishment activities.

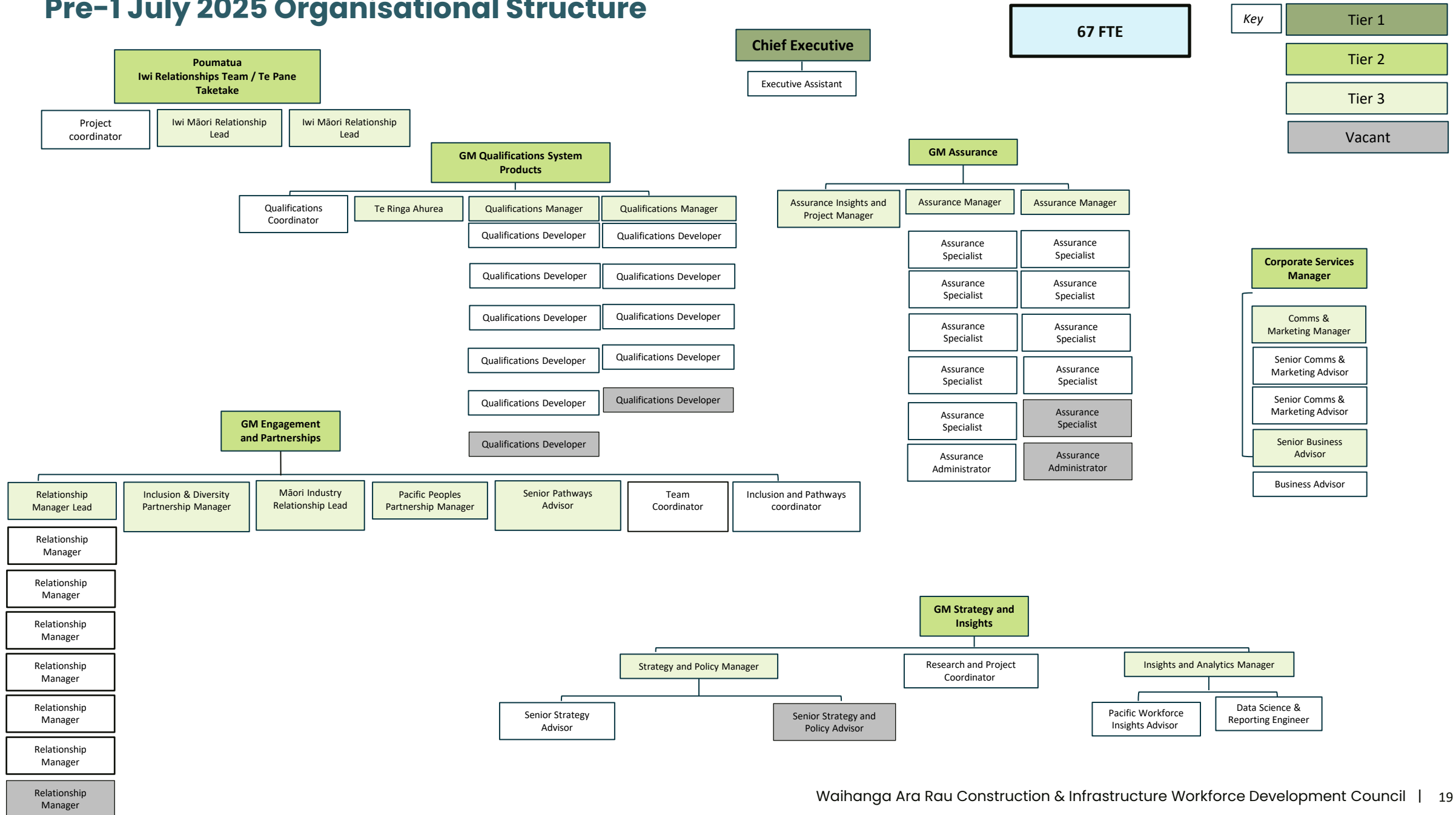
Changes to the Organisational Structure

- ▶ Since late 2024, Waihangara Ara Rau has taken active steps to reduce costs and begin scaling down operations in anticipation of the transition to Industry Skills Boards (ISBs). These measures included minimising all discretionary expenditure, and halting all recruitment. As a result, the organisation's headcount reduced from a budgeted 67 FTE to 59.8 FTE by 31 January 2025.
- ▶ Following the Minister's letter dated 24 December 2024, and subsequent guidance from TEC, the Council undertook a significant organisational restructure. This was designed to align our operations with the future ISB model, reduce costs further, and meet transitional funding expectations. The restructure has further reduced the organisation from a budgeted 59.8 FTE to 43 FTE.
- ▶ All remaining activities are focussed on core statutory functions and priority workstreams required to maintain continuity and stability through to December 2025.
- ▶ The following slides show the new organisational structure to be fully implemented by 1 July 2025, and the previous budgeted structure (for 2024/25).

New Organisational Structure from 1 July 2025



Pre-1 July 2025 Organisational Structure





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Disestablishment budget

1 July – 31 December 2025



Disestablishment Budget 2025/26

Waihangara Rau Indicative Budget	July to December 25 '000'
Total Income (Funding)	\$1.980
<u>Expenditure</u>	
People Costs	4,299
<i>Salaries</i>	2,908
<i>Redundancies</i>	1,391
Other personnel costs	285
Audit & Legal expenses	75
Governance	116
Travel	97
Meetings & Events	45
Other Expenses (includes TEC contingency)	586
Hāpaitia	828
Total Expenditure	\$6,331
Surplus / Deficit	\$(4,351)
<i>Projected Opening Bank Balance @ 1 July 2025</i>	\$4,207
GST Refund	\$2,309
Payments (GST, Employees, Suppliers)	\$(6,566)
<i>Projected Closing Bank Balance as at 31 December 2025</i>	\$(50)
Liabilities to be paid upon disestablishment	\$(50)
<i>Projected Net Cash after realisation of receivables & payables</i>	\$0

- ▶ **Salary costs:** with the new structure implemented and projected FTE to mid-December, salary costs are 67% of previous costs, when compared to July to December 2024. This excludes the redundancy costs.
- ▶ **Travel:** Budgeted at 30% of 2024 actual (July-December 2024), with travel retained for essential activities such as industry engagement, moderation, and Strategic Reference Group meetings. Minimal to no travel is anticipated for November and December.
- ▶ **Meetings and Events:** Scaled back to 35% of previous expenditure. Face to face engagements will be limited to essential events and meetings only.
- ▶ **Other Expenses – Contingency:** A contingency of \$500k has been allocated, as requested by TEC. This is to allow for any unanticipated costs or events that arise during the period.
- ▶ **Shared Data Platform:** Continued maintenance of the Shared Data Platform is budgeted to ensure a smooth transition to future entities.
- ▶ **TEC Contingency:** There are currently no plans to use the TEC contingency of \$500k. Should we need to deviate from full disestablishment, to a 'transition' (or there are delays) these funds may need to be drawn upon.

An aerial photograph of a coastal area. A dark asphalt road runs diagonally from the bottom left towards the top right. To the left of the road is a large body of water with a blue-green hue. To the right of the road is a green field with some trees and a few houses in the distance. A decorative white graphic consisting of a series of overlapping loops runs vertically along the right edge of the image.

Appendix A

Qualifications work plan



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Qualifications Plan to December 2025

Project	Focus Sector(s)	Effort	Value	Q2	Q3	Q4	'26
ANCHOR PROJECTS <i>*Impact projects with significant scale and value.. These are split into stages or workstreams so work can be stopped or scope reduced if required.</i>							
Access System Skills – Review and development of qualifications, skill standards and micro-credentials for Scaffolding, Rope Access, EWP (including provider-based 'short courses')	Access Trades, Onsite Construction	Very High	High				
Building Pathways – Review and development of qualifications and micro-credentials supporting the Onsite Construction (Carpentry, Concrete) industry	Onsite Construction, Civil Trades, Offsite Construction, Finishing Trades	Very High	High				
Electrotechnology – Review and development of qualifications, skills standards and micro-credentials	Electrotechnology, Electricity Supply	Very High	High				
Water Services – Review and development of qualifications, skills standards and micro-credentials for Drinking Water, Wastewater and Trade Waste	Water Services, Plumbing, Gasfitting & Drainlaying	Very High	High				
CONTINUING <i>*Continuing with the same or similar scope.</i>							
Exterior Cleaning micro-credential development	Access Trades	Medium	High				
Rigging L5 review and skill standards development	Access Trades	Medium	Medium				
Traffic Incident Management qualification review and skill standard development	Civil Infrastructure	Medium	Medium				
Bitumen Production qualification review	Civil Infrastructure	Low	Low				
Industrial Measurement & Control L4 /5 qualification review	Electrotechnology	Medium	Medium				
Supply of Electrical Engineering 'Capstone' Exams	Electrotechnology	Low	Medium				
NEW Floating Floors & Carpet Tiles micro-credential development	Finishing Trades	Medium	High				
NEW Paving qualification development	Onsite Construction	High	High				
NEW Glazing micro-credential emerging from qualification review	Onsite Construction	Medium	High				
Electricity Supply Traction Line qualification review and skill standard development	Electricity Supply	Medium	Medium				
Plumbing, Gasfitting & Drainlaying L5 qualifications and unit standards review	Plumbing, Gasfitting & Drainlaying	Low	Medium				
Gas Infrastructure micro-credentials development (to support Certificate of Competence Protocol)	Gas Infrastructure	Low	Medium				

Qualifications Plan to December 2025 (continued)

Project	Focus Sector(s)	Effort	Value	Q2	Q3	Q4	'26
REVISED *Projects that have been merged and revised.							
Enablement Skills – Mapping non-technical skill to current, planned & required credentials to produce a development roadmap - <i>Replaces planned reviews of Construction Supervision, Project Management, Contracts & Procurement products & responds to industry research.</i>	CROSS-SECTOR	Medium	High				
ADDED *Projects that have been added due to high impact and lower effort.							
NEW Swimming Pool Construction qualification development	Onsite Construction	Low	High				
NEW Engineering Mathematics micro-credential development	C&I Services, Electrotechnology, Civil	Low	High				
NEW Internal Waterproofing credential investigation	Finishing Trades, Onsite Construction	Medium	High				
RESCOPED *Projects that are expected to be completed with a reduced scope.							
Gantry Crane MC and skill standard development - <i>Defer Cranes L5 qualification/skill standards</i>	Access Trades	Medium	High				
Asset Management qualification review & micro-credentials development - <i>Defer skill standards development</i>	C&I Services	Medium	High				
NEW Plumbing & Gasfitting micro-credentials development - <i>Defer proposed Roofing MC or include with Building Pathways</i>	Plumbing, Gasfitting & Drainlaying	Medium	Medium				
Wind Farm Maintenance Qualification and unit standard review - <i>Defer skill standards development</i>	Electricity Supply	Medium	Medium				
REMOVED * Projects that will no longer be progressed in 2025.							
Development of proposed Electricity Supply skill standards framework – <i>Dependency with Electrotechnology</i>	Electricity Supply	High	Medium	N/A – Required activity included in maintenance/deferral work			
Gas Infrastructure qualifications review – <i>Delay until all micro-credentials developed</i>	Gas Infrastructure	Medium	Low				
Resin Flooring qualification review & skill standards development – <i>Defer due to lack of internal & provider capacity</i>	Finishing Trades	Medium	Medium				
Civil Laboratory qualification review and development of skill standards – <i>Defer due high volume of work</i>	Civil Infrastructure	High	Low				

An aerial photograph of a coastal area. A dark asphalt road runs diagonally from the bottom left towards the top right. To the left of the road is a large body of water with a blue-green hue. To the right of the road is a green field with some trees and a small cluster of houses in the distance. A decorative white graphic of interlocking loops runs vertically along the right edge of the image.

Appendix B

Assurance work plan



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Assurance Plan to December 2025

Project	Focus Sector(s)	Effort	Value	Q2	Q3	Q4
ANCHOR PROJECTS <i>*Impact projects with significant scale and value.</i>						
PGD programme delivery: Undertaking moderation site visits to observe delivery and assessment of high value block course training across all delivery sites at the request of industry.	Plumbing, Drainlaying, Gasfitting	Medium	High			
Scaffolding programme delivery: Undertaking moderation site visits to observe delivery and assessment of high value block course training across all delivery sites at the request of industry.	Access Trades	Medium	High			
Short Course Training: Implementing and monitoring guidance to ensure consistency and quality of training for compliance based training across all sectors. Following from a full review in 2024.	Cross sector	High	High			
CORE FUNCTIONS <i>*3 October is considered as the last date for submission of consent to assess and programme endorsement applications. This aligns with NZQA timeframes.</i>						
Pre-assessment moderation	Cross sector	High	High			
Post-assessment moderation	Cross sector	High	High			
Consent to Assess	Cross sector	High	High			
Programme Endorsement/Micro-credential support	Cross sector	High	High			
RESCOPED <i>*The following projects have been rescoped to reduce the frequency and reduce travel costs.</i>						
Provider visits: Assurance visits to providers with a focus on business units within Te Pukenga. Visits are being conducted virtually unless there is a specific reason to travel.	Cross Sector	Medium	Medium			
Cluster Moderation: Cluster moderation for secondary schools delivering BCATS standards. Only being held in areas where staff are located with a focus on secondary schools yet to be visited over the past 3 years.	Construction - BCATS	Medium	Medium			

Notes:

- **3 October 2025** is considered as the last date for submission of consent to assess and programme endorsement applications. This aligns with NZQA timeframes. Only applications considered 'urgent' will be evaluated post this date.
- Pre-assessment and post-assessment moderation shall be limited to anchor projects and moderation considered 'urgent' in Quarter 4.
- Only travel associated with anchor projects shall be undertaken in Quarter 3 and Quarter 4 unless there is a specific reason to visit a provider.



Appendix C

Summary of Changes to Operational Plan 2024 – 26



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Changes to the planned deliverables in the Operational Plan 2024–26

Pathways in the Water Sector Project	COMPLETED	Not originally in the two-year operational plan. This was picked up during the 2024/25 year, and was externally funded by the Infrastructure Trust. This project will be completed by June 2025. The project was an opportunity to make it easier for career advisors, job seekers, career changers, and employees to understand the range of Water sector pathways via an accessible and intuitive sector-wide representation of all pathways available. This includes pathways into, horizontally, and vertically across the sector. This is not just limited to formal credentials but also to upskilling or ongoing competencies through life-long learning.
Industry Cultural Competency	STOP	This project allows us to work with industry associations to raise cultural awareness of their members. This will highlight benefits of partnering with iwi / hapū, introduce cultural concepts to support business functions and assist crown agencies to understand the importance of cultural awareness and inclusion in procurement procedures.
Vocational curriculum for Secondary and Charter Schools. Whare Kura and Kura a iwi.	STOP	This project raised industry awareness and career pathways for Year 9 and 10 ākonga. It will allow scope for Trades Academies to support iwi and community projects. Introduce career pathways to STEM ākonga. Involved industry in the development of senior curriculum to create awareness and promote career options.
Staff Engagement, Wānanga & Extended Leadership Forums	SCALED BACK	Forums will need to be reassessed post organisational change to identify funding requirement and business need. Opportunity for connection across the organisation, understanding priorities and where the touch points are for cross-team collaboration. It also provides an opportunity to focus on ourselves, our wellbeing and available tools. ELF – Creating alignment across the leadership team and Tier 3 managers and thought leaders. Also provides for an opportunity for leadership development.
People Plan	SCALED BACK	The People Plan will need to be reassessed post organisational change to identify funding requirement and business need. Supporting our people is key goal for the organisation. There will also be a number of people initiatives that will fall under the transition plan. But our main ones are – capability programmes, outplacement services, engagement survey and action plan, performance and rem cycle, wellbeing framework and initiatives etc.
Human Resources Information System	SCALED BACK	Hāpaitia is leading this, it will be a minimum viable product and will be implemented by 30 June 2025.
Industry Survey	STOP	It is important for us to understand whether our work is providing value for our industries and whether we have the trust and confidence of our industries. The results and feedback allow us to make improvements and/or pivot our focus where needed. There will be no more industry surveys going forward, given the organisation is closing down.
Promoting our work and value through various media channels and conferences.	STOP	Increasing awareness of Waihangara Ara Rau, enhancing our brand and showcasing our value, will not be priorities for the Communications function going forward, given the reduction in resources and the change in context for the organisation. Communications and Marketing Team will be focussed on transition, disestablishment, keeping industry informed on key matters, and producing key documents in preparation for handover.

Updates to the planned deliverables in the Operational Plan 2024–26

Develop 11 WDPs	COMPLETED	WDPs have been developed alongside each SRG. These plans will need to be compiled and assessed to identify what can be handed over.
Develop Māori WDP	COMPLETED	The Māori WDP Action Plan will be completed by June 2025 and will be transitioned through to Te Pane Taketake for ownership. capacity will be low to drive this work. Consideration will need to be had as to whether this work will be internal or externally facing. Can be re-assed post organisational change process.
Trade Careers Website Upgrade	COMPLETED	This will be completed by June 2025. This website can be transferred to any receiving entity.
Develop Disability Action Plan	COMPLETED	Research has been completed and action plans will be developed by June 2025. This work will be shared with the SRGs and ISBs where possible noting the implementation phase of this work will not be complete.
Providing leadership on career pathways advice: Career Navigation Map for WDPs refresh and publication	STOP	This project had a staged approach with initial outcomes to 30 June 2025. This work will cease on 30 June and will be prepared for handover or archiving, due to dedicated resources being disestablished.
Forecasting Future Workforce with EECA	COMPLETED	This Project will be completed by June 2025. This project will publish the remaining WDPs in a report format, refresh some of the existing WDPs, convert them to a report format and republish.
Engineering research	COMPLETED	The Electricity Supply Industry (ESI) project will be completed by June 2025. Noting there are a number of other sectors with no or poor workforce data which could continue to be supported subject to capacity. Working with the EECA and ENA, we are conducting a workforce census of EDBs and Transpower focusing on technical roles and benchmarking this against asset management plans so we can forecast future workforce needs.
Work Integrated learning NZDE (degree Apprenticeships)	COMPLETED	This project ,run in conjunction with Engineering NZ and ACENZ, was focused on actions to attract, train, retain and develop the engineering workforce at diploma, degree and honours levels.
Priority Collaboration on Qualification Review and Development	COMPLETED	<p>Building on work done by ConCOVE on work integrated learning aka degree apprenticeships. The focus is on the NZDE as this support the engineering research project above.</p> <p>This area focuses on qualification systems product activity led by other SSBs that is highly relevant or critical to our industries including:</p> <ul style="list-style-type: none"> • Te Manu Arataki – Leadership Skills (Ringa Hora) • Business Skills (Ringa Hora) • Occupational Health & Safety Review (<i>TBC</i>) (Toitu te Waiora) <p>We need to commit resource to support the success of these projects and maximise the suitability of resulting products for solving industry problems.</p> <ul style="list-style-type: none"> • It also relates to the Transferable Skills Forum under establishment across the WDCs.

Ngā mihi
Thank you



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