



**Te Pūkenga**

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14 March 2024

s 9(2)(a)

By email: s 9(2)(a)

Tēnā koe s 9(2)(a)

### **Request under the Official Information Act 1982**

Thank you for your email of 16 February 2024, requesting the following information from Te Pūkenga – New Zealand Institute of Skills and Technology (Te Pūkenga). We have numbered your queries for ease of reference:

*Can I please request a copy of:*

- 1. the full details of the appropriation granted to Te Pūkenga by Cabinet for the current financial year, for its branding and marketing purposes.*
- 2. the costs incurred in any rebranding completed to date, for all assets physical, digital and vehicular.*
- 3. any correspondence, agendas, meetings, minutes, public or otherwise, concerning name changes and rebranding, dating back to 13 October 2023.*

Regarding question 2 above, you kindly clarified this with my office on 26 February 2024, to be referring to any cost details after the General Election held last year on 14 October 2023 to date.

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

### **Interpretation**

We have interpreted your request to be for the costs of rebranding related to the new Government's decision to disestablish Te Pūkenga and our phased transition back to individual business division brands.

## The decision

### Question One

With reference to section 18(d) of the OIA, the appropriation that Te Pūkenga was granted for financial year 2023/24 is publicly available through Te Tai Ōhanga The Treasury Budget website at the following links:

Tertiary Education - Estimates by Vote - Budget 2023 - 18 May 2023

- <https://2023.budget.govt.nz/budget/2023/by/vote/tered.htm>
- <https://2023.budget.govt.nz/budget/pdfs/estimates/v2/est23-v2-tered.pdf>

It is important to note that the appropriation granted in the Budget is not broken down into operational components (by branding, etc.). Te Pūkenga determines how much of its granted funding is used for operational matters.

### Question Two

We can advise that there is no 'programme of work', nor central or decentralised budget provision for rebranding. Any rebranding required is being managed and the costs met by individual Te Pūkenga business divisions, as part of business-as-usual activities. Existing supplies will be utilised until they run out, expensive items will only be replaced on as required basis, and re-work of material already completed will not be undertaken. This means any costs of altering branding will be incremental and incorporated into day-to-day marketing activities; and no costs can be attributed to a rebranding programme. This revised approach to branding was endorsed by Te Pūkenga Executive Leadership Team (ELT) on 7 February 2024 (refer to the second document listed below).

With the above context in mind, as no rebranding has taken place in relation to business divisions thus far, we must refuse this question under section 18(e) of the OIA as the information does not exist.

### Question Three

The following three documents fall within scope of this question and are attached as **Appendix One**:

- Document 1 - *Branding Approach 2024*  
Email dated 19 December 2023 to Te Pūkenga business division leads with interim advice on our approach to branding in 2024.
- Document 2 - *Branding advice for 2024*  
Pūrongo a Ngā Kaiwhakahere Mātāmuri ELT Report dated 7 February 2024.
- Document 3 - *Brand Transition*  
Email to all Te Pūkenga kaimahi (staff) via Ngā Taipitopito, our internal newsletter, dated 14 February 2024, which included information about Brand Transition. With reference to section 16(1)(e) of the OIA we provide an excerpt from this email with the information within scope.

Names and contact details have been withheld from the documents under section 9(2)(a) of the OIA to protect privacy of natural persons. We do not believe the need to withhold this information is outweighed by the public interest in its release.

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

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

Ngā mihi

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

Gus Gilmore

**Tumuaki** | Chief Executive

**From:** [Andrew McSweeney](#)  
**To:** [DL Network Marketing Leads](#); s 9(2)(a)  
**Cc:** [DL Te Pūkenga FLT](#); s 9(2)(a)  
**Subject:** Branding Approach 2024  
**Date:** Tuesday, 19 December 2023 2:58:32 pm  
**Attachments:** [image001.png](#)

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Kia ora koutou

Since last week we have received some follow-up queries about our approach to branding in the New Year. Based on the Minister's Letter of Expectations (LoE) the best advice and guidance I can give at this stage is:

- We will, in the new year, move to business division single branding on our advertising and campaigns, fleet branding as they come up for renewal, and look to revert branding on business division websites. Also our social media approach will be addressed appropriately. We will need to ensure we meet all legal obligations, e.g. Fair Trading Act, as we do this, regarding how we represent ourselves. More advice on this will be provided in January.
- For anything 'locked and loaded' for the New Year – for example, Semester 1 recruitment campaigns for campus based learning – please don't change anything that will incur additional costs; stick with the previously agreed, co-branded approach.
- Avoid investment in branding (or re-branding) of any major assets with Te Pūkenga livery, such as building signage or fleet vehicles, these should remain as original business division branding.
- We will advise in the new year our thinking about removing current Te Pūkenga only branded materials.

As a reminder, our Delegations, including for Marketing, currently remain unchanged. (we will be looking at these in the new year given the Ministers LoE, and will advise you of any changes.) This is particularly important as we manage our way through this period of change. Adhering to the Delegations is a requirement and also helps to protect you and the organisation, from any lack of clarity about the best approach. The Delegations policy also provides the means by which we can change decision making levels appropriately and with clarity.

As with everything as we get more information, and things evolve, we will update the Network with further guidance.

Lastly thanks for your efforts this year. Have a good break and looking forward to working with you all in the new year.

Ngā mihi

Andrew

**Andrew McSweeney**

Pourangi Ākongame te Ahumahi | Deputy Chief Executive Learner and Employer Experience and

Attraction



M s 9(2)(a)

[tepūkenga.ac.nz](http://tepūkenga.ac.nz)

s 9(2)(a)

Executive Assistant to Andrew McSweeney

Pourangi Ākonga me te Ahumahi | Deputy Chief Executive Learner and Employer Experience and Attraction

M s 9(2)(a)

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# Pūrongo a Ngā Kaiwhakahere Mātāmuri | ELT Report

7 February 2024

Title:	Branding advice for 2024
Provided by:	Andrew McSweeney, DCE LEEA
Author:	s 9(2)(a) Director of Marketing
For:	Approval
Classification:	Unclassified
Endorsement (if any):	
Work Programme project number:	Nil

## Te Taunaki | Recommendation(s)

It is recommended that ELT:

a.	Receive the report;
b.	Note the proposed change to branding by Business Divisions in 2024, reflecting the Minister's Letter of Expectations;
c.	Approve the revised approach; and
d.	Approve distribution of the report to broader leadership and Marketing Leads for advice and implementation

## Whakarāpopototanga | Executive Summary

*This report outlines a revised approach to branding by Business Divisions in 2024.*

The revised approach is intended to reflect the change of direction, as signalled by the Minister's Letter of Expectations, the stated intention to disestablish Te Pūkenga and to establish regionally based, individual institutions.

The overarching principle is to move away from any further investment in and the roll-out of Te Pūkenga branding and until such time as a fresh direction is known, move back to the previous 24 individual Business Division brands.

The move back to individual Business Division brands needs to be managed within the context of a financially constrained organisational environment and in a way that reflects the legal responsibilities of continuing to be a single organisation.

This means:

- Utilising existing supplies of either co-branded or single, Te Pūkenga branded items, until they run out;

- Only replacing expensive either co-branded or single, Te Pūkenga branded items on an as-required basis and where it is financially prudent to do so;
- Making it clear to our ākonga, employers and communities, that “XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology”. This is important in terms of meeting our responsibilities under the Fair Trading Act
- Continuing to adhere to our Delegations and other relevant organisation policies.

It should also be noted that further clarity is required on the future composition of the sector i.e. reference has been made to a sector comprised of “eight to ten regionally based, individual institutions”. The move back to individual Business Division branding and naming, therefore, should be considered as a ‘holding pattern’ only until further detail is known.

## Te Tāhuhu Kōrero | Background

*During the course of 2022 and 2023, Business Divisions undertook a concerted period of co-branding, as a means of reflecting the transition from previously separate entities, into Te Pūkenga. A practical, low-cost approach was taken, with co-branding progressively applied to digital assets, advertising and as more expensive branded assets (such as campus signage and motor vehicles) came up for renewal.*

*Reflecting the previous organisation direction, the intention was to phase out individual brands and move to a unified, Te Pūkenga brand during the course of 2024.*

*A revised approach has been developed to reflect the change of direction, as signalled by the Minister’s Letter of Expectations, the stated intention to disestablish Te Pūkenga and to establish regionally based, individual institutions.*

*The proposed approach is intended to reflect the change of direction, as signalled by the Minister’s Letter of Expectations and the stated intention to disestablish Te Pūkenga and to establish regionally based, individual institutions.*

*The overarching principle is to move away from any further investment in and roll-out of Te Pūkenga branding and until such time as a fresh direction is known, move back to the previous 25 individual Business Division brands.*

*The move back to individual Business Division brands needs to be managed within the context of a financially constrained organisational environment and in a way that reflects the legal responsibilities of being a single organisation.*

This means:

- Utilising existing supplies of either co-branded or single, Te Pūkenga branded items, until they run out. This would apply to things such as promotional items, merchandise and brochures i.e. use existing supplies and then order new items applying individual Business Division only brands;

- Only replace expensive either co-branded or single, Te Pūkenga branded items on an as-required basis and where it is financially prudent to do so. This would apply to things such as motor vehicles and campus signage;
- When using individual Business Division branding, we make it clear to our ākonga, employers and communities, that “XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology”. This is important in terms of meeting our responsibilities under the Fair Trading Act and needs to be applied with increased visibility the closer an ākonga, for example, gets to making a transaction with us i.e. it wouldn't need to be applied to motor vehicles or campus signage, but must be applied on websites, in marketing collateral and on application and enrolment forms;
- Continuing to adhere to our Delegations and other relevant organisation policies (such as Procurement) until advised otherwise.

Additional points to note:

- Campaigns – campaigns for Semester One (ITP) and first quarter (WBL) should remain in co-branded campaign templates to avoid the costs of re-working material already completed. Further campaigns i.e. Semester Two (ITP) should revert back to single Business Division branding, subject to meeting the legal aspects covered above.
- Agency arrangements – Business Divisions can continue to engage Clemenger (creative and advertising services) and OMD (media), should they wish to do so. This is enabled via the All-of-Government arrangement in place with Clemenger and just requires completion of an Advertising Services Order (ASO), similar to an ‘agency brief’, to formalise the engagement by individual Business Divisions. Contacts are <sup>s 9(2)(a)</sup> [REDACTED]

Should a Business Division no longer wish to engage Clemenger and / or OMD, they are free to source their own supply arrangements, either internal or external, subject to meeting Procurement Policy and relevant Delegations.

## Ngā Kōwhiringa me Te Tātaritanga | Options and analysis

Continuation of the move towards a single, Te Pūkenga brand is at odds with the Minister’s Letter of Expectations. Consideration was given to continuing with co-branding; again, further investment in Te Pūkenga branding would seem at odds with the revised direction. It was deemed that the most appropriate approach, given the changed direction, was to move back to individual brands, until such time as further clarity is known.

## Te Pae Tawhiti | Tiriti Excellence Framework

Not considered.

## Ōritetanga me te Angitu Ākonga | Equity Impact and Ākonga Success

Due to their longevity and continued strong brand awareness, the move back to individual Business Division brands is not likely to have any negative impacts for priority groups.



## Pānga ki Ngā Ākonga/Kaitukumahi | Employer Impact

Similar to equity groups, brand awareness of individual Business Division brands remains strong and there is not likely to be any negative impacts on employers from moving back to individual brands.

## Akoranga | Academic Delivery

This branding advice impacts on a number of academic products and important interfaces, such as LMSs and SMSs, most of which have not moved to sole, Te Pūkenga branding. Where academic products have changed, the same principles as set out in this advice should be followed – progressively move back to individual Business Division branding as resources and practicalities allow.

## Te Uiuinga Whānui | Engagement/consultation

Group Engaged With	Level of Engagement	Commentary
Marketing Leads	Presentation and dissemination for feedback	Shared with Marketing Leads (01/02/2024) with a request for feedback

## Ngā tino raru ka heipu mai | Key risks

Risk Title	Description	Potential Consequences	Current Mitigation	Comments
Brand confusion	Considerable time and effort has been spent moving towards single Te Pūkenga branding, much of which remains in place	Brand confusion with ākonga and employers	Ensuring consistent messaging on websites, collateral, presentations, and elsewhere to explain the transition	
Legal	Under the Fair Trading Act, while we remain a single organisation, Business Divisions still need to make it clear that “XXX is a Business Division of Te Pūkenga - New Zealand Institute of Skills and Technology”	Possible legal challenge under the Fair Trading Act	Ensuring Business Divisions continue to consistently apply common wording, indicating “XXX is a Business Division of Te Pūkenga - New Zealand Institute of Skills and Technology”	

Financial	Incurring costs in reverting back to individual brands	Reputational damage through negative publicity and negative budget impact in an already fiscally constrained environment	A practical, progressive approach is recommended, involving the use of existing supplies of branded items and moving back to individual brands when cost efficient to do so	
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### Te tirohanga taha pūtea | Financial considerations

The approach reflects the importance of continuing to use existing supplies of branded items and only moving to single branding, as resources and practicalities allow. A phased, progressive move back to individual brands, combined with no further investment in Te Pūkenga branding, will help to mitigate any negative budget impacts.

### Kaiarotake | Reviewers

s 9(2)(a)  Head of Brand and Creative Services

### Ngā Tāpirihanga | Appendices

- Appendix - 1 – 2024 branding advice matrix

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## Appendix – 1 - 2024 Branding advice matrix

Notes:

- TP – Te Pūkenga
- BD – Business Division

Brand	Previous guidance	New guidance for 2024
<b>Written name</b>	Business Division   Te Pūkenga	Business Division name
<b>Tag lines</b>	Use 'Learn with purpose'	Revert to former BD tag lines, or as determined by BD
<b>General use of Logo</b>	Co-branded	BD single brand
<b>Brand look and feel</b> (font, colours, style, design etc) <i>Across all items - websites, colleterial, merchandise</i>	BDs using TP templates and colours	Revert to BD brand templates, colours and styles
<b>Earn Learn</b> <i>Moved under Connexis Brand strategy for Earn Learn required</i>	Temporary brand	BD single brand - to be determined by BD, following approval by DCE LEEA and DCE Ako Delivery
<b>Sub-brands</b> (e.g. Capable NZ, NZ Maritime School, NZIHT, Waikato Trades Academy) <i>same advice re BD brands - Te Pūkenga cobranding, Te Pūkenga Merch, uniforms etc</i>	Co-branded with Te Pūkenga	Revert to previous branding

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Campaigns	Current guidance	New guidance for 2024
<b>ITP Semester 1 2024 recruitment campaign</b>	Co-branded Te Pūkenga template	All current campaign collateral to remain co-branded
<b>ITP Semester 2 2024 recruitment campaign</b>	Move to Te Pūkenga single branding	BD single branded – ensure reference to TP as required under <i>Fair Trading Act - “XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology”</i>
<b>WBL recruitment campaigns</b>	Co-branded Te Pūkenga templates	BD single branded – ensure reference to TP as required under <i>Fair Trading Act - “XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology”</i>

Social media	Current guidance	New guidance for 2024
<b>TP social media platforms</b> <i>Facebook, Instagram, LinkedIn, YouTube etc</i>  <i>Only used for corporate messages and sharing learner stories</i>	TP single branded	TP single branded
<b>Business Division social media platforms</b> <i>Facebook, Instagram, LinkedIn, YouTube etc</i>	Co-branded	BD single brand

Recruitment collateral	Current guidance	New guidance for 2024
<b>Prospectus and other marketing collateral / brochures</b> <i>New CE message required for inside page re change</i>	Co-branded template provided	BD single brand – ensure reference to TP as required under <i>Fair Trading Act - “XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology”</i>



International	Current guidance	New guidance for 2024
International BD items	Co-branded	BD single brand – ensure reference to TP as required under <i>Fair Trading Act</i> - “XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology”  <i>International agent contracts are with Te Pūkenga</i>
International Te Pūkenga items (study guides, gifts)	TP NZIST single branded	BD single brand - BD single branded – ensure reference to TP as required under <i>Fair Trading Act</i> - “XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology”

Digital marketing	Current guidance	New guidance for 2024
Digital advertising	Co-branded Te Pūkenga templates	BD single brand – ensure reference to TP as required under <i>Fair Trading Act</i> - “XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology”  A practical approach to digital formats needs to be applied, recognising that inclusion of the disclaimer won’t be possible on all digital formats
BD EDMs (recruitment emails, stakeholder comms, newsletters)	Co-branded	BD single brand - ensure reference to TP as required under <i>Fair Trading Act</i> - “XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology”

Events	Current guidance	New guidance for 2024
Events <i>Open days, O week, learner recruitment, career fairs</i>	Co-branded	BD single brand
Events equipment <i>pull up banners, gazebos, flags, bean bags, event display signage, media walls</i>	TP single branded	All new items to be BD single branded

Sponsorship	Current guidance	New guidance for 2024
Sponsorship	Co-branded / Te Pūkenga single branded	BD single brand  Where the sponsorship has been entered into on behalf of the organisation overall, either revert to a 'local' BD or continue with TP only branding until the sponsorship expires

Conferences and events	Current guidance	New guidance for 2024
Conferences, events and careers expos	Co-branded / Te Pūkenga single branded	BD single brand  Where multiple BDs are attending the same event, the onus is on attending BDs to coordinate attendance in a constructive and collaborative way.  BDs would still be branded individually, but the expectation is that they would book adjacent booths, for example, and coordinate with the 'local' BD on their attendance

Fleet vehicles	Current guidance	New guidance for 2024
Vehicles	TP single branded	All new signage to be BD single branded <i>Timeframe will be addressed and confirmed as part of planning by Disestablishment team</i>

Signage	Current guidance	New guidance for 2024
Signage including wayfinding	TP single branded	Hold off on any significant investment All new signage to be BD single branded  <i>Timeframe will be addressed and confirmed as part of planning by Disestablishment team</i>

Websites	Current guidance	New guidance for 2024
<b>TP website</b>	TP single branded	TP single branded
<b>Business Division websites - headers</b>	Co-branded	BD single brand
<b>Business Division websites - footers</b>	Te Pūkenga footer	Te Pūkenga footer - must include link to TP Privacy Policy. Ensure reference to TP as required under <i>Fair Trading Act</i> - "XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology"

Merchandise, apparel and promotional items	Current guidance	New guidance for 2024
<b>Staff uniforms</b> <i>Name badges, Facilities, Security, staff, tutors, specialist roles, safety gear, workshop overalls etc</i>	TP single branded	Utilise existing supplies until fully used. All new items to be BD single branded
<b>General branded apparel</b> <i>Jerseys, hoodies, t shirts, hats, caps, beanies</i>	TP single branded	Utilise existing supplies until fully used. All new items to be BD single branded
<b>Learner uniforms</b> <i>Nursing, animal care, hospitality, hair and beauty, hard hats, safety gear etc</i>	TP single branded	Utilise existing supplies until fully used. All new items to be BD single branded
<b>Merchandise and promotional items</b> <i>Pens, tote bags, drink bottles, umbrellas, hats, key rings, notebooks etc</i>	TP single branded	Utilise existing supplies until fully used. All new items to be BD single branded

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Corporate stationery	Current guidance	New guidance for 2024
Business cards	Co-branded Te Pūkenga template	Utilise existing supplies until fully used. BD single brand
Letterhead	Co-branded Te Pūkenga template	BD single brand. Ensure reference to TP as required under <i>Fair Trading Act</i> - "XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology"
Corporate brochures, handbooks etc	Co-branded Te Pūkenga template	BD single brand - ensure reference to TP as required under <i>Fair Trading Act</i> - "XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology"
Learning materials	Co-branded	BD single brand - ensure reference to TP as required under <i>Fair Trading Act</i> - "XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology"

Other	Current guidance	New guidance for 2024
Email signatures	Co-branded	BD single brand - ensure reference to TP as required under <i>Fair Trading Act</i> - "XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology"
Graduation certificates	Co-branded	Co-branded or single branded – requires clarification. Ensure reference to TP as required under <i>Fair Trading Act</i> - "XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology"
Graduation events items (flags, programmes, gowns, event signage)	TP single branded (after April)	BD single brand



## Extract from 14 February 2024 Ngā Taipitopito

### Brand Transition in light of the LoE

#### Brand transition

We are making changes to our brand approach in response to the [Minister's Letter of Expectations](#) to disestablish Te Pūkenga and establish regional-based individual institutions. The new approach reflects a visible shift away from centralisation to regional/divisional brand identities.

We will transition away from Te Pūkenga branding and return to our previous model of using individual business division brands. This transition includes not making any further investment into the Te Pūkenga brand.

We will use existing supplies of either co-branded or single Te Pūkenga branded items, such as promotional items, merchandise, uniforms and brochures, until they are depleted.

When existing stock has been depleted, any new items should only have individual business division branding. A point to keep in mind is Te Pūkenga remains a legal entity until there is legislative change. So when we revert to individual business division branding, we should make it clear where necessary that "XXX is a Business Division of Te Pūkenga – New Zealand Institute of Skills and Technology.

No changes need to be made to expensive co-branded or single Te Pūkenga branded items, such as motor vehicles and campus signage. Changes should only be made on replacements and new or damaged supplies on an as-required basis and where financially prudent.

This brand approach is based on the information we currently have and may change as we receive further updates. While these changes are underway, our core mission to provide quality education to benefit learners, employers, and communities remains unchanged.

For more detailed information and frequently asked questions regarding the brand approach, please [visit Te Whare](#). Your local communications and marketing teams are also available to provide support and guidance on brand-related matters.