



**MANUKAU
INSTITUTE OF
TECHNOLOGY**
Te Whare Takaro o Manukau



Unitec
Institute of Technology
TE WHARE WĀNANGA O WAIRAKA

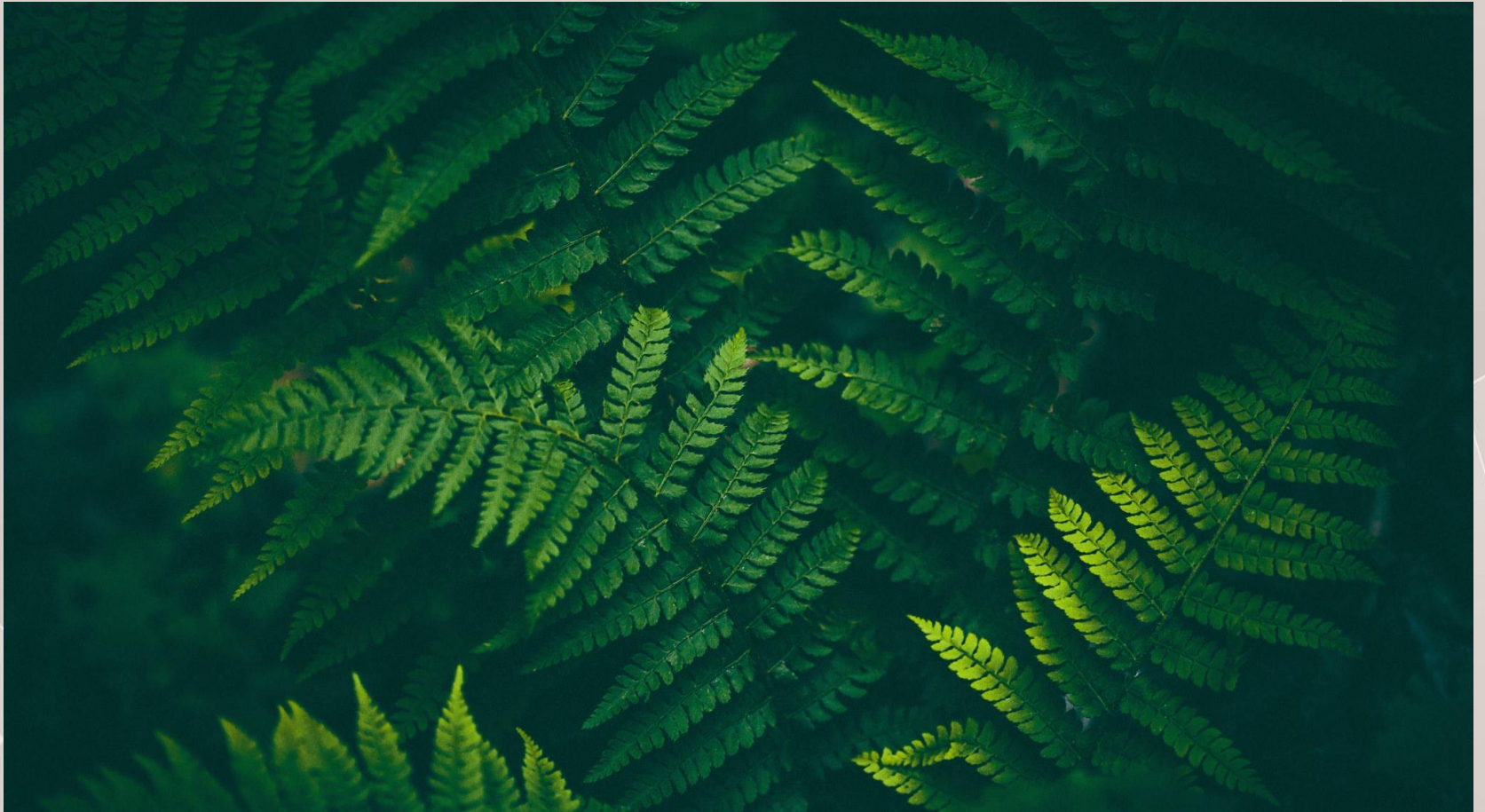
Tū Arotake | Mid-Year Check- In 2025

**Ngā Kete Wānanga Marae, MIT Ōtara, Wednesday
13 August, 9.30am – 11.30am**

**Red Lecture Theatre, Unitec – Mt Albert, Thursday
14 August, 9.30am – 11.30am**

Karakia Timatanga & Mihi

Opening Prayer & Welcome



Tū Arotake

*MC's introduction
& Housekeeping*

Ali Ikram

**Senior Communications
Manager, MIT & Unitec**



Tū Arotake

*Executive
Director's
Overview*

**Peseta Sam Lotu-iga
Executive Director, MIT
& Unitec**



Minister's announcement on ITP reform



On 1 January 2026, MIT & Unitec will exit Te Pūkenga as an independent single entity

Establishment Advisory Group for the new entity will be appointed in coming weeks

Chief Executive will be appointed

Current Senior Leadership Team will focus on ensuring smooth transition to future state

'By the Numbers': Students & EFTS

**Largest on campus
vocational education
provider in the
country**

**18,908 overall
learners**

**10,485 Equivalent
Full-Time Students**



'By the Numbers': Completion rates

	2023		2024	
	MIT	Unitec	MIT	Unitec
All learners	82%	84.8%	84%	82.5%
Māori	77%	79.9%	77%	76.2%
Pacific	75%	74.1%	78%	74.1%
Disabled		82.8%		82.5%

‘By The Numbers’: Qualifications Awarded

	2023	2024
Postgraduate qualifications	118	336
Degrees	807	774
Diplomas	829	650
Certificates	2242	2448
Total	3,996	4,208

'By the Numbers': Budget Forecast

STATEMENT OF FINANCIAL PERFORMANCE

6 + 6 Forecast



Unitec & MIT Combined

\$'000s	Full Year Forecast	Full Year Budget	FY Forecast vs FY Budget Variance	Last Year Actual
Total Income	216,869	218,679	(1,810)	199,123
Total staff costs	137,112	143,085	5,973	126,277
Other expenditure - non-staff	60,257	62,117	1,860	48,570
Total Expenditure	197,370	205,202	7,832	174,847
EBITDA before one-off items	19,499	13,477	6,023	24,277
Operating margin (%)	9%	6%		12%
Net surplus / deficit	(198)	(6,139)	5,941	5,973
Net Surplus / (Deficit) (%)	- 0	-3%		3%

Tāmaki -Ngā Tohu Mahi Matua Key Performance Indicators 2025

**29 of 38 KPIs on track or
completed**

These include:

**Tāmaki-wide Te Tiriti Framework
and Policy.**

**Achieving Improvements on
Budget and EFTS targets.**

**Your Whakaaro Action Plan
2024-2025**



New appointments



Fleur Annan



Jeff Howe

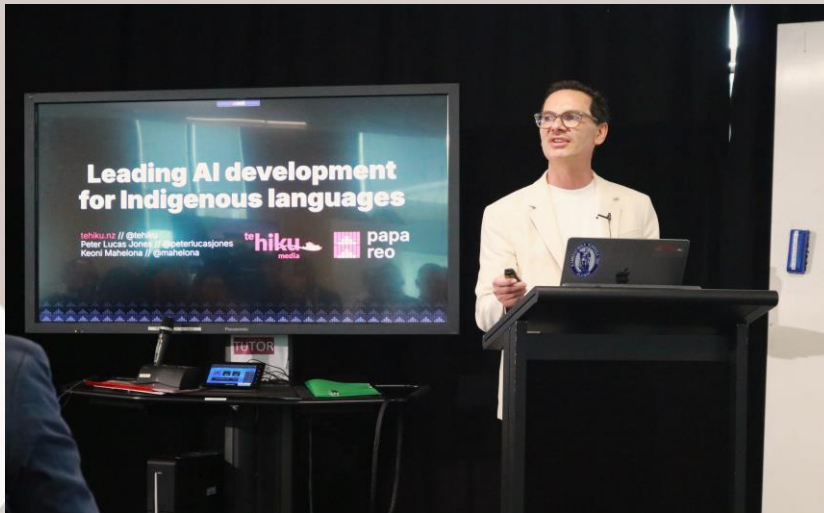


Mike Foley

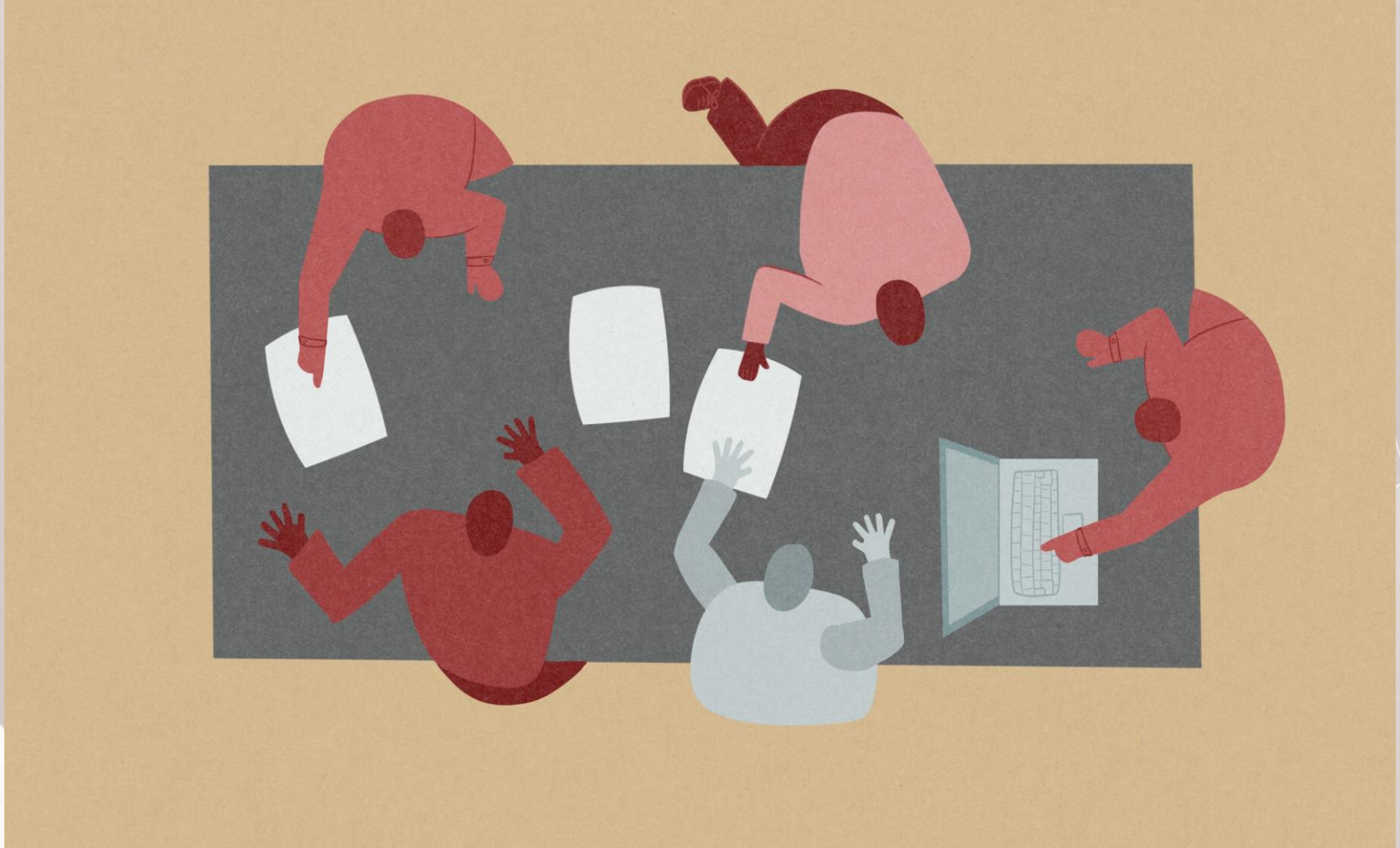


Dr Rosanne Ellis

Highlights



Kaimahi Kōrero – Panel Discussion



Kaimahi Kōrero – Panel Discussion

What aspects of our recent Te Pūkenga experience should we take into the future?

What collaboration between our divisions is currently underway in your area?

What are the opportunities and challenges in transition?

What has been the response of stakeholders including learners and employers to the news?

What do we need to focus on to enhance this in the future?



Tū Arotake

*Your Whakaaro
update*

Katrina Van de Ven

**Pounuku Tangata |
People and Culture
Director MIT & Unitec**



Your Whakaaro Action Plan

Status Report for Q2 2025

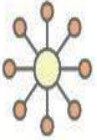



Q2 Actions, Work in Progress & Ongoing



**MANUKAU
INSTITUTE OF
TECHNOLOGY**
Te Whare Tokiwha o Manukau



Unitec
Te Whare Wānanga
o Waikāka

Priority Areas	Action	Timeframe	RAG	Task assigned to	Notes
 Connection	Continue with flagship events where kaimahi can socialise, connect and network, including Tū Arotake, Staff Awards, ExLT workshops etc.	 Ongoing	On track	Various	Through Q2 this has included - <ul style="list-style-type: none"> • Ākonga Graduation • Pōwhiri kaimahi hou New kaimahi pōwhiri • Matariki events • Whakawātea ceremonies to acknowledge regional co-leadership coming to an end • Language week events • Professorial Lecture Series (Unitec)
	Host regular pōwhiri for existing and new hires – at least four per year per division	 From Q1 2025	On track	People & Culture / Marae teams	<ul style="list-style-type: none"> • Confirmed schedule of pōwhiri for new kaimahi: MIT: 25 March, 10 June, 12 August, 14 October Unitec: 19 March, 25 June, 21 August, 21 October
	Establish a Kaimahi Volunteer Day for 2025	 By end of 2025	Rescoped	Working Group led by Events team & Wellbeing & Safety	<ul style="list-style-type: none"> • Due to limited capacity and budget it will not be possible to put a Volunteer Day in place for all kaimahi in 2025. • We are planning instead to roll out a pilot initiative in 2025 to enable us to test the approach and ensure it is fit for purpose for broader rollout. The scope of the pilot will be limited to four volunteering options involving 10-20 kaimahi each. • We will be working with Volunteer Auckland (an external organisation who supports business to connect with volunteer projects) on this kaupapa. Further information to come in Q3.



Facilities

Ensure the use of facilities at all campuses are regularly reviewed and upgraded in line with our works schedule

✓ *Work in Progress*

Launch dedicated intranet pages for Property team and publish quarterly updates on campus maintenance progress and plans

▶ *From Q1 2025*

Encourage kaimahi involvement in ongoing mahi around nurturing and protecting spaces of cultural significance

✓ *Work in Progress*

On track

Property

- Proactive reviews by the FM team continue to assess work across grounds, shared spaces and administration areas.
- Kaimahi are advised that the channel to report issues is to log a job as kaimahi will always see issues before the small FM team. They will be then allocated based on priority.

On track

Property

- 2025 Property Projects pages now live on Te Aka and MITNet. This is updated as needed and the current list of property projects can be found there.

On track

Senior Leadership Team / Communications

- We continue to welcome new kaimahi through pōwhiri at both Te Noho Kotahitanga Marae and Ngā Kete Wānanga Marae.

Unitec

- The second Kaitiaki Working Bee for the year took place at te Whare Wānanga o Wairaka on Friday 13 Pipiri (June) – Rākau Matoi.

Reminder of the next two planned for the year:

Mahuru (September) – Friday 19th – Ōtane

Hakihea (December) – Friday 5th – Ōturu

MIT

- Monthly Cultural Competency Workshops remain available for building cultural awareness and include issues like bio-diversity, Maori eco-systems and managing places of cultural significance.
- Provision of 'Support with Tikanga Maori Protocols' that staff can access through: tikanga@manukau.ac.nz, managed by our MIT Kaumatua, Matua Vince Hapi.



Wellbeing

Review flexible working guidelines across divisions/campuses with a focus on consistency and equity for all

Q2 2025

On track

People & Culture

- Working Group has been established with representation from across MIT and Unitec, and mahi is in progress with timing revised to align with broader review of people policies and practices (see below)



Remuneration & Recognition

Review how we recognise service milestones for kaimahi

Q2 2025

On track

People & Culture

- Review complete and recommendations are with SLT for review and approval.

Ensure staff know who SLT are and what they do

Ongoing

On track

Communications

- SLT calendar reviewed weekly to ensure visibility and representation across key events
- Senior Leadership Team profiles on intranets

Develop and review specific people policies and practices with a focus on equity and consistency, including:

- Code of Conduct
- Speaking Up Frameworks / Employee Complaints Procedures
- Bullying, Discrimination & Harassment Policies and Practices
- Mental Health Policy/Guidelines

By end of 2025

On track

People & Culture/
Wellbeing & Safety

- Policy Review Working Groups have been established with representation across MIT and Unitec as appropriate, and work is underway to progress review of all identified policies, guidelines and procedures.

Include regular updates and stories from SLT members in every pānui

Work in Progress

On track

Communications

- SLT introductions in all fortnightly pānui for MIT and Unitec

Review and map progress of the Action Plan every quarter, and make these results available to all kaimahi

From Q1 2025

On track

SLT

- This document provides an update on progress for Q2 and will be available on MITNet and Te Aka.



Communication

Tū Arotake

Transition Update

Simon Bilton

**Programme Director -
Tāmaki**



Tū Arotake

*Strategic
Directions*

Prof Martin Carroll

**Deputy Chief Executive –
Academic, MIT & Unitec**



BRIEF

MIT & Unitec will be stood up as a single legal entity from 1 January, 2026.

Government will appoint an Establishment Advisory Group (EAG) for the merged provider.

Senior Leadership for MIT & Unitec manages transition to future state, including advising EAG on a suggested strategic approach to carry the single entity forward required.

A Strategic Directions document has been drafted. This sets an initial direction around which MIT and Unitec coalesce.

It is an interim position to guide us until full Strategic Plan is developed.



STRATEGIC DIRECTION

Draft integrated strategy statement developed from:

- **Previous Unitec & MIT strategy & planning documents**
- **Market reports**
- **SLT views and Extended Leadership workshop**
- **Internal feedback sessions**

Will guide further Tier 2 to 4 planning documents.



STRATEGIC DIRECTIONS CONTENTS (Draft v2)

Introduction | Kupu Arataki

Vision | Tirohanga Roa

Te Tiriti o Waitangi

Values | Ngā Uara

Brand | Waitohu

**Powerful Partnerships |
Hononga Mana**

- Learner Success
- People with Purpose
- Partnership with Tāmaki Makaurau | Auckland
- Partnered Research
- Comprehensive Provision
- International Attractiveness

**Academic Excellence |
Akoranga Kounga**

- Excellent Programmes
- Personalised and Accessible Learning
- Artificial Intelligence

**Catalysts For Success |
Te Ngāko Angitū**

- Simplicity
- Financial Viability and Evidence-based Decisions
- Technological Innovations
- Sustainability

PLANNING FRAMEWORK

Suite of planning documents to be developed outlined:

Academic Strategy (2026-2028)

Applied Research Strategy (2026-2028)

Learner Success Strategy (2026-2028)

Māori Success Strategy (2026-2028)

Pacific Success Strategy (2026-2028)

Disabled Success Strategy (2026-2028)

International Success Strategy (2026-2028)

People, Culture & Wellbeing Strategy (2026-2028)

Financial & Sustainability Strategy (2026-2028)

Campus & Property Strategy (2026-2028)

Information and Digital Services Strategy (2026-2028)

Engagement Strategy (2026-2028)





TIMELINE

Monday 21 July

Draft v1 shared with ExLT

Friday 25 July

ExLT workshop

Thursday 31 July

SLT reviews feedback and makes amendments

Monday 4 August

Draft v2 shared with all kaimahi. Submissions open

Friday 12-20 August

Kaimahi workshops and Student Councils consultation

Monday 25 August

Submissions close

Thursday 28 August

SLT reviews feedback and finalises amendments

Tū Arotake

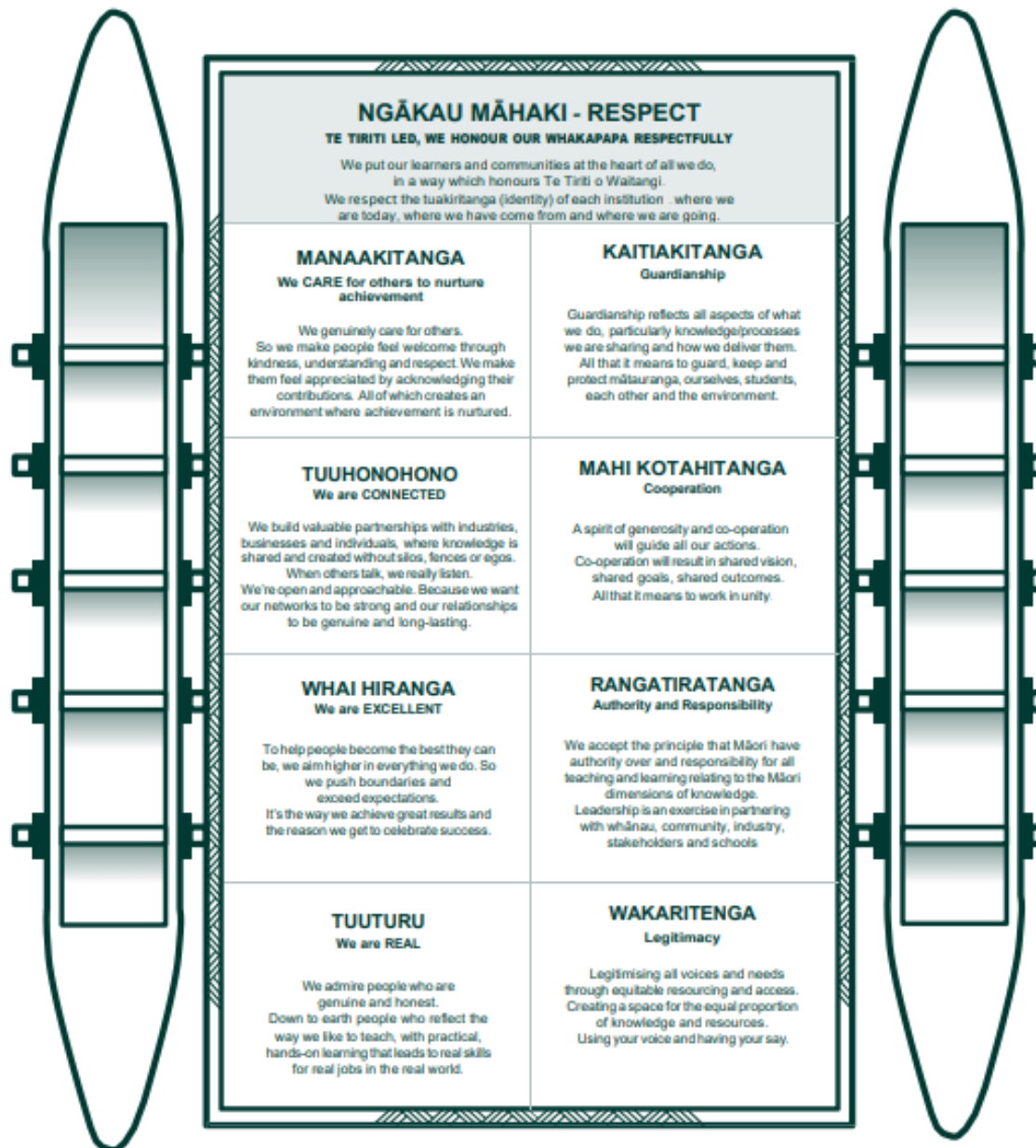
*Te Waka Hauroa |
The Double-Hulled
Canoe*

**Vivienne Merito, Taharangi
– Unitec & Dr Wiremu
Manaia, Director of Māori
Education - MIT**



MIT
VALUES

Unitec
VALUES



NGĀKAU MĀHAKI - RESPECT

TE TIRITI LED, WE HONOUR OUR WHAKAPAPA RESPECTFULLY

We put our learners and communities at the heart of all we do, in a way which honours Te Tiriti o Waitangi.
We respect the tuakiritanga (identity) of each institution where we are today, where we have come from and where we are going.

MANAAKITANGA

We CARE for others to nurture achievement

We genuinely care for others. So we make people feel welcome through kindness, understanding and respect. We make them feel appreciated by acknowledging their contributions. All of which creates an environment where achievement is nurtured.

KAITIAKITANGA

Guardianship

Guardianship reflects all aspects of what we do, particularly knowledge/processes we are sharing and how we deliver them. All that it means to guard, keep and protect mātauranga, ourselves, students, each other and the environment.

TUUHONOHONO

We are CONNECTED

We build valuable partnerships with industries, businesses and individuals, where knowledge is shared and created without silos, fences or egos. When others talk, we really listen. We're open and approachable. Because we want our networks to be strong and our relationships to be genuine and long-lasting.

MAHI KOTAHITANGA

Cooperation

A spirit of generosity and co-operation will guide all our actions. Co-operation will result in shared vision, shared goals, shared outcomes. All that it means to work in unity.

WHAI HIRANGA

We are EXCELLENT

To help people become the best they can be, we aim higher in everything we do. So we push boundaries and exceed expectations. It's the way we achieve great results and the reason we get to celebrate success.

RANGATIRATANGA

Authority and Responsibility

We accept the principle that Māori have authority over and responsibility for all teaching and learning relating to the Māori dimensions of knowledge. Leadership is an exercise in partnering with whānau, community, industry, stakeholders and schools.

TUUTURU

We are REAL

We admire people who are genuine and honest. Down to earth people who reflect the way we like to teach, with practical, hands-on learning that leads to real skills for real jobs in the real world.

WAKARITENGA

Legitimacy

Legitimising all voices and needs through equitable resourcing and access. Creating a space for the equal proportion of knowledge and resources. Using your voice and having your say.



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Waka Hourua are traditional double hulled voyaging canoes used by Maori and Pacific peoples to explore and connect across vast oceans. The Tamaki Waka Hourua stands as a symbol of resilience, unity and progress. It reflects the commitment of MIT & UNITEC to work in partnership with the communities we serve, guided by our values and drawing on our collective knowledge and strengths to navigate change and shape our future.



Unitec
Te Whare Wānanga o Wairaka



Unitec & MIT have 50+ years of history each

Te Waka Hourua provides a framework which allows us to:

- **Honour the whakapapa of MIT & Unitec**
- **Respect the tuakiritanga (identity) and values of both organisations as we move forward together**
- **Puts our learners and communities at the heart of all we do, in a way which honours Te Tiriti o Waitangi**

Ka Puia – Navigating Together

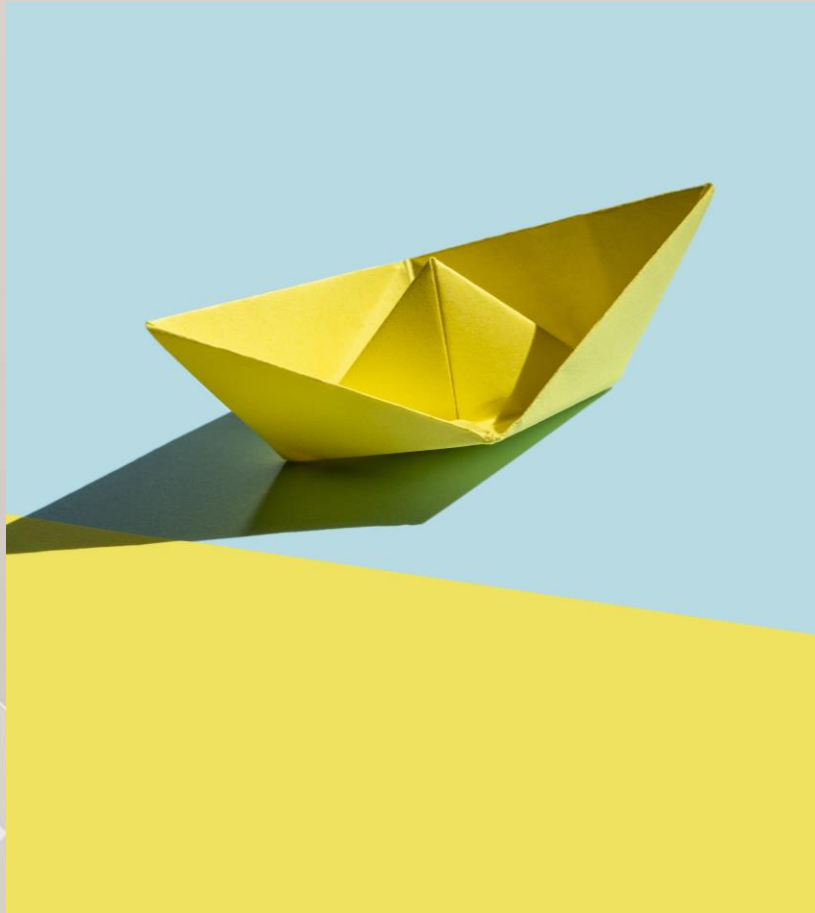
ACTIVITY:

**Add your hopes and inspiration
to our Waka Hourua.**

*1) Share your moemoeā
(vision/hope)*

*2) Tell us the one thing that could
help us
move forward together*

**PLEASE WRITE ONE EXAMPLE FOR
EACH**



Next Steps

Te Waka Hourua joins us together in partnership – providing stability and a platform for collaboration.

It will guide decision making, service delivery, governance and relationships between Māori & Tangata Tiriti.

Ultimately, it provides a navigation point, firmly grounded by our values, as we develop our strategic direction and vision for the future.



Q & A

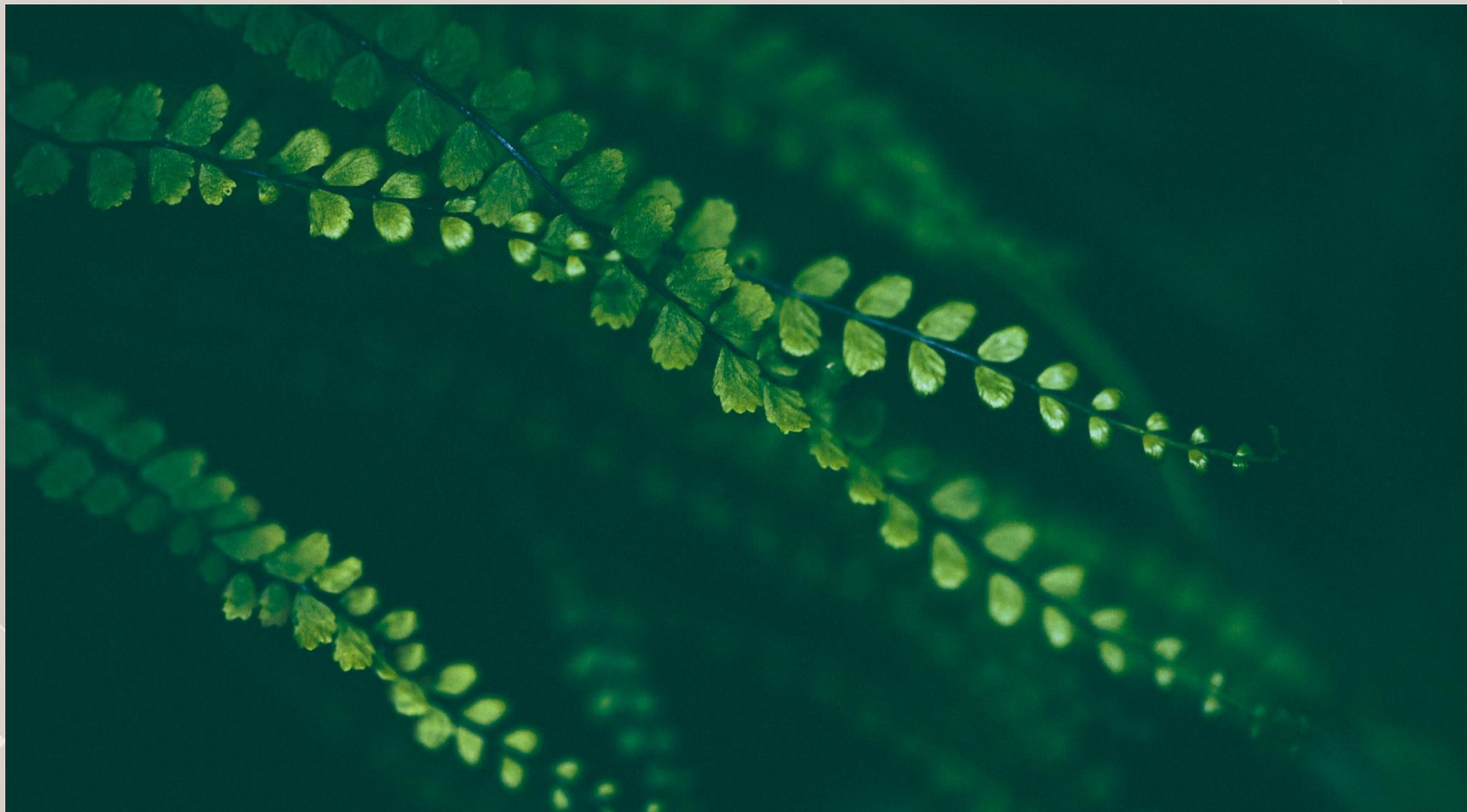


Reflections & Closing Remarks – Peseta Sam



Karakia Whakamutanga

Closing Prayer



Ngā mihi |
Thank you



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