



HANGA-ARO-RAU
Manufacturing, Engineering
and Logistics
Workforce Development Council

MAHERE WHAKAHAERE NEKEHANGA | OPERATIONAL PLAN

JULY – DECEMBER 2025

He reo ahumahi, he oranga mahi
He oranga ōhanga, he whenua taurikura
Industry voice for employment productivity
Economic well-being for a prosperous country

Mā wai te huarahi e hora?
Mā ngā ahumahi!
Who will pave the
pathway forward?
Industry will!

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He kupu arataki nā Ngā Tumu Whakarae o Hanga-Aro-Rau | Welcome from the executive leaders of Hanga-Aro-Rau

Since our inception in October 2021, we have strived to give industry, iwi/hapū Māori, Māori employers and workers, Pacific peoples, disabled people, and other stakeholders a stronger voice and influence in Aotearoa New Zealand's vocational education system. We are proud of our contributions, not only to the system but also to the broader economy and to New Zealanders in general.

Over the last year, we have focused our industry connections to drive impactful projects that will work to address their chronic skills and labour shortages; we have shone the spotlight on how unlocking the potential of disabled people will not only improve lives, but the economy overall; we have recognised the critical value of the Māori economy and the burgeoning Pacific workforce and how, by making changes and improvements now, we are creating enduring and skilled workforces for the future. We have clarified career and education pathways, created new qualifications that reflect industry current and future skill needs, supported training providers to strengthen outcomes for learners through quality training and assessment, and provided guidance to support the government to ensure they are investing in vocational education aligned with industry needs.

Now, as we enter our final phase as a Workforce Development Council, we remain focused on delivering on industry expectations, as guided by our highly effective and engaged National Industry Advisory Groups (NIAGs) and Industry Stakeholder Group (ISG), especially as they relate to our core standard-setting functions. We are also focused on ensuring a successful wind-up and disestablishment of Hanga-Aro-Rau by 31 December 2025.

This Amended Operational Plan (Amended Plan) details our:

- July to December 2025 work plan
- Intended operational budget
- Our disestablishment and wind-up plan.

The Amended Plan and budget have been developed based on a resized/restructured organisation that prioritises our core standard-setting functions while maintaining some capacity, albeit slimmed down, to ensure we deliver on our legislated functions and duties. The budget we have developed ensures we can viably deliver what is needed to 31 December 2025, while ensuring our governing Council can deliver on its fiduciary duties and remain solvent.

Although yet to be passed, the [Education and Training \(Vocational Education and Training System\) Amendment Bill](#) gives some possible guidance on transitioning from Workforce Development Councils (WDCs) to Industry Skills Boards (ISBs). We recognise we will need to support industry and our kaimahi through this transition, and accordingly, this operational plan speaks to some degree to that.

It is our pleasure to present the last Operational Plan for Hanga-Aro-Rau. We are immensely proud of what we have achieved, and especially grateful to our committed, dedicated, and highly-skilled kaimahi, who have ensured – and will continue to ensure – that we have delivered on our kaupapa. We enter this final phase for Hanga-Aro-Rau humbled by our accomplishments and the guidance, support and trust of our stakeholders. Together, we have created positive change in vocational education, and we look forward to informing the new system of carrying on that legacy.

Mauri ora



Phil Alexander-Crawford
(Ngāti Hine, Ngāti Rēhia,
Ngāpuhi)
Chief Executive



Samantha McNaughton
Deputy Chief Executive



Anei mātou o Hanga-Aro-Rau | About us

Hanga-Aro-Rau is the Workforce Development Council (WDC) for Aotearoa New Zealand's manufacturing, engineering and logistics sectors. We serve more than 82,000 businesses employing more than 630,000 people, across 75 sectors (the largest of any WDC). Since our establishment in 2021, we have built strong connections with industry, iwi businesses, employers, business and community groups, providers and other stakeholders within the vocational education system. These connections have enabled us to identify the key issues our stakeholders need support to address.

One of the biggest priorities for our industries, and the employers and workers within them, is to address the chronic skills and labour shortages. By doing so, they will thrive with strong and productive workforces, possessing the skills and capability to adapt to the changing nature of work. Robust and productive industries will ensure a solid and prosperous economy, enhancing the well-being of all New Zealanders.

Māori comprise a higher proportion of the manufacturing and engineering workforce in comparison to other industries, and our sectors are the second-largest employer of Pacific peoples. Māori and Pacific peoples are more likely to be employed in low-skilled occupations that could be most at risk of disruption as our sectors evolve with Industry 4.0. These groups are also younger and growing at faster rates than other groups. Therefore, we – and our industries – place a priority focus on Māori and Pacific peoples in the industries we serve, to create strong pipelines into our industries and provide fulfilling and sustainable careers that will grow our economy (including the strengthening and critically important Māori economy).

Our purpose is to provide industry with a strong voice in making New Zealand's workforce fit for today and the future, as well as honouring Te Tiriti o Waitangi and strengthening Māori–Crown relations by giving greater voice to Māori and iwi businesses.

We know that vocational education has a direct impact on strengthening economic outcomes for all of Aotearoa New Zealand. We recognise the fundamental role we play in ensuring industry has a strong and direct influence on vocational education to ensure it builds highly skilled and thriving workforces.

Key areas of focus for our industries are:

1. Strong workforce pipeline to ensure stability, enable growth, and address the chronic skills and labour shortages—this includes building and maintaining a diverse workforce, tapping the talent of previously under-served groups, and ensuring strong and sustainable career pathways.
2. A strong and connected vocational education system that anticipates and responds to the changing needs of our demography, workplaces, and industries, as well as one that flexibly prioritises on-the-job training designed around industry capability and capacity.
3. Ensure the vocational education system understands the local (including rural versus metro) and regional nuances to best meet the specific employer and workforce requirements, while ensuring a nationally consistent approach to training and qualification outcomes. This ensures local needs are met while enabling the portability and transferability of skills and knowledge as industries evolve.
4. A vocational education system that represents value for money in delivering to industry needs, while ensuring provision directly links to the needs of employers and their evolving workforces.

Sectors by Manufacturing, Engineering and Logistics

Manufacturing

Alcohol Manufacturing (Excluding Wine)
Aluminium Joinery
Apparel
Automotive Parts and Wholesaling
Baking
Binding and Finishing
Boat Building and Maintenance
Chemical Manufacturing
Dairy Processing
Direct Mail Production
Energy and Chemical Plant Operations
Fibreboard and Paper Packaging
Food and Beverage Manufacturing
Furniture Manufacturing
General Manufacturing
Glass Processing
Industrial Textiles
Marine Technology
Meat Processing
Metal Manufacturing
Motor Vehicle Manufacturing (Coachbuilding)
Non Metallic Mineral Manufacturing
Offsite Manufacturing
Petroleum and Coal Manufacturing
Pharmaceutical and Medicinal Product Manufacturing
Plastics, Polymer and Rubber Product Manufacturing
Primary Processing Support
Print
Protective Coatings
Pulp and Paper
Retail Meat/Butchery
Signmaking
Solid Wood Manufacturing
Textiles
Tissue Converting
Wood Panel and Plywood Manufacturing

Engineering

Automotive Engineering
Automotive Reglazing
Collision Repair
Composites Technology
Dairy Systems Engineering
Engineering Design and Consulting Services
Engineering Fabrication
Extractives
Extractives - Blasting
Extractives - Drilling
Fire Protection
Irrigation
Laundry and Dry-Cleaning Services
Locksmithing
Maintenance Engineering
Mechanical Building Services
Mechanical Engineering
Motorcycle Engineering
Outdoor Power Equipment
Refrigeration and Airconditioning
Welding

Logistics

Air and Space Transport
Commercial Road Transport
Customs and Freight Support Services
Digital Infrastructure
Driving Skills
Forklift
Maritime and Marina Operations
Postal and Courier Services
Rail Transport
Resource Recovery and Efficiency
Road Passenger Services
Stevedoring and Ports
Supply Chain
Warehousing and Storage
Water Freight and Passenger Transport



Renata Hakiwai | Chair



Stuart Lawrence



Nick Leggett



Rachel Mackintosh



Gary Sue



Teresa Poli

Our governing Council

Our Order in Council sets out the requirements for our governing Council. We are proud to have a diverse, highly skilled, and experienced Council that is committed to our kaupapa of ensuring industry voice drives and influences a vocational education system that is responsive to their needs. As we are commencing an organisational wind-up and downsizing our overall operation, our governing Council is also reducing in size. As guided by our Industry Stakeholder Group, our Council is not reappointing members whose terms expire in 2025, unless by exception to ensure the Council has the necessary skill capability to govern and wind-up Hanga-Aro-Rau in December 2025. From July, our governing Council will comprise five members, all of whom will be confirmed at the June 2025 Council meeting.

Our Council has also contracted an independent expert to Chair our Finance, Audit and Risk (FAR) Committee, Debbie Chin. Debbie is not a formal member of the Council but provides critical expertise and guidance essential for our operation and wind-up.



Governance performance measures to 31 December 2025

The following table sets out the governance performance measures which will be reported to TEC in November 2025, and any wind-up report as required.

Focus Area	Measure	Agreed Target
Governance	The WDC maintains a strong and capable governing Council that provides effective leadership, agrees plans with achievable targets, and understands its functions to fulfil its functions.	<ul style="list-style-type: none">The Council publishes its Annual Report, as required by its OIC.Council meeting agendas provided to the TEC.
	The Council undertakes its duties in alignment with its OIC.	



Hanga Aro-Rau Industry Stakeholder Group

Industry Stakeholder Group | Te Au Awenga

We have a unique requirement in our Order in Council to establish an Industry Stakeholder Group (ISG). This core group is representative of the industries we represent, including their workforces, as defined in section 7d of our Order in Council, and is an essential part of our governance ecosystem.

The group was established in June 2022, and its primary purpose is to:

- Provide guidance and feedback on our organisational strategic direction and performance (including endorsement of key organisational documents such as our Statement of Strategic Direction, Operational Plan and Investment Advice to the Tertiary Education Commission)
- Offer advice and guidance from an industry perspective
- Evaluate the performance of our governing Council
- Recruit and appoint future governing Council members.

The rōpū is independently chaired by Ngahiwi Tomoana, and the Group's members are listed on the [Hanga-Aro-Rau website](#).

The ISG is anticipated to meet as required to support our industries' transition to Industry Skills Boards (ISBs).

From our experience, this type of industry group has been core to helping us as an organisation to engage with industry in relation to our performance by exercising its functions, duties, or powers.



The rōpū is independently chaired by **Ngahiwi Tomoana**



National Industry Advisory Groups

Ensuring industry voice is central in all that we do, in 2023 we established nine National Industry Advisory Groups (NIAGs). The Groups provide critical industry guidance for our operations and priorities, and represent the following sectors:

- Automotive, including heavy, light, collision repair and refinishing, electrical and electric, parts and accessories, protective coatings, and forklift.
- Engineering, including mechanical, refrigeration and air conditioning, fire protection, heavy engineering.
- Extractives, including mining, quarrying, blasting and drilling, petrol and coal manufacturing, non-metallic mineral manufacturing.
- General Manufacturing, including general, plastics, print, wood, metals.
- Ports and Maritime, including stevedoring and freight forwarding, maritime and marine transport.
- Food and Beverage Manufacturing, including retail meat, baking, food production, meat processing, dairy processing, beverage processing (including bottling, can making, etc).
- Commercial Transport, including commercial road transport, passenger transport, rail, waste transport and resource recovery, driver training.
- Marine, including boat building and maintenance, composites technology, marine retailing, and marine technology.
- Supply Chain and Distribution (in partnership with Ringa Hora WDC), including logistics, warehousing and storage, postal and courier services, customs and freight, and related support services.

In addition to setting our industry-specific priorities and holding us accountable for delivering against them, the NIAGs are central to creating our Workforce Development Plans (which include action plans). These plans articulate the priorities and expectations of the specific sectors they represent and outline the specific activities that will achieve the required outcomes.

For the new system, we see that these are the types of industry groups that could help an Industry Skills Board engage with industry in relation to the performance or exercise of its functions, duties, or powers.

Together with our ISG and as part of a wider industry engagement strategy we have received valuable industry input from NIAGs into:

- (a) Workforce analysis and planning
- (b) Developing, setting, and maintaining standards, qualifications, micro-credentials, and capstone assessments
- (c) Contributing in an advisory and representative capacity.



Our Hanga-Aro-Rau kaimahi are based in regions throughout Aotearoa New Zealand

Our people

We are incredibly proud and grateful to the kaimahi who have contributed to Hanga-Aro-Rau since its inception. We have achieved much, and we know our legacy can endure into any new system.

As of 1 July 2025, we anticipate Hanga-Aro-Rau will employ 45 kaimahi from all over the motu. We recognise that the vocational education and training system is in flux and no certainty is currently provided to any of our kaimahi. While our focus is on retaining all kaimahi to support the delivery of our core functions, the duties of our Order in Council and winding up our entity, we recognise that our kaimahi may opt to look for more secure employment during this time.

We have intentionally developed a flexible work plan in the event that our capacity/capability is reduced.

Our organisation is structured around the key functions specified in our Order in Council. The majority of our workforce (and therefore budget) is focused on 'front-line' delivery—that is, directly supporting and engaging with industry, community, business, and education stakeholders. If vacancies arise between July 2025 and December 2025, we will seek contractor support where available.

Our recent organisational resizing will help us to:

1. Deliver our functions to our duties through to 31 December 2025 or whatever the transition period to ISBs is
2. Deliver the yet-to-be-submitted transition plan
3. Support our kaimahi in whatever way we can to be in the best position to be offered employment by any ISB (Note that we have no control over the decisions made by those ISBs that have yet to be formed)
4. Complete this within budget.

We acknowledge this is a challenging time for our kaimahi and will continue to support them as best we can during this period.

Our operating model supports most of our workforce to be remote, reflecting our regional approach. Kaimahi are supported with office facilities in Tāmaki Makaurau and Te Whanganui-a-Tara, with leases ending in November and August 2025, respectively.

As part of our operating model this approach has enabled us to:

1. Improve the recruitment pool and offer more flexible options for kaimahi
2. Kept local and regional connections, including with providers and other parts of our wider vocational sector
3. Enabled us to understand regional differences while maintaining national consistency
4. Maintain high outputs
5. Develop models to measure outputs and support kaimahi well-being.

The health, safety, and well-being of our kaimahi are paramount. All kaimahi have completed health and safety training, and we have an active and proactive Health, Safety, and Wellbeing Committee that will continue to support Hanga-Aro-Rau as best as possible during this time.

Honouring Te Tiriti in all that we do

Māori – being a younger population – will continue to comprise larger proportions of our workforces in the years to come, so preparing employers now is essential to ensure continuity, industry growth, and a stronger Māori economy. On this basis, a core vision for Hanga-Aro-Rau is to enable more Māori with higher skills in higher paid jobs, and improved employment opportunities. This remains our focus over this period, especially in supporting our core standard setting functions and investment advice.

Our Tīma Around Aotearoa



HANGA-ARO-RAU
Manufacturing, Engineering
and Logistics
Workforce Development Council

He aronga mahi | Our priorities and operating context

This Amended Operational Plan details our core focus areas for July to December 2025. Our goal is to ensure we deliver our core functions, honour our duties in our Order in Council, and effectively wind up and disestablish Hanga-Aro-Rau by 31 December 2025 in a fiscally solvent and viable manner.

The focus from our stakeholders remains the same, with their acknowledgement of a smooth transition to any new system that is industry-centred and easy to engage with:

1. Enable a strong economy (including the Māori economy).
2. Ensure a strong pipeline of skilled workers for our industry, with an explicit focus on diversifying workforces.
3. Ensure regional interests are understood, while ensuring national consistency in the delivery of skills training.
4. Deliver value for money.

Priorities for July to December 2025

Hanga-Aro-Rau takes a proactive approach to its functions and duties, ensuring these directly contribute to the priorities identified by our stakeholders. In addition, we recognise that we are operating in a dynamic environment and that we need to wind up Hanga-Aro-Rau.

Over the last three-and-a-half years, we have embedded a strong and efficient operating rhythm and have evolved our organisational structure to ensure we have the capacity and capability to deliver what is required. Our values-based kaimahi have ensured we have developed an industry-first culture and response.

Collaboration with industry, the vocational education ecosystem, including other Workforce Development Councils, and the broader economic and labour systems are central to the achievement of the following priorities. We will continue our strong leadership role in ensuring the workforce development priorities of our industries are supported through standard setting and advice (either on further investment and/or the career system) and can transfer to the new system to ensure continuity for industry.

We will continue to seek strong and influential collaboration with NZQA, the TEC, the Ministry of Education, the Ministry of Business Innovation and Employment, and the vast vocational education provider network.

Monitoring our performance

Our work plan has a range of expected outcomes, all with clear indicators of success. In addition, our functional work (detailed in the following section) provides clear targets for engagement, standard setting, quality assurance, and communication, all essential contributors to the outcomes required by our industries.

Our performance is measured in a range of ways, including collating independent formal and informal feedback from stakeholders through surveys, engagement, standard-setting activities, and feedback from our expansive provider networks.

Impact measures

There are no impact measures to be reported during this period.

Supporting a smooth transition to ISBs

Although yet to be passed (and still subject to any amendments), the Education and Training (Vocational Education and Training System) Amendment Bill adds to our understanding of what will support a smooth transition to ISBs. Therefore, we see the following as critical:

1. Industry and other stakeholders are aware of the processes and plans relevant to them in the transition plan.
2. Our kaimahi are aware of relevant information as we become aware of it.
3. Our kaimahi are best prepared for any potential employment with an ISB or in another part of the system, including understanding the differences between WDCs and ISBs.
4. We continue and strengthen kōrero and co-operation with providers around transition, where we may need to, acknowledging that ISBs will determine how they wish to complete their establishment and adoption of the functions.
5. Where possible and needed by ISBs, we will support any operational engagement and dialogue between WDCs and ISBs in a hope there will be an agreed roadmap to handover where required.





Hanga-Aro-Rau Amended Operational Workplan Jul - Dec 2025

All roles across Hanga Aro-Rau contribute to our functional delivery and effective operation. Being independent of training provision and delivery, our functions enable the industry to have a strong voice in shaping their vocational education pathways, informing investment advice and ensuring quality educational outcomes for learners and employers. We know the next six months are crucial to ensure the changeover to Industry Skills Boards (ISBs) proceeds smoothly. While core functions remain unaltered, TEC provided guidance in a letter dated 14 February 2025 to recognise that the scope of our activities will need to be tailored to the new circumstances and funded from our operating reserves.

In doing this, we have implemented a range of cost-containment initiatives and resized the organisation to ensure we can viably and solvently operate within our reserves and deliver our core standard-setting functions.

We are committed to ensuring minimal disruption to industry-led standard setting, quality assurance, and skills leadership so that industry remains confident to contribute to a strong New Zealand economy, and a vocational education system fit for the current and future learners.

The following sets out our amended work plan from 1 July 2025 to 31 December 2025. For ease of comparison, we have presented the 2024-26 work plan, with an amendment for the July-December 2025 period. Unless otherwise stated, the activities detailed are ongoing and can all be achieved within the allocated budget.

The work plan links to the four objectives distilled from our Statement of Direction, which was confirmed by our industry stakeholders and aligned with government priorities.

1. Enabling a strong economy, including a strong Māori economy

Work	Key Milestones	Measure / KPI by 30 June annually	Updated for July – December 2025
1. Sector Workforce Development Plans	Workforce Development Plans for all sectors covered by our National Industry Advisory Groups are maintained annually with direction from our NIAGs.	Sector Workforce Development Plans are evidence-based and endorsed by National Industry Advisory Groups.	Plans and associated work plans are updated and approved by National Industry Advisory Groups by 30 June 2025.
	Comprehensive sector workforce analysis identifies: <ul style="list-style-type: none">• Key workforce development priorities and opportunities for the represented industries• Opportunities to diversify and grow more diverse workforces to ensure industry productivity growth• Opportunities for the vocational education system and broader labour market system to best meet the evolving needs of industry• Emerging technologies, circular economy opportunities, and other sector-specific initiatives that have a flow-on effect to education and career pathways• Regional areas of focus, as well as the overall national and economic benefit of the sector• Other elements specific to the industry and/or changing demographics of New Zealand. All Workforce Development Plans detail action plans that form the basis of the annual workplans. Over time, these plans can expect to set targets for growing the number of learners engaged in formal education, raising participation in the sector and other key metrics related to attraction, training and retention.	Sector Workforce Development Plans are updated and published on our website at least annually.	Tracking progress against the plans from July 2025 onwards.
2. Diverse workforces	Workforce Development Plans for the basis of ongoing Investment Advice to the Tertiary Education Commission.	Note: due to the release of new data or the emerging changing needs of sectors, more frequent updates may be required. Our NIAGs will provide guidance. Therefore, some Plans could be updated more frequently than others.	Plans provide a critical way for our NIAGs to ensure that their key priorities beyond December 2025 are transferred to and understood by the new system.
	Progress primary research as needed to support older workers in our sectors, develop clear industry/workforce succession plans and enable meaningful participation. (Complete by 30 June 2025, monitoring against research actions in 2025-26 using findings to inform workforce development plans, etc.)	Ageing workers research programme project completed, with findings, tools and resources published on our website.	Completed by June 2025.
3. Pathways Services	Progress further research to best support disabled people in and into our sectors, as well as employers, industry and other interested groups. (Research programme expected to be completed by 31 December 2025.)	Publish tools, support and guidance for attracting and supporting disabled people annually.	Comprehensive research completed by June 2025. <i>Note: subject to funding approval, this has been highlighted as a priority for industry for further tools.</i>
	Advisory services are provided that aim to guide employers and industries on the importance of vocational education and training and improve learner-worker experiences in their workplaces. (Scoping to 31 December 2024, implementation from January 2025).	Employers and other stakeholders are utilising the advisory services.	Good Employer Guide published on website by 30 June 2025.
4. Māori Economy	Advisory services address employer needs.	Support implementation of the National Careers System Strategy Action Plan and Tahatū.	Support implementation of the National Careers System Strategy Action Plan and Tahatū.
	Continue the comprehensive Māori engagement programme aligned to the workforce development priorities identified in our Māori Workforce Development Plan. All of these priorities link to the vision of attracting and supporting more Māori into higher-skilled and higher-paid roles within our sectors.	Employers and other stakeholders are utilising the advisory services.	Continue to identify and support good practice in employer engagement with the education ecosystem.
5. Cultural Capability for our industries	Key areas of focus are: <ul style="list-style-type: none">• Continue to grow and review the Māori stakeholder database, collating and analysing insights to inform workforce development priorities.• Continue to engage and encourage iwi/hapu and/or Māori industry to engage in our functional activities (including qualification reviews, investment advice and NIAGs).• Collaborating with at least two government agencies on five projects during 2024-26 to grow Māori workforce pipelines positively.• Strengthening communication reach through delivering Māori industry events, and sharing case studies of success and innovation.	At least two Māori industry events are delivered annually, positively promoting the workforce development opportunities available.	Evidence that industry is valuing support and have a strategic voice in pathways and the system.
	A cultural capability pilot for our sectors is collaboratively developed with a Provider, based off the kaupapa implemented for Hanga-Aro-Rau kaimahi, for wider implementation in 2025-26.	At least 20 case studies or profiles are published via our communication channels.	Shift focus to support core standard setting functions and system transition activity:
		Two cultural capability pilots conducted in 2024-25.	Standard-setting: Engage in active collaboration with Māori industry representatives, training providers, iwi, and other stakeholders to review, design and refine qualifications, standards, and micro-credentials that reflect the unique needs and aspirations of Māori learners and employers.
		Industry cultural capability programme rolled out 2025-26.	Māori insights: Continue to analyse and disseminate Māori insights to support workforce development and further seek to contribute to the vision of more Māori in higher skilled, higher paid jobs in our sectors.
			Māori data sovereignty and data governance:
			Having supported our stakeholders with increased cultural awareness, our focus over this period will be on ensuring we protect, manage, transition and store all Māori information appropriate as the system evolves and Hanga-Aro-Rau is disestablished.

2. Ensure a strong pipeline of a skilled workforce for our Industries, with an explicit focus on diversifying workforces

Work	Key Milestones	Measure / KPI by 30 June annually	Updated for July – December 2025
1. Diverse workforces	Refer to 1.2 above.		Refer to item 1 above.
	Insights gathered to better understand learnings/best practices from other jurisdictions on how we can get additional workforce into the country (that considers immigration settings).	Insights collated and at least annually reported on as part of our workforce development plans and investment advice.	
	Key initiatives to remove or reduce the current barriers to attracting and retaining people, in collaboration with other agencies, groups and/or organisations, are created and rolled out.	TBC, but expected to be linked to the priorities of the Manufacturing Ministerial Reference Group.	Refer to industry prioritised initiatives.
	Targeted promotional campaign pilots to support Women in Trades that bring together education providers, employers, and Hanga-Aro-Rau to increase the number of women working and learning are scoped and created.	At least 1 pilot is created and rolled out annually. TradeCareers website maintained and diversified to represent a range of groups and initiatives.	The TradeCareers website will be updated by 30 June 2025 and handed over to a new custodian(s) in partnership with Waihanga-Aro-Rau.
2. Secondary Education Strategy	Continue to collaborate with industry, government and career development organisations to strengthen awareness and connection with secondary schools across New Zealand.	Continue to lead events that bring together industry and schools to strengthen pathways (at least 6 events per year).	Support events as able, within our resource constraints.
3. Provider Engagement Strategy	Provider Engagement Strategy is continually refined to engage with providers to encourage transformational design to support learning and teaching (Links to Outcomes 2 and 3).	Refer to engagement targets.	Engagement focused on core moderation, programme endorsement and quality assurance activity.
	The Engagement Strategy: <ul style="list-style-type: none">Clearly articulated with core areas of focus and account management, both at a regional and scale level.Reflect the ethos of transformation, being a holistic approach where high collaboration is evident.Focus on promoting our sectors, the various career pathways and brokering connections with schools, employers and other networks.Continue supporting providers in their efforts to improve, ensuring learners achieve success and find pathways to further education and/or work.Continue to support and encourage more work and industry exposure and/or on-the-job learning.		Ensure strong engagement with NZQA and TEC to ensure a smooth transition of this activity to the new system and continuity of work for the Industry Skills Boards (once operational).
	Provider Engagement Training manual to ensure consistency in approach to quality assurance and other aspects as is developed and launched (by 31 December 2024) and maintained annually.	Provider Engagement training manual launched by 31 December 2024. Training manual maintained annually.	
	Insights against each provider gleaned from programme applications and combined with visits are fed into a strategy for each provider to lift performance in the system in areas identified. Tailored responses are provided to providers based on size, region, area of focus, performance, etc.	Individualised strategies are evident based on outcomes of insights from programme endorsement activity and provider engagement. Expect to see improved moderation results from providers.	
	Continue to deepen our links with NZQA to ensure we operate efficiently to best meet industry needs.	Streamlined and more efficient programme, qualification and standard approvals. Continue to receive favourable ratings from NZQA based on their WDC quality assurance and standard-setting evaluations.	
4. Qualification and skills pathways align with industry career pathways	Leveraging the workforce development plans, ensuring the qualification review schedules align with industry needs, and include detailed mapping of career and education pathways.	All qualification suites are linked to industry needs and have clear education pathways aligned with industry career pathways.	This is a core standard-setting activity.

3. Ensuring a regional connection with stakeholders while ensuring national consistency in the delivery of skills training

Work	Key Milestones	Measure / KPI 30 June annually	Updated for July – December 2025
1. Stakeholder engagement and communications	Regular and consistent communications are delivered across our stakeholders in line with the annual Marketing and Communications Strategy, in the channels most appropriate for our stakeholders. Regional connections continue to be strengthened through active engagement and project collaboration (including standards development).	Refer to Our Functions section for detailed targets.	Support will be pared back in this space, reflecting resource constraints. Engagement and communication remain a core priority, with any external communications focused on supporting industry advocacy and system transition.
2. Programme Endorsement	Assure programmes are meeting the industry's needs through a rigorous endorsement function that provides learners and employers with confidence and supports consistent and coherent programme delivery in the system. A formal review of the process will be undertaken each quarter in conjunction with Ohu Ahumahi to reduce the potential process overlap with NZQA. The application for programme endorsement is evolving to ensure programmes are meeting the needs of industry and learners enrolled. Maintain strong connections with providers across Aotearoa New Zealand through our targeted provider engagement strategy.	Programme endorsement responsibilities with NZQA are remapped, and responsibilities for Programme approval are articulated to all stakeholders impacted. Programmes are endorsed within 20 working days of receiving an application that meets all criteria.	Core quality assurance activities will continue as usual during this period. Based on our experiences, we have forecast anticipated volumes, and we can deliver these within the anticipated resourcing. Note: this could be impacted if kaimahi leave and we are unable to replace them. Forecasting 30-50 Programme Endorsement submissions. Programmes are endorsed within 20 working days of receiving an application that meets all criteria.
3. Vocational Ecosystem	Agreement reached between HAR, NZQA and TEC on information sharing regarding Standard Setting functions and assuring NZQA and TEC.	Reporting against agreement in six-monthly progress report to TEC.	Provide 2024-25 Annual Report by 31 October 2025. Provide TEC progress report by 30 November 2025.
	Deepen our links with NZQA so that providers get a whole system approach to our mahi.	Demonstrable efficiencies realised with approval processes to ensure industry gets access to the qualifications and programmes they need to advance their workforce.	Maintain relationships with NZQA; critical to support a seamless transition to the new system.
	A strategy is developed that will drive a cross-system approach, sharing knowledge and identifying innovative responses to the complexities within the delivery of vocational education. And identify areas where transition strategies need to be developed, focusing on Hanga-Aro-Rau standard-setting responsibilities. Unpacking roadblocks within the systems criterion that inhibit the ability of our industries to meet the needs of their workforce.	Ongoing monitoring and review against the strategy (reporting six-monthly).	Ongoing, with a focus on supporting a smooth transition.
4. TEC Advice	Insights against each provider gleaned from programme applications and combined with visits – feed forward into the TEC investment advice; regional perspectives and nuances are strongly featured in the advice to ensure investment is targeted to high-impact provision.	Investment Advice submitted as required by funding agreement (but available at any time during the year).	2027 Investment Advice to be submitted by 1 November 2025.
	The Green List process with TEC is developed and implemented that automatically acknowledge new qualifications, changes in identified roles, and industry needs (at a regional and national level).	The Green List process is streamlined and responsive to industry and TEC requirements.	Only as/if required during this period.
	Māori insights are integrated into the annual advice to TEC, with a regional lens applied as needed.	Māori insights and recommendations are submitted to the Hanga-Aro-Rau TEC advice.	2027 Investment Advice to be submitted by 1 November 2025.
5. Māori Workforce Development	Strengthen the regional voice of Māori and industry through targeted connections and events.	One-day Māori industry events are delivered in five regions. Northland, Tāmaki Makaurau, Waikato, Napier, Christchurch.	All activity linked to support core standard setting. No other events planned (unless as part of industry prioritised initiatives).

4. Ensure we are delivering value for money through our core functions enabling a better connected vocational education system

Work	Key Milestones	Measure / KPI by 30 June annually	Updated for July – December 2025
1. Moderating Assessments	Moderating assessments to ensure learners have met a required standard when they are awarded a qualification. This involves confirming that assessment materials are fit for purpose and that assessment decisions are fair, valid, and consistent with the national standard.	Refer to function measures	<p>Core quality assurance activities will continue as usual during this period. Based on our experiences, we have forecasted anticipated volumes, and we can deliver these within the anticipated resourcing. Note: this could be impacted if kaimahi leave and we are unable to replace them.</p> <p>Estimate/forecast the following:</p> <ul style="list-style-type: none">• 865 post-moderation projects• 400-500 pre-moderation submissions• 40-50 Consent to Assess <p>These forecasts are based on historical trends, and we have also taken conservative estimates that there could be a decline in some activity in the broader system with the changes to WBL and ISB establishment.</p>
	Moderation activities identify where learners may be disadvantaged by assessment practices.		
	A review of all processes attached to moderation and quality assurance is undertaken.		
	All recommendations identified from the 2023 NEM reports are explored with a key focus on how our processes and insights can strengthen workforce development outcomes for our industries.		
	The moderation plan identifies different entity types and a tailored approach for each is developed to ensure continuous improvement and development from providers, strengthening learner and industry outcomes.		
2. Ongoing communication and engagement with education ecosystem	Where opportunities are identified within moderation activities, initiatives to work with our Provider base to improve and implement best practices are undertaken, such as sector-specific workshops, drop-in sessions, and roadshows.	4 x quarterly meetings annually.	Continue to support ongoing improvement with our provider partners.
	A regular cadence of meetings of publicly funded providers, PTEs and schools is established, informing these networks of qualification and standards reviews, new standards in development, programme endorsement and quality assurance, industry insights and trends, and investment priorities.		
	Communication and engagement are through a range of platforms most suited to the provider network's needs.		
3. Industry centred standard setting	Provide qualification and standard workshops / drop-in sessions	Presentations at relevant conferences include CATE annually.	We also anticipate that there could be increased applications for extensions to last date of assessments (LDoAs), and we have built in capacity to support if needed.
	Active collaboration with industry, providers and other interested and impacted stakeholders to review and develop qualifications, standards and micro-credentials.	Workshops developed and schedule published on the website.	To continue only as resource allows and connection to core standard-setting activity is clear.
	Clear delivery provider partners are identified for all new qualifications.	Refer to function measures for communications targets.	Continuing to provide support as needed to providers; this might be around moderation outcomes, assessment design, capturing provider insights for qualification and standard review and development, etc.
		All qualifications, standards and micro-credentials are endorsed by industry.	22 qualifications reviewed:
			• 17 submitted to NZQA by 31 December 2025
			• 5 to continue with ISB
			200 unit standards reviewed.
			Estimated 80 unit standards as a result of Last Date of Assessment Applications.
		Refer to function measures.	Note: this target has been based on confirmed resourcing at the time of writing this Amended Operational Plan. If capacity is reduced, then the work plan expectations will be adjusted accordingly.
			During this period only industry-endorsed mandatory qualification reviews will be completed. Unless deemed essential by industry, we are not intending to commence any new product development.
			During 2024-25 we implemented a 10-stage process to qualification development and review. All projects follow this methodology, which is critical to ensure we can have all projects at a clear 'status' at the time we are disestablished. This will mitigate any loss or confusion when the work is transitioned to the Industry Skills Board.
			Actively seek ways to continuously improve the efficiency around our core standard setting activities to meet industry needs in a timelier manner.

Function measures

Our activity is measured and reported on a monthly basis. Our functional measures are summarised below and strike-through has been used to highlight changes between the 2024-26 Operational Plan and the six months to 31 December 2025:

Function	July - December 2025 measures
Skills leadership	Formal engagement with at least 700 stakeholders including industry, employers, employees, iwi businesses and hapū, Māori employers, community groups, unions, regional stakeholders, providers, and National Industry Advisory Groups/Industry Stakeholder Group.
	Frequent and tailored communication to showcase skills leadership in action industry transition to Industry Skills Boards (ISBs).
	Research and Insights published and used to drive sector and industry transformation.
	Sector workforce development plans refreshed. annually
	Industry satisfied that their career and education pathways are clear and visible (baseline in 2023–24)
Qualification and systems	22 qualifications reviewed. Note: We anticipate 17 qualifications to be with NZQA by 31 December; with another five carrying over for the ISB to complete.
	205 standards reviewed (excludes any LDoAs).
	Actively continuously improve the efficiency of all standard setting activity to more quickly meet industry need.
	Te Aronga Māori framework evaluated with iwi
	Iwi insights on the Te Aronga Māori framework captured and incorporated
	All standards overdue for review that do not align to a qualification suite are scheduled for review in 2024/2025 workplan
Programme endorsement	10% of product development will be moderated annually as part of quality assurance processes
	All programmes endorsed within 20 working days.
	Estimate at least 30 Programme Endorsement Applications.
Moderation activities	100% of all moderation activities completed, including pre-assessment moderation (estimate at least 800), post-assessment moderation (estimate at least 400), and consent to assess (estimate at least 40).
	Note: Specific targets for moderation and consent to assess activity cannot be calculated due to the responsive nature of the nature of the activity. The estimates are based on the volume of activity from previous full financial years.
	30% of our provider base will be called for moderation each quarter
Investment advice	Advice evidences industry need.
	Advice submitted to TEC on time and to specification to inform annual investment planning (due 1 November 2025).

We expect that all of our activity and policies and process will enable and ensure a smooth transition to ISBs. Our Transition Plan – when developed – will include clear objectives and deliverables to ensure all relevant information and resources can seamlessly transition as best as possible.



He aronga ahumahi | Industry Prioritised Initiatives

The Amended Operational Workplan, July – December 2025, focuses on our core standard-setting functions and duties outlined in our Order in Council. Our 2024-26 Workplan grouped our initiatives against four strategic priorities:

1. Enabling a strong economy, including a strong Māori economy.
2. Ensuring a strong pipeline of skilled workforce, including diversifying the workforce.
3. Ensuring regional interests while ensuring national consistency in the delivery of skills training.
4. Ensure we deliver value for money through our core functions, enabling a better-connected vocational education system.

These priorities remain a focus for our stakeholders and therefore Hanga-Aro-Rau. Below are six industry prioritised initiatives that our stakeholders have identified as essential not only for addressing their needs now, but ensuring critical continuity and priority as the new industry-led vocational education and training system becomes operational.

These initiatives are over and above our core functional activity (and related operating budget) outlined above and can only be achieved with additional funding. The critical criteria for success across the projects are detailed below.

When considering how industry and learners benefit from these projects, they will show they:

- Contribute towards the creation of a workforce that meets industry needs and is fit for work in a sustainable, globally engaged, and adaptive New Zealand; and
- Seek to contribute to an education system that helps to ensure fair and equitable outcomes for all, including people who have been under-served by the education system; and
- Contribute to a well-functioning labour market system in which the specified industries can access the skills required to meet their current and future needs; and
- Aim to support and respond to New Zealand’s current and future workforce needs, taking into account the skills, knowledge, and qualifications that learners will need in future to achieve success for themselves and their communities; and
- Contribute to an education system that honours Te Tiriti o Waitangi and supports Māori–Crown relations.

Industry prioritised projects	Overview and expected outcomes	Investment
Shared Data Platform (full contribution)	Enabling full financial contribution to retain this important data resource for the system and industry. This will be especially critical as Industry Skills Boards are established and enable immediate continuity for future advice functions and workforce planning.	\$35,000
Supporting employment and education pathways in the manufacturing sectors	Supporting seamless transition into work as prioritised by the Manufacturing National Industry Advisory. This research would seek to uncover the barriers to entering the sectors and provide practical guidance to the vocational education and broader labour market system to actively respond.	\$150,000
	Leveraging the previous research that sought to understand the impact of Covid-19, this next stage of research looks more specifically at the unique niche manufacturing sectors and their crucial role in a thriving and productive economy.	
	Scaling the Earn as You Learn Manufacturing programme across Aotearoa, working with local economic development agencies/Chambers of Commerce, training providers (including local/regional ITOs, WBL, PTEs), and, most critically, local manufacturing employers. During 2025, Waikato manufacturing employers have partnered with Advanced Manufacturing Aotearoa and the vocational education system to deliver a fully work-integrated entry-level Manufacturing programme. This model has proven successful with strong industry support and engagement, and there is an opportunity to expand this to other regions. Expected outputs include guidance to other regions and sectors on how to attract, support and retain more people into the manufacturing sectors; outcomes are expected to include sustained employment and career development.	\$450,000
Accelerating the extractives and mining workforces	Undertake an investigation into the consistency and quality of current training provisions as the sector prepares for the future vocational education system. This will provide the opportunity to independently evaluate the delivery across a range of training models to inform future models that best meet the needs of the unique sectors. Findings from this are expected to be transitioned to the new system.	\$50,000
	Develop a workforce plan to enable the extractives and mining sector to accelerate their workforce development to align with the accelerated infrastructure growth priorities to achieve the Government’s Economic Growth Agenda. This plan will be informed through extensive research into the sectors, trans-Tasman insights, and provide critical guidance for the new vocational education system and labour market system.	\$250,000
Supporting rangatahi Māori in regional logistics careers	Leveraging the success of the Waikato-Tainui partnership of getting rangatahi Māori into commercial road transport and meat processing careers, this project seeks to scale and extend this initiative across to other regions, partnering with relevant Māori, government and industry stakeholders. Expected outputs include guidance to other regions and sectors on how to attract, support and retain more rangatahi Māori in their businesses, and outcomes are expected to include sustained employment and career development.	\$300,000
Project Fetu - Pathways for upskilling in Manufacturing, Engineering and Logistics sectors	Project Fetu responds to skill shifts in manufacturing, engineering and logistics sectors, where changing skill demands are creating challenges for some Pacific workers. The project pilots micro-credentials that build essential and digital skills, positioning workers to confidently adapt, grow, and explore new roles or sector, while also supporting industry to build a resilient, digitally ready workforce.	\$150,000
Attracting and supporting more disabled people into the Manufacturing, Engineering and Logistics sectors	Extending the research completed in 2024, this work seeks to create practical tools for employers and the vocational education system to improve accessibility to our sectors and better support the workforce development aspirations of disabled communities. Expected outputs include the development of guides for employers, improve standard setting processes to ensure this is embedded in the vocational education system.	\$150,000

PENAPENA PŪTEA | FINANCIAL MANAGEMENT AND RISK



Financial management

In preparing our budget for July – December 2025, we have worked on the basis that our reserves will need to cover:

1. Our standard business operation, prioritising our core standard-setting functions and activities
2. Our disestablishment and wind-up on or by 31 December 2025
3. Contingency for any unforeseen expenditure and ensure our Council can meet its fiduciary duties.

In addition, our industries have identified initiatives that they believe are priorities over and above our core standard-setting functions but are necessary to meet their workforce development priorities and enable continuity once Industry Skills Boards are operational. These projects are detailed in the previous section and total **\$1,535m**.

Our proposed budgets are presented on the following pages:

July – December 2025 Budget

Hanga-Aro-Rau Budget 2025/26	July to December 2025 \$000s
Income	
Funding	1,555
Expenditure	
People Cost	3,491
Salaries	2,535
Redundancies * reflected in Wind up Expenditure	0
Other personnel costs	956
Consultancy & Contractors	140
Governance	110
Travel	270
Meetings & Events	85
Other Expenses	50
Contingency	349
Total Op Expenditure	4,495
Hāpaitia Costs	828
Wind Up Expenditure	
Operating Capital required by Policy 25% (Wind up contingency)	500
Wind up Contingency Hāpaitia	307
Redundancy	1,734
Total Wind-Up Expenditure	2,542
Retained Contingency	1,122
Industry Prioritised Initiatives	1,535
Total Expenditure	10,522
Total Surplus / (Defecit)	(8,967)
Opening Bank Balance as at July 1 2025	9,681
Receipts and GST Refund	2,130
Payments (GST, Employees, Suppliers)	(10,326)
Closing Bank Balance as at December 31 2025	1,485
Liabilities to be paid upon disestablishment	(17)
Net Cash after realisation of receivables & payable	1,502
<i>Note: Hāpaitia Advances are not recognised in the net cash balance</i>	

Please note: All financial amounts are displayed in as 000s in this report, this may result in \$1 rounding variances.

Budget assumptions:

- Operational/function budget, wind-up and contingency all committed from current and forecast reserves.
- Industry Prioritised Initiatives requires investment from TEC and has been reflected as income.
- Hāpaitia costs charged to the Hanga-Aro-Rau will be taken from cash advances held in Hāpaitia for the costs relating to October to December invoicing.
- Hāpaitia Advances of \$197,656 relates to the wind-up costs post December 31 2025.
- Consultancy and Contractors include legal and audit costs.
- Governance costs reflect a reduction in councillors as Hanga-Aro-Rau moves to full disestablishment.
- Full disestablishment results in 100% Redundancy Costs (see below table for breakdown).

Hanga-Aro-Rau Budget 2025/26	Apr to Jun 2025	Jul to Dec 2025
Base Salary	1,875,590	3,491,054
Redundancy	120,336	1,734,184
Total Salary	1,995,926	5,225,238
FTE Redundancy	4	51
Fixed Term	5	

Financial Performance

Hanga-Aro-Rau Budget 2025/26	Budget Jul to Dec 2025 \$000s	Budget Jul to Dec 2024 \$000s
INCOME		
TEC Funding	1,555	6,557
Other Income	0	240
Total Income	1,555	6,796
EXPENDITURE		
People Costs	3,491	2,774
Consultancy & Contractors	140	63,
Governance	110	133
Travel	270	336
Meetings & Events	85	94
Total Other and Administration Expenses	50	257
Contingency	349	0
Total Expenditure	4,495	3,658
Hāpaitia Expenditure	828	703
Total Expenditure	5,323	4,361
Wind Up Expenditure		
Operational Wind-Up	500	-
Wind up Contingency Hāpaitia	307	-
Redundancy	1,734	-
Total Wind-Up Expenditure	2,542	0
Industry prioritised initiatives to deliver functions (detail)		
Shared Data Platform (full contribution)	35	-
Manufacturing sector: support seamless pathways into work	150	-
Extractives and mining: Quality investigation into all provision across the sector and system to ensure consistent outcomes	50	-
Logistics sector: Support rangatahi Māori in regional logistics careers	300	-
Meat processing: Supporting displaced workers into employment	150	-
Extractives and mining workforce acceleration planning to support infrastructure projects	250	-
Manufacturing, Engineering and Logistics: implementing the Disability Action Plan to support more people into these sectors	150	-
Manufacturing: Scaling the Earn and Learn pilot from Waikato across the country	450	-
	1,535	0
Retained Contingency	1,122	-
Total Expenditure	10,522	4,361
Total Surplus/(Deficit)	(8,967)	2,436

Financial Position

Hanga-Aro-Rau Budget 2025/26	Dec 2025 \$000s
CURRENT ASSETS	
Bank Acocunts & Short Term Deposits	1,485
Hāpaitia Advances	175
Total Current Assets	1,659
Total Assets	1,659
CURRENT LIABILITIES	
Account Payable	314
GST	(331)
Current Liabilities	(17)
Total Liabilities	(17)
Net Assets	1,676
EQUITY	
Retained Earnings	554
Retained Contingency	1,122
Total Equity	1,676
Net Cash after realisation of receivables & payables	1,502

Cash flow

Hanga-Aro-Rau Budget 2025/26	Jul to Dec 2025 \$000s
Direct Cashflow	
Opening Bank Balance	9,681
Closing Bank Balance	1,485
Net Inc/Dec in Cash	(8,196)
Receipts of Funding	1,788
GST (net)	342
Payments to Employees	(4,434)
Payments to Suppliers	(5,893)
Net Cash flows from operating	(8,196)
Net/Inc Decrease in Cash	(8,196)

Hāpaitia Budget

Hanga-Aro-Rau Budget 2025/26	Jul to Dec 2025 \$000s	Jan to Mar 2026 \$000s	Total \$000s
Finance	109	72	181
People & Culture	102	20	122
Te Kahui Ahumahi	15	0	15
Pacific Peoples	31	0	31
Business Services	12	0	12
Business Solutions	48	2	50
Property & Office Mgmt	138	0	138
ICT Services	153	29	182
Depreciation/Asset Lease	219	0	219
Total Hāpaitia Costs	828	123	951

The Hāpaitia costs include disestablishment costs and further cost to wind up the WDCS and Hāpaitia from Jan 1 to Mar 31, 2026.

- The following wind-up costs have been included:
- 1. Redundancy payments \$684,000
 - 2. Asset write offs \$1,213,000
 - 3. Make good provisions for rental properties \$100,000
 - 4. Expensing of prepayments (unused IT licenses) \$215,000
 - 5. Post December 31 costs (excluding redundancies) \$247,000

The post December 31 costs allow for the completion of final accounts and final audit, collection and disposal of remaining assets including IT and office equipment, termination of IT and all other systems, completion of all personnel employment related matters including finalisation of records and IRD returns and transfer of all data and records to TEC.

Risk management

We continue a strong commitment to actively reviewing our risk management framework. Over the last financial year, we have thoroughly reviewed all organisational risks, as well as identified new risks around transition to Industry Skills Boards, kaimahi retention during the July-December 2025 period, and disestablishment.

The risk matrix and detail are reviewed monthly by our Executive Leadership Team, bi-monthly by Council and at least quarterly by our Audit, Risk and Finance Committee.

At the time of writing the biggest external risks to our operation related our disestablishment and the mention of kaimahi. We cannot provide kaimahi certainty and therefore we anticipate that it might be difficult to retain all kaimahi (even if they are performing core function that will be delivered by Industry Skills Boards in the future). To mitigate, we have implemented and will continue to support for the remainder of 2025, kaimahi support plans and regularly review work plans. We have built in flexibility to our Amended Operational Plan to allow for some attrition.

Financial and risk performance measures

Focus Areas	Measure	Agreed target
Financial management	The WDC has performed within its budget (via the standard Financial Planning and Reporting Template).	Any material difference between actuals and the overall budget is explained in financial reporting.
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.

Whakakapinga | Organisational Wind Up

The following details an intended organisational wind-up plan (with the abovementioned budget). The plan considers all currently known activities required to wind up Hanga-Aro-Rau and complete its disestablishment. There is a close reliance on Hāpaitia and the budget reflects that.

We recognise that at the time of writing this Amended Operational Plan, there are a number of decisions around Industry Skills Boards and the legislation that need to be taken. We will amend our disestablishment plan once more information is available.

The largest risks currently are:

- 1. Unknown location(s) to transfer information
- 2. Unknown legal and/or financial costs (e.g. make-good costs for leases)
- 3. Unknown processes and timelines for when ISB recruitment might commence and any implications on our ability to maintain operations if we lose kaimahi
- 4. Audit requirements around wind-up.

The wind-up phase anticipated to commence in October 2025 will involve completing all legal, financial, and operational disestablishment tasks. This will include the final offboarding of staff and transferring of data, systems and processes to ISBs or other agencies/entities as required.

Hanga-Aro-Rau will cease operations on or by 31 December 2025, and any remaining wind-up activity will be transferred to Hāpaitia to manage until 31 March 2026. The primary focus of this phase of the wind-up is to finalise any residual activities (such as end of year accounts, any final pay, and ICT and audit) to ensure a complete closure.

He maurea kai whiria!

Ignore small matters
and direct effort toward
important projects





HANGA-ARO-RAU

**Manufacturing, Engineering
and Logistics**

Workforce Development Council

**MAHERE WHAKAHAERE NEKEHANGA
OPERATIONAL PLAN
JULY - DECEMBER 2025**

He reo ahumahi, he oranga mahi

He oranga ōhanga, he whenua taurikura

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04 909 0255

info@hangaarorau.nz

www.hangaarorau.nz