

Unitec New Zealand Limited

Meeting of Academic Committee

3rd December 2020

Title	Project Takohanga Overview
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For:	INFORMATION

Recommendation

That the Academic Committee receives the progress update on Project Takohanga

Purpose

To provide information to the Academic Committee and Executive Leadership Team on the progress of Project Takohanga because it is now well-advanced and starting to realise important benefits for staff and learners.

Information/Background

In 2018, Unitec formalised a revised strategy, resulting in the redesign the academic structure creating 11 schools. Reformed as the School of Trades and Services, the school structure would be supported by the appointment of a Head of School (HoS) with 2 Academic Programme Managers (APM). The portfolio consisting of Pre-Trade, apprentice programmes with contract for service delivery.

Having considered the EER downgrade to Category 3, coupled to other significantly disruptive factors, there existed an urgent need to better understand the schools operating environment. Lack of operational clarity included, but not limited to factors influencing student success, quality industry relationships, school's value to stakeholders, internal staff engagement and teacher capability.

Submitting as a formal request in the second quarter of 2019 (supported by ELT), an independent review of the School of Trades and Services was approved. An external consultant, Peter Quigg, would have unrestricted access, culminating in a review at high level of the School and its business.

The resulting report, now titled Project Takohanga, made 101 recommendations across 16 categories many of which, lead toward the urgent requirement for significant improvements in the School's operations.

Of those recommendations, 53 became Project Takohanga. The remaining 48 were identified as improvements pertaining to **BAU**.

Summary

Key areas of recommendations seek to address operating improvements. Below, are identified areas of operations.

- Major disciplines within the School
- Business Portfolio
- 2020 Planning
- Staff Costs
- Leadership & Management
- Culture & Staff Engagement
- Mataaho Management
- Enrolment Process
- Managed Apprenticeships
- ITO Relationships
- NZQA EER Report Recommendation II
- Professional Development
- Secondary Schools Relationship
- Industry Engagement
- Academic Issues
- Plumbing General

As a result of Project Takohanga, School staff engagement has strengthened in the pursuit of improving staff capability which can be seen in the following areas of:

- Improved engagement in performance partnering participation and badging requirements
- Improved academic quality and learner success, staff are seeing strong gains because of their efforts, for example:
 - NZCAE and NZCME both receiving positive report feedback from consistency reviews
 - Increased NPS outcomes – Trades programmes sitting within top 4 programmes experiencing some of the largest increases of learner satisfaction
 - All level 4 programmes across Plumbing, Drainlaying & Gasfitting receiving targeted support from Te Puna Ako Advisors on improving moderation and assessment practices. Staff engagement and awareness significantly improved.
- Improved and strengthened relationships with transitional ITOs
- Strengthened Academic Management and Leadership with the appointment and implementation of the APM roles across all disciplines
- Clarity around the Schools programme operations lifecycle and roles & responsibilities as they relate to core academic and support processes
- Mechanisms developed in school for improved staff self-assessment on core accountabilities

Risks

- Managed Apprenticeships - still addressing significant issues with legacy processing from previous structures relating to enrolment and tripartite auditing practices.
 - Additionally, Government Apprentice Boost initiatives creating increased and unplanned pressure on workloads of administrative and teaching staff.
- Quality and accuracy of Peoplesoft enrolment information - ongoing data cleansing required.
- EFTS growth exceeding the capacity of the school.

- Moderation and assessment practices inconsistent across disciplines which are being addressed by targeted support from Te Puna Ako advisors:
 - Core coaching, induction and training support being provided to new staff to ensure correct practices are being used from commencement of employment.
 - Targeted support for longer standing teaching staff addressing legacy ways of working and aligning to correct compliance requirements.
- Prematurely terminating Project Takohanga before new systems and processes are embedded.

Next steps

- Aroha Lewin has been retained as Project Manager into 2021 to ensure project completion.
- Updated project plan for 2021, dissemination of project work to APM's (where relevant).
- Project Takohanga Benefits Review plan for 2021 to ensure implemented changes are realising intended outcomes.
- Investigation into the effectiveness of Mataaho Building for further growth of increased EFTS. Ensuring:
 - Effectiveness of Mataaho Technical Support Staff for learners
 - Review of current space utilisation and maximising effectiveness of the building

Contributors

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Attachments

Project Status Summary report_Nov20

Project Takohanga Project Plan_Nov20