

# Education Service Planning

Service Levels  
and Demand  
Planning



**Unitec**  
Institute of Technology  
TE WHARE MĀNANGA O WAIRARA





# Agenda

A brief introduction to Unitec

Unitec's strategic Capital Asset Management Planning

A brief introduction to Education Service Planning

Examples from Health (Bay of Plenty DHB)

Unitec's experience as a work in progress

Questions and (hopefully) answers



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Unitec

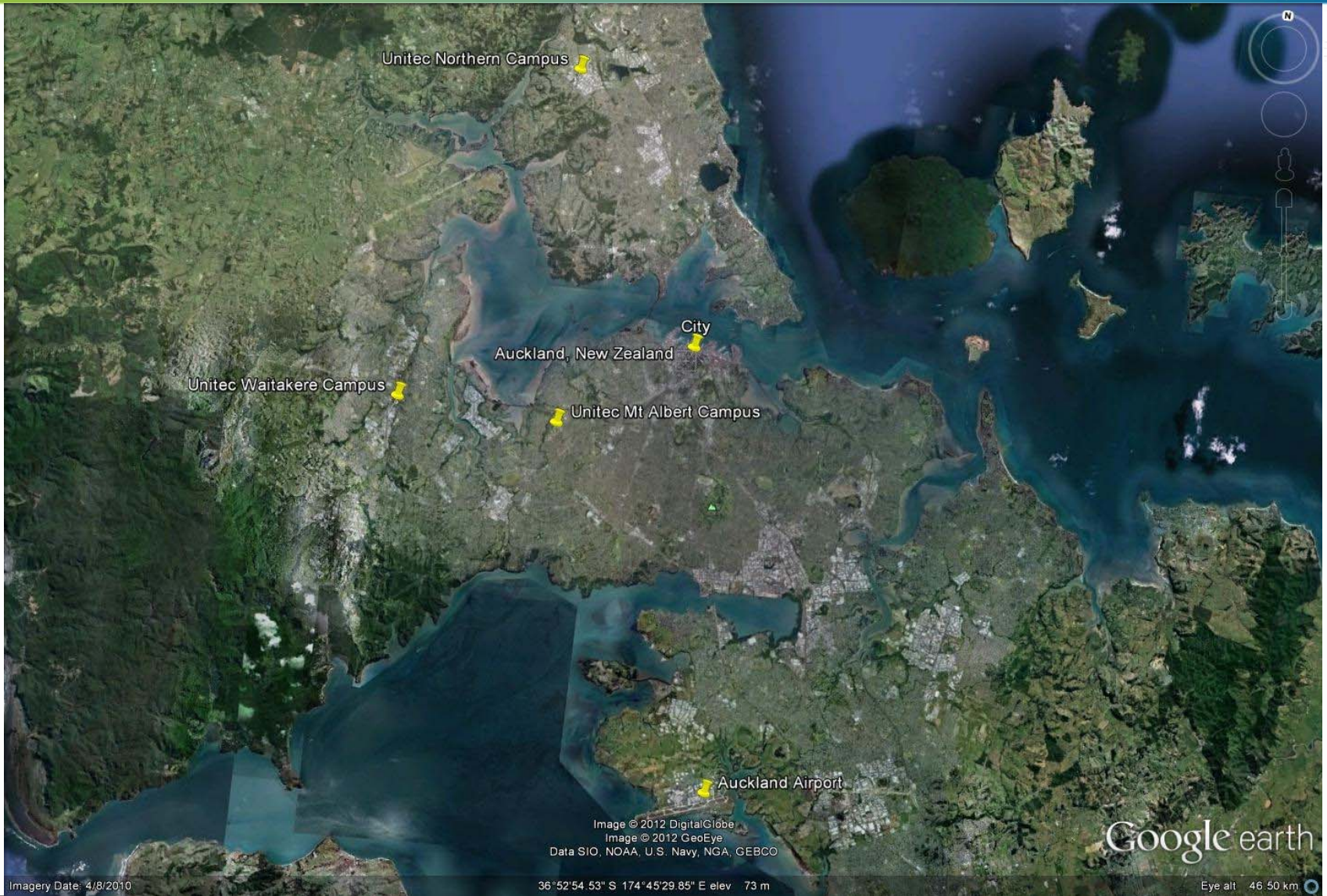
## A Brief Introduction



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# A Brief Introduction... cont





# Our Language...



UNITEC  
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TECHNOLOGY

- Faculty is made up of departments
- Departments have programme(s)
- Programmes consist of courses
- A course can be taught in different programmes in multiple departments



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## Context of CAMP

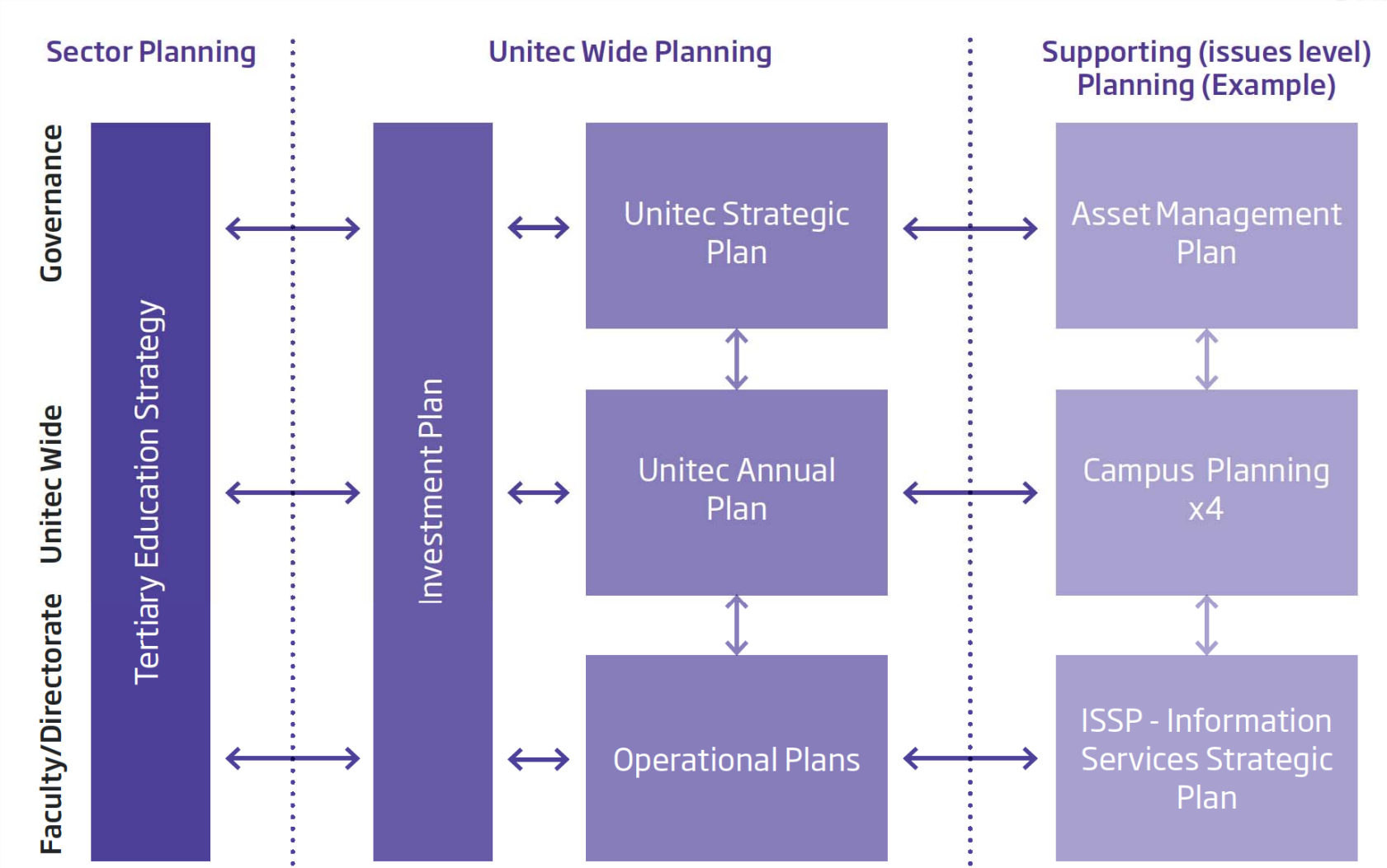


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# Our CAMP framework



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# Our Strategy



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The Skills Institute  
of New Zealand

## Strategic Planning Framework 2011 - 2016

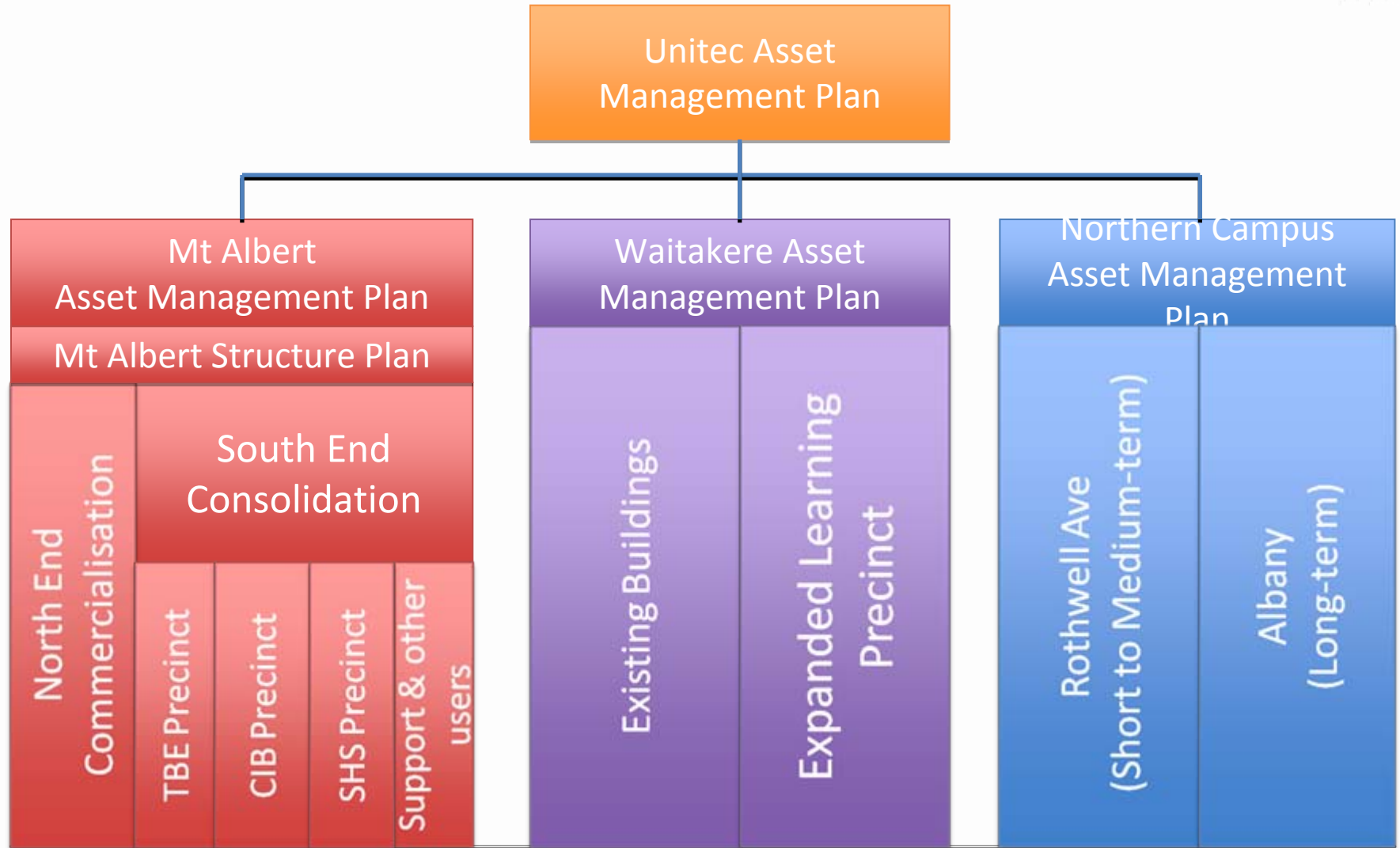
	MEETING THE NEEDS OF OUR COMMUNITIES	ENHANCING THE STUDENT EXPERIENCE	INNOVATION IN TEACHING AND LEARNING	BEING AN EXCELLENT BUSINESS	
Outcomes	High visibility and leadership within the sector	Contributor to the success of regional employers and communities	Engaging and accessible student environment	Highly productive and talented graduates Living curriculum	Learning organisation Sustainable growth with a purpose
Indicators	<ul style="list-style-type: none"> <li>Graduates are achieving employment success</li> <li>Employers are satisfied with Unitec graduates</li> <li>Student participation rates match the regional population mix</li> <li>Learning and research activity is applied and relevant to communities</li> <li>EFTS growth reflects unmet need in the Auckland region</li> <li>Students are completing qualifications and progressing to further qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Students are willing to return to Unitec for further study</li> <li>Students are progressing to higher level qualifications</li> <li>Students are completing their courses</li> <li>Students are willing to recommend Unitec to others</li> </ul>	<ul style="list-style-type: none"> <li>Curricula are innovative and dynamic</li> <li>Students are engaged through staff responsiveness</li> <li>Research activity is applied and relates to learning and our communities</li> <li>Programme delivery is relevant to learners, communities and employers</li> <li>Literacy, language and numeracy skills meet benchmarked standards</li> <li>Work based learning is the norm within programmes</li> <li>Programmes have a Māori dimension</li> <li>Staff engage in relevant professional development</li> </ul>	<ul style="list-style-type: none"> <li>Staff are suitably qualified and developed</li> <li>Staff are engaged</li> <li>Decision making processes are efficient and effective</li> <li>Resources are used effectively across the organisation</li> <li>Revenue growth - commercial and entrepreneurial - is responsible</li> <li>Appropriate resource: cost ratio is achieved</li> <li>Financial management processes are sound</li> <li>Unitec is a driver of sector innovation</li> <li>Unitec has a positive profile amongst stakeholders and the general public</li> </ul>	
Strategies	<ul style="list-style-type: none"> <li>Align Unitec programme provision to the needs of the Auckland region guided by a 20 year strategy for Auckland, co-developed with MIT and Te Wānanga o Aotearoa.</li> <li>Develop pathways in and out through reciprocal partnerships with TEs, Schools, Trades, Academies, Employers</li> <li>Develop community support through partnerships with TLAs and key govt. and development organisations</li> <li>Increase provision set within Māori and Pacific learning environments</li> <li>Develop three learning precincts, supported by online campus and community access points</li> </ul>	<ul style="list-style-type: none"> <li>Provide seamless administrative, academic and pastoral support for students across our campuses</li> <li>Create immersive student experience before, during and after enrolment</li> <li>Reframe our understanding of the student experience and life cycle: prospective → alumni</li> <li>Develop a 24 hour learning environment (2011 - 2015)</li> </ul>	<ul style="list-style-type: none"> <li>Reframe learning as conversation</li> <li>Develop academic literacies and support</li> <li>Design and develop programmes that are integrated with the world of work and genuinely dynamic</li> <li>Develop a culture of continuous professional development</li> <li>Embed evaluative questioning across Unitec</li> </ul>	<ul style="list-style-type: none"> <li>Establish and pursue continuous organisational quality improvement</li> <li>Develop reliable, coherent and empowering business processes and data management systems that allow a more effective Unitec-wide approach to business and decision-making</li> <li>Continue to develop staff engagement and alignment</li> <li>Continue to monitor, understand and develop Unitec's positioning within the sector</li> </ul>	
Key Shift Projects	<ul style="list-style-type: none"> <li>Develop an online campus, supported by access points in local government community facilities (2012 →)</li> <li>Establish a North Shore Learning Precinct (2015)</li> <li>Develop and implement a Māori engagement plan (2011)</li> <li>Develop and implement Pasifika engagement plan (2011)</li> <li>Co-locate key academic providers on main campuses (2012)</li> <li>Develop joint programmes with schools and PTEs in support of increased participation by 16-24 year olds</li> </ul>	<ul style="list-style-type: none"> <li>Re-develop the Wairaka learning precinct (2012 →)</li> <li>Develop Learning Commons (2012)</li> <li>Develop alumni office and networks (2012)</li> <li>Develop and implement an internationalisation plan (2012)</li> <li>Develop a master plan for each learning precinct (2012)</li> </ul>	<ul style="list-style-type: none"> <li>Implement Learning project, including e-support and literacies (2014)</li> <li>Develop Learning Commons (2011)</li> <li>Implement the Unitec Research strategy, focussing on impact and the development of research clusters</li> </ul>	<ul style="list-style-type: none"> <li>Develop plans to generate commercial and entrepreneurial revenue (e.g. property development plans and Entrepreneurial Revenue Centres) (2013)</li> <li>Develop and implement an environmental plan reducing Unitec's environmental footprint and resource consumption (2014)</li> <li>Implement brand redevelopment project (2011)</li> <li>Develop and implement a continuous quality improvement model that focuses on people development, evaluative questioning and review (2011 →)</li> <li>Implement MIS Project: Upgrade to Peoplesoft 9.1 (2011)</li> <li>Develop (2011) and implement (2012 →) a workforce plan</li> </ul>	
Business Imperative Projects	<ul style="list-style-type: none"> <li>Establish strategic relationships with key employer groups and increased options for work-based learning placements (2012)</li> <li>Continue to develop Unitec Waitakere with a focus on the well-being and wealth of the West (2012)</li> <li>Develop articulation arrangements with key PTEs, ITPs, Wānanga and Universities (2011)</li> <li>Continue to develop with Te Whare Wānanga o Awanuiarangi their Auckland campus at Wairaka to meet the aspirations of Māori learners and communities (2012)</li> <li>Continue to develop Newmarket campus with MIT to focus on needs in Central-East Auckland (ongoing)</li> <li>Develop a stakeholder relationship framework for Unitec with employers, local government agencies and community organisations (2011)</li> <li>Develop community engagement framework for each faculty/campus (2011)</li> <li>Establish strategic leadership forums involving key NGOs, Business, central and local govt agencies (2011 →)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop Applied Technology facilities (2012)</li> <li>Complete Marae development (2015)</li> </ul>	<ul style="list-style-type: none"> <li>Development and implement LMS (2011)</li> <li>Reframe foundation education at Unitec (2012)</li> <li>Embed assessment (2012)</li> <li>Develop programmes for academic and allied staff professional development and associated frameworks (2012)</li> </ul>	<ul style="list-style-type: none"> <li>Develop an Asset Management planning framework and improvement plan (2011 →)</li> <li>Implement Risk management framework (2011 →)</li> <li>Implement a Health &amp; Safety &amp; Environmental strategic plan (2011)</li> <li>Evaluate options for shared services, and for improved procurement practices (2013)</li> <li>Implement records management system (2012)</li> <li>Undertake International Benchmarking Project (2011)</li> <li>Implement workload model with performance measures reflecting our staff development/QA goals (2011)</li> <li>Implement an Equity and Diversity Strategy (2011)</li> <li>Establish effective internal communication systems and norms</li> <li>Develop (2011) and implement a reframed rewards and recognition policy</li> <li>Develop (2011) and implement a talent and recruitment plan</li> </ul>	



# AMP and Supporting Plans



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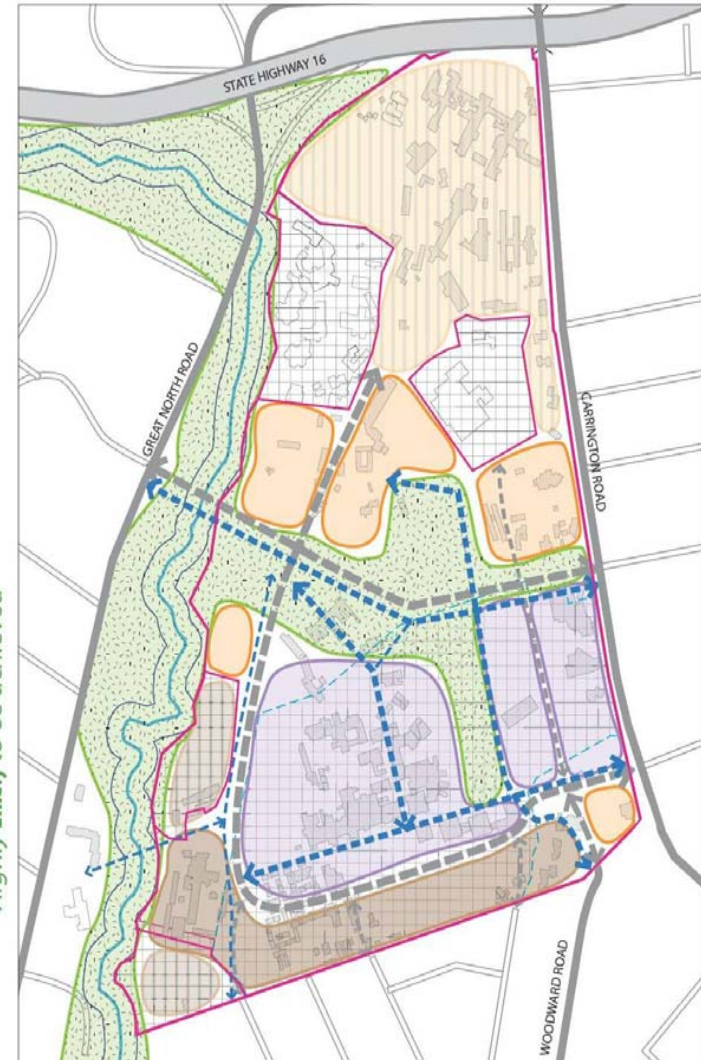


# Mt Albert Structure Plan



## Key Features:

- Reduced Unitec land and related uses with shorter travel distances
- Consolidated and increased Open space as part of new through connection
- Increase exposure with new connection
- Flexibility when offering long term leases
- Carrington Rd frontage retained
- Pockets of open space retained



STRATEGIC ASSESSMENT	INDICATIVE BUSINESS CASE	DETAILED BUSINESS CASE	IMPLEMENTATION PLAN	IMPLEMENTATION	BENEFITS REALISATION
<ol style="list-style-type: none"> <li>1. Case</li> <li>2. Strategic fit</li> <li>3. Evidence</li> <li>4. Financial model</li> </ol>	<ol style="list-style-type: none"> <li>1. Costs for change</li> <li>2. Identify long-term options</li> <li>3. Resource allocation in each scenario</li> <li>4. Risk of alternatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Options analysis</li> <li>2. Procurement planning</li> <li>3. Financial modelling</li> <li>4. Project planning</li> <li>5. Case development</li> </ol>	<ol style="list-style-type: none"> <li>1. Customise business case</li> <li>2. Business plan</li> <li>3. Detailed business case</li> <li>4. Case development</li> </ol>	<ol style="list-style-type: none"> <li>1. High elements</li> <li>2. Go live</li> <li>3. Review for feedback</li> </ol>	<ol style="list-style-type: none"> <li>1. Post project evaluation</li> <li>2. Post implementation review</li> <li>3. Share in organisation</li> </ol>
<p>Measure against objectives and identify gaps (and 2 business case being budget approved)</p>	<p>STAGE 1 DECISION</p> <p>Can we afford to go ahead, and how will we fund it?</p>	<p>STAGE 2 DECISION</p> <p>Can we afford to go ahead, and how will we fund it?</p>	<p>Can we afford to go ahead, and how will we fund it?</p>	<p>Can we afford to go ahead, and how will we fund it?</p>	<p>Can we afford to go ahead, and how will we fund it?</p>
<p>STRATEGIC CASE: what do we want and where do we want to be?</p>	<p>BUSINESS CASE: what is the best value for money option for getting us there?</p>	<p>DETAILED CASE: what do we need to go forward to help us get there?</p>	<p>IMPLEMENTATION CASE: can we afford to go ahead, and how will we fund it?</p>	<p>IMPLEMENTATION CASE: can we afford to go ahead, and how will we fund it?</p>	<p>IMPLEMENTATION CASE: can we afford to go ahead, and how will we fund it?</p>

# Asset Management Plan



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Unitec Institute of Technology  
Asset Management Plan

March 2011



Consolidation of work into AMP while also improving AMP itself

Attribute Area	Core				Mod			Adv	
Strategic Objectives and Outcomes	■	■	■	■					
Managing Demand	■	■	■	■					
Levels of Service	■	■	■	■					
Description of Assets	■	■	■	■					
Current and Future Shortfalls	■	■	■	■					
Asset and Non-asset Solutions	■	■	■	■					
Optimised Decision Making	■	■	■	■					
Financial Forecasts	■	■	■	■					
Feedback and Improvement	■	■	■	■					
Planning Assumptions / Confidence Levels	■	■	■	■					
Risk Management	■	■	■	■					
Organisational Commitment	■	■	■	■					



ESP

# Education Service Planning

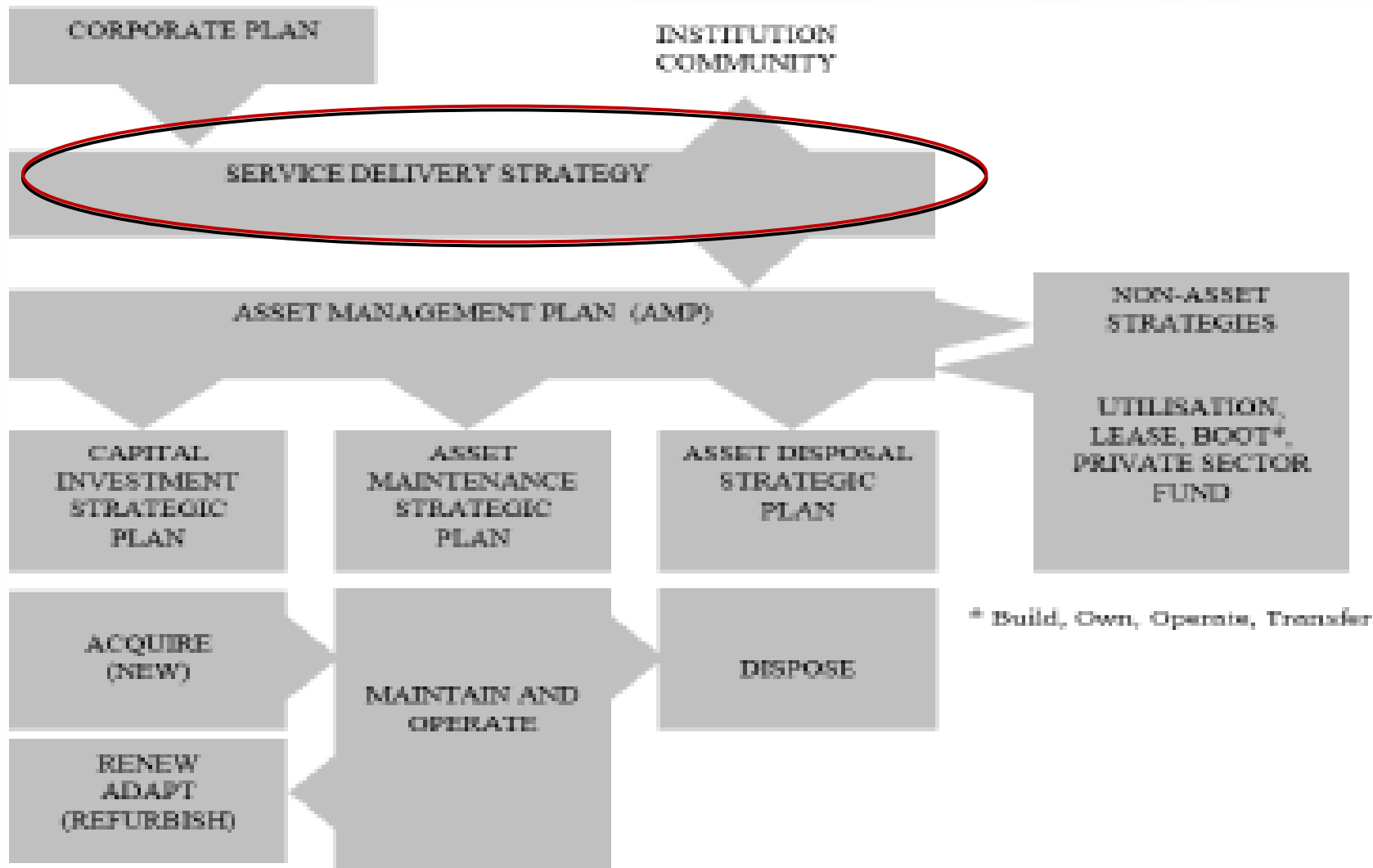


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# Where it fits - TEFMA (AAPPA) Framework



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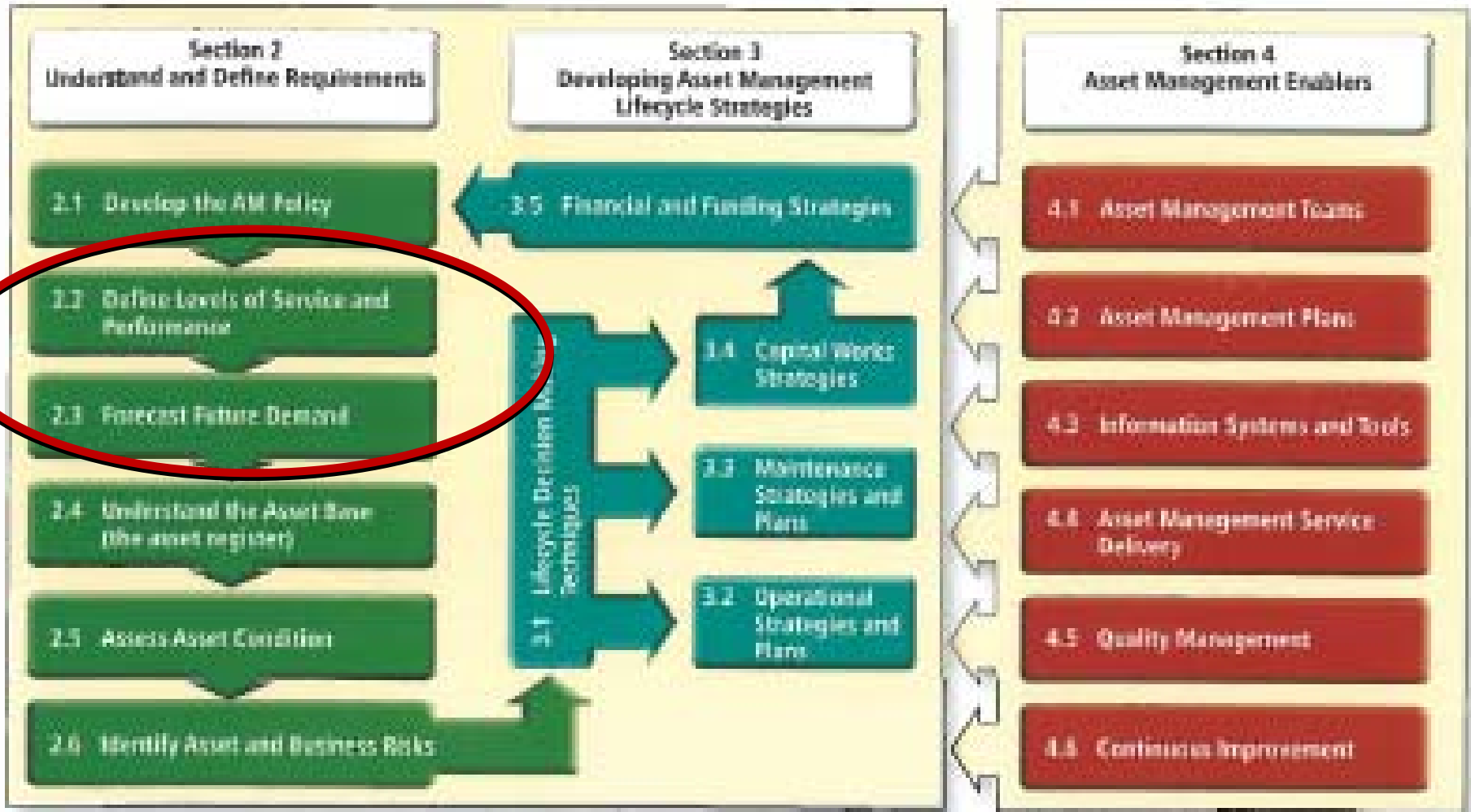
# Where it fits – TEC/SPM model



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# Where it fits – NAMS Model





# ESP – Levels of Service



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- LEVELS OF SERVICE – The Deliverables
- Describe the outputs the organisation intends to deliver to customers and the service attributes
- Identify the aspects of service that are important to the customers
- Identify how the customer receives or experience the service
- Identify the measures of quality, quantity, timeliness, reliability, sustainability, accessibility and cost.
- CONSULT, CONSULT, CONSULT – it changes daily!





# ESP – Understand the demands



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CENTRO DE INGENIERIA

- DEMAND
- Describe the outputs the organisation intends to deliver to customers and the service attributes
- Identify the aspects of service that are important to the customers
- Identify how the customer receives or experience the service
- Identify the measures of quality, quantity, timeliness, reliability, sustainability, accessibility and cost.
- CONSULT, CONSULT, CONSULT – it changes daily!



# ESP – Convert to an Education Services Plan



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- Education Service Plan
- Apply what you learn
- Document it all to the nth degree (really)
- Clearly understand the interdependencies
- Keep it up to date!
  
- CONSULT, CONSULT, CONSULT – it changes daily!



# Case Study

## Bay of Plenty DHB



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# Bay of Plenty DHB Example



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- Health Services Planning
- In some ways easier than in Education
- NSW Delineation model used
  - impacts levels of service
  - Sets clear minimum standards
- Decisions such as 24 maternity impact
- Still need to be linked to strategy
- In some ways greater flexibility
- But more political !
  - Central agencies
  - Board and various committees





# Bay of Plenty DHB Example



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- Health Services Planning
- Demographics & health profile
- Regional services planning eg cardiac /cancer/ renal
- Government priorities (e.g. length of emergency stay, cancer waiting, immunisation)
- Acute (The golden hour!), elective and public health service planning
- Convert into measurable items (e.g. type of beds in a hospital)



# Bay of Plenty DHB Example



## Maternity Health Services Plan Extract

Service	Deliverable (NSW DM)	Quantity / Capacity	Co-locations and interdependencies	Physical Space Impacts
Tauranga	24/7 hour Level 3/4	2,000+	24/7 hour radiology 24/7 Theatre Emergency Flight transfer	18 maternity beds 6 birthing rooms 1 dedicated theatre
Whakatane	24/7 hour Level 2	1,000	24/7 hour radiology (call) 24/7 Theatre (call) Emergency Flight transfer	12 maternity beds 3 birthing rooms
Opotiki	24/7 Level 1 birthing unit	50	Flight transfer	6 general beds 2 birthing rooms
Murupara	24/7 Level 0 birthing unit	<40	Flight transfer	1 birthing room 1 general room

The background image shows a grand, ornate interior space, likely a museum or a historical building. The ceiling is a complex, vaulted structure with intricate carvings and painted details in blue, green, and gold. The walls are also highly decorated with relief carvings and statues. The floor is made of polished wood. The lighting is warm and focused on the architectural details.

# Case Study

## Unitec's Work in progress

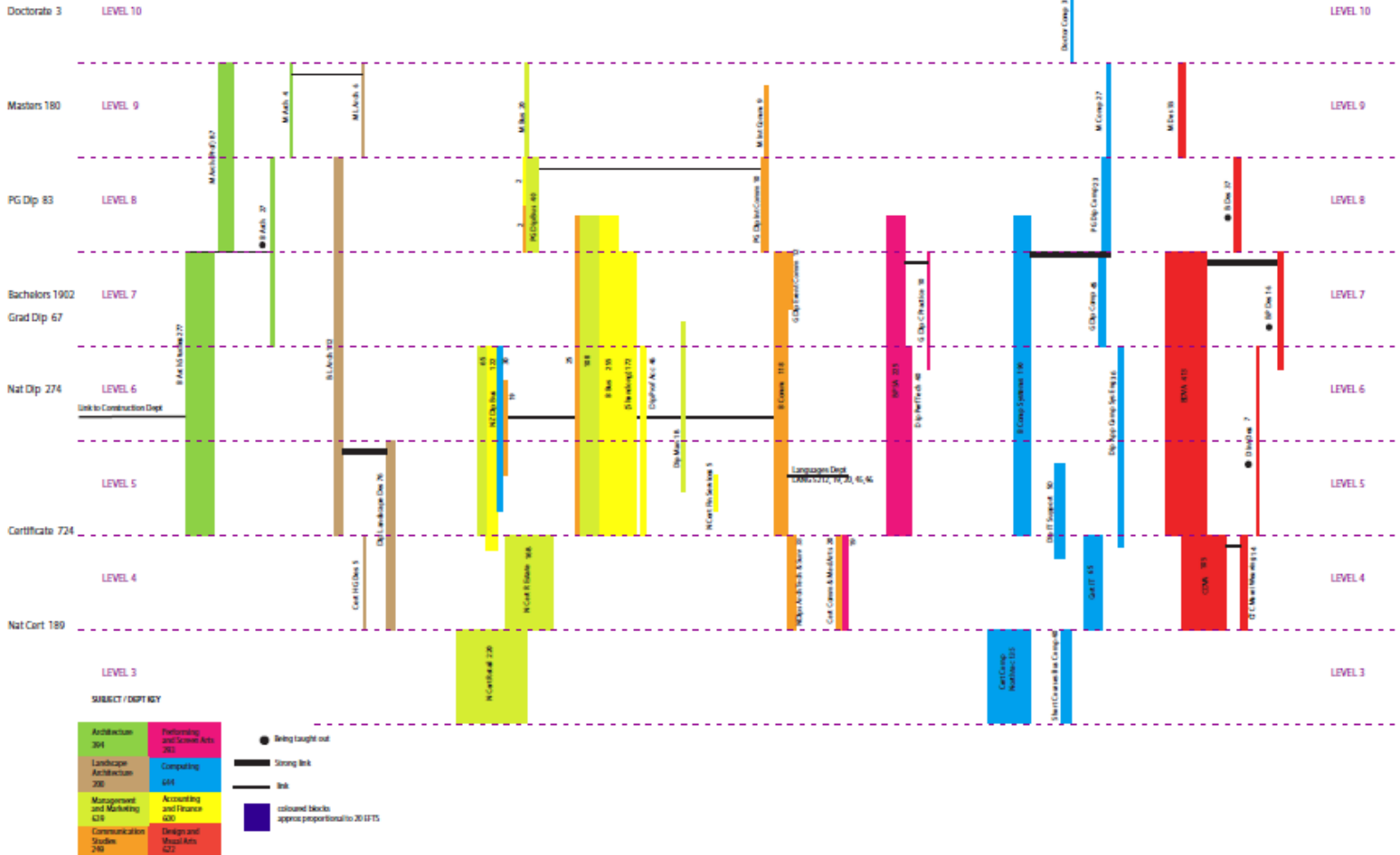
# Creative Industries and Business 2010



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FACULTY OF CREATIVE INDUSTRIES AND BUSINESS ACADEMIC PROFILE 2010

FACULTY EFTS  
BY LEVEL  
(rounded to nearest  
whole number)



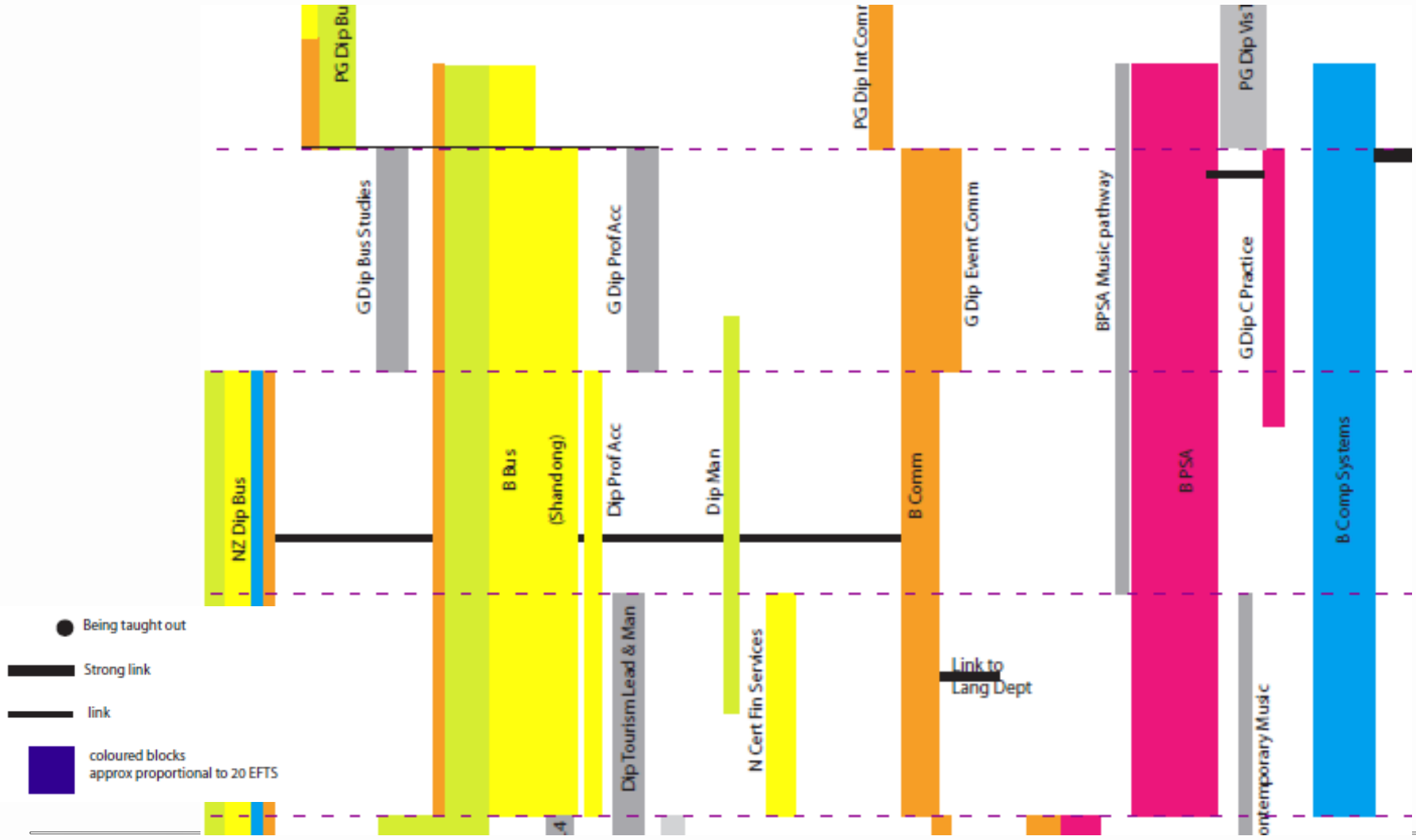




# Creative Industries & Business 2016



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# Test Co-locations & Interdependencies



I have found that the most overlooked aspect of Service Level Planning is the need to check co-locations and interdependencies



Group 3



# Predicting changes to service levels



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CAMPUS

Supply Changes	Asset Related Impact
New Technology	<ul style="list-style-type: none"><li>• Capital investment in the new technology for teaching</li></ul>
New Programmes	<ul style="list-style-type: none"><li>• Programme development</li><li>• Asset requirements for programmes</li><li>• Space requirement</li></ul>
Course delivery methods	<ul style="list-style-type: none"><li>• IT infrastructure investment</li><li>• Space provision</li><li>• Infrastructure</li><li>• Learning Commons</li></ul>
Location	<ul style="list-style-type: none"><li>• Building fitout</li><li>• Infrastructure</li></ul>
Government funding	<ul style="list-style-type: none"><li>• Availability and affordability of funds for operation, maintenance and investment</li></ul>
Staff	<ul style="list-style-type: none"><li>• Utilisation levels</li></ul>

# Unitec Example



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Service	Deliverable	EFTS / Heads	Co-locations and interdependencies	Physical Space Impacts
B Nur	3 year 180 credits	Current Future	Year 1 Class room (3 cohorts of 60-80) 3 hour Library Phy/vir Laboratory space (AS XXXX) Simulation suite Moodle Learning Commons	9 general classrooms hours DHB Sim Suite Shared lab with Osteo/ Medical Imaging etc
B AF	3 year 180 credits	Current Future	Class room (cohorts of 60-80) Library Phy/vir Moodle Learning Commons	3 general classrooms hours Central Library (utilisation assumption) etc

# Overlaying Design Principles



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Support the academic function

Improve the student experience

Promote efficiency

Reinforce community building

Respect & manage the physical environment

Open plan office spaces

Learning commons

Shared ownership

Standard fitout

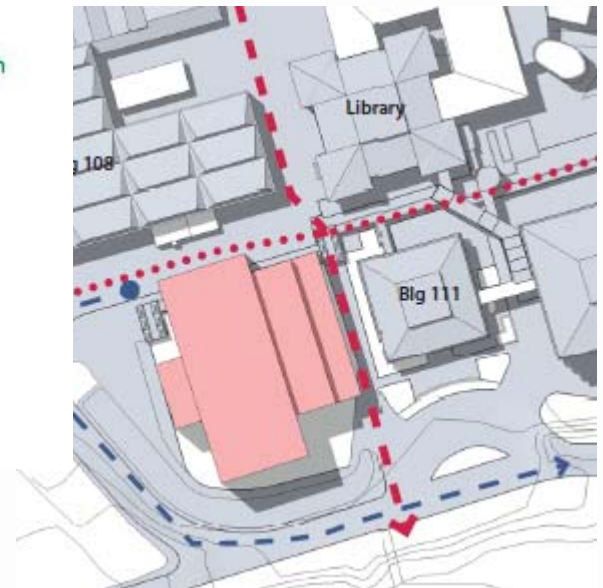
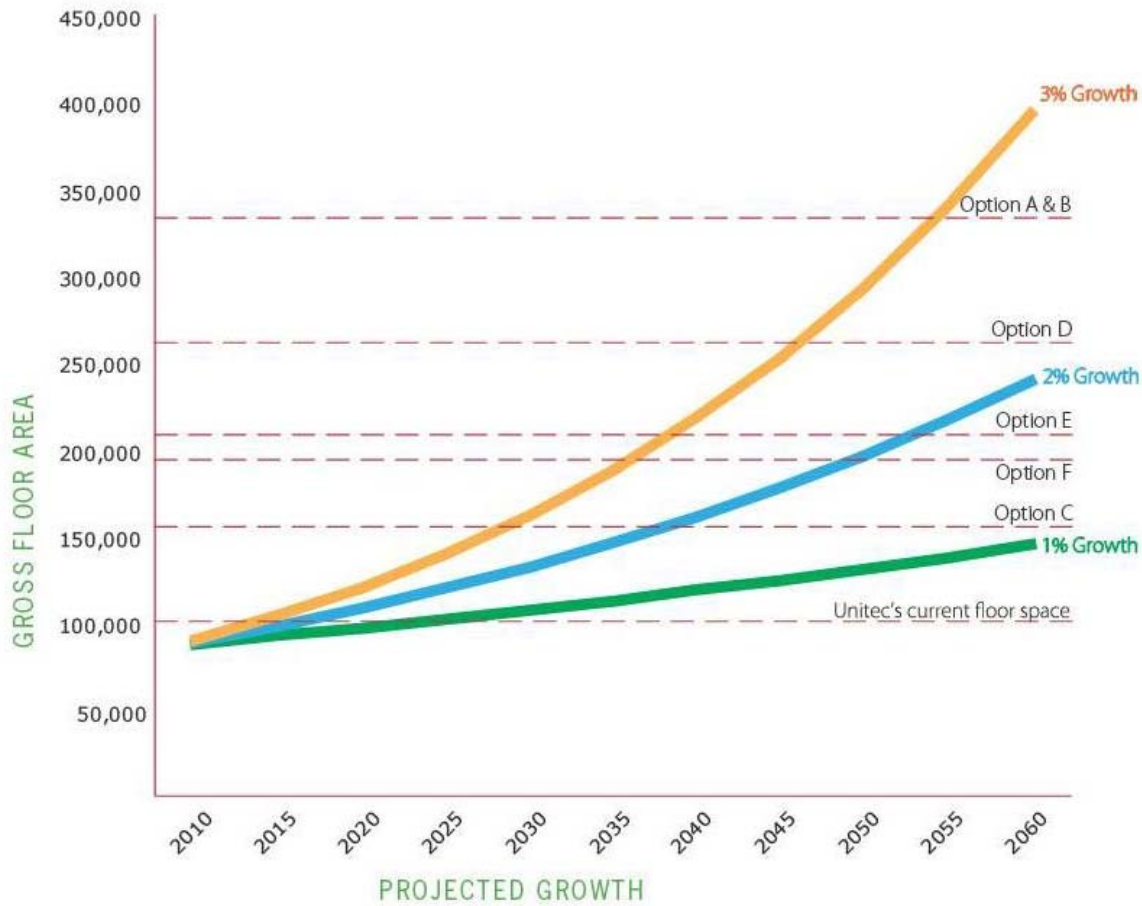
Lower floor is student services retail

Upper floor office spaces

# Demand Impact



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# Questions?



Unitec Mt. Albert Campus

Drawn October 2008  
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subject to further investigation, cost  
planning, surveying and engineering  
detailing.



>Finance & Infrastructure