

Our Strategy

to 2025



OUR VISION

Whakairohia he toki, tāraia te anamata

Learning with purpose, creating our futures.

OUR VALUES

Manawa nui

We reach out and welcome in.

Manawa roa

We learn and achieve together.

Manawa ora

We strengthen and grow the whole person.



OUR PURPOSE

NMIT supports learners, employers and the communities of Te Taihuhu to gain the skills, knowledge, and capabilities Aotearoa needs now and for the future.

OUR PRIORITIES



Learner-centred delivery



Equity and access



Meeting our region's needs



Lifetime learning relationships



Operational effectiveness



Great team environment



Learner-centred delivery: everyone, everything, anytime, anywhere

We will be responsive to our learners by:

1

Programme portfolio management:
ensuring we are investing in and renewing
our skills qualifications for the region

2

Consolidating our qualifications:
into industry and learner relevant groupings

3

Blended delivery:
offering multi modes of delivery

4

Flexible learning places:
in-person, online, off-site, off-shore, in work

5

Future skills development:
innovating to meet the national industry
strategy





Learner-centred delivery: everyone, everything, anytime, anywhere

1

Programme portfolio management: ensuring we are investing in and renewing our skills qualifications for the region

We are redesigning our programme portfolios by creating new programme framework to ensure that we more effectively manage the lifecycle of our qualifications, and so that they provide the skills required by the community, iwi, regional employers and other stakeholders (Te Pūkenga, Workplace Development Council, Regional Skills Leadership Groups).

2

Consolidating our qualifications: into industry and learner relevant groupings

We are reorganising our management roles within a new programme framework to align with the expectations of learners and industry. This will make it easier for our learners to navigate our products and create clear linkages with pathways and careers.

3

Blended delivery: offering multi modes of delivery

By 2023 we will have transformed 70 per cent of our programmes to a blended delivery format. This will require significant sector-wide investment in our digital delivery capability. This allows us to respond to learner needs to suit their wide and varying needs. We will re-engineer our delivery processes and roles to reflect the change.

4

Flexible learning places: in-person, online, off-site, off-shore, in work

We are developing innovative solutions including off-shore campuses, co-delivery of our qualifications with our partners in the work place, community or on the marae. Our commitment is to deliver a quality learner experience across the region.

5

Future skills development: innovating to meet the national industry strategy

We are working with the regions' industries at the leading edge of the national innovation strategy to boost productivity and incomes. This will position NMIT at the forefront of innovation in work practices and future skills, based on environmental sustainability, developing technologies and processes, represented in our key programmes and programme streams and with our joint projects with key industries.



Equity and access: reducing barriers, targeted support

We will address the aspirations of Māori, Pasifika and other groups to ensure equity of access and outcomes by:

1

Delivery partnerships:
with iwi and our communities

2

**Te Tiriti o Waitangi
– The Treaty of Waitangi:**
engagement and outcomes

3

Öritetanga:
equity for all





Equity and access: reducing barriers, targeted support

1

Delivery partnerships: with iwi and our communities

By more effective collaboration with iwi, hapū, marae, schools, Pasifika, families, communities and industries, we will teach our learners where and how they learn best. This will enable all ākonga to succeed in education.

A key element of this will be having programmes managed and delivered in partnerships where enrolment, pastoral care and teaching is shared.

2

Te Tiriti o Waitangi – The Treaty of Waitangi: engagement and outcomes

We will encourage and facilitate a joined-up approach with Te Pūkenga to make it easier for iwi to work with us. We will meet our increasing responsibilities to work in partnership with iwi and lifting Māori achievement and satisfaction to equal or exceed all learners.

We will also continue to support all staff to grow their knowledge of Te Tiriti o Waitangi, tikanga and Te Reo Māori, and how to incorporate that knowledge in their work.

3

Ōritetanga: equity for all

While we have a specific focus on Māori, Pasifika and disabled learner achievement, to ensure equity of outcomes, this is a whole of organisation initiative to ensure all learners can achieve at NMIT. By partnering with employers, and with learners, their families, whānau and communities we will understand learners needs and aspirations, and redesign our approach with learners at the centre.



Meeting our region's needs

NMIT will lift current VET skills and the future skills needed to meet the national post-Covid industry development strategy and the needs of our region.

1

Marketing Management:
identifying new opportunities and
communicating with our regional market

2

Relationship Management:
fostering key relationships





Meeting our region's needs

1

Marketing Management: identifying new opportunities and communicating with our regional market

The consolidation of the industry and polytechnic Vocational Educational Training systems means we will grow significantly over the next 5 years. This will enable us to create new products and new relationships to meet the needs of our market. We are actively building new programmes within specific industry sectors. The new national strategic relationships being developed by Te Pūkenga will mean new national programmes available across the network.

Leveraging our national resources, working with Te Pūkenga and our other colleagues across the network, we will communicate and promote our programmes and qualifications to ensure we reach all learners and potential learners seeking new skills.

2

Relationship Management: fostering key relationships

NMIT has always maintained strong relationships with employers and other stakeholders in the region. The sector changes mean we will invest in a new strategic management function, managing a broader range of strategic relationships with industry, iwi and Māori groups, and with the public sector to ensure a collaborative and collective approach to meeting regional skills needs.



Lifetime learning relationships: from school to retirement

NMIT will build a lifetime learning relationship with learners to enable them to 'top up' their skills throughout their lives

1

Change management:
aligned with learner-centred focus

2

Learner journey:
from school to retirement

3

Responsive and reflective:
meeting the changing needs of
our learners





Lifetime learning relationships: from school to retirement

1

Change management: aligned with learner-centred focus

Changes to our structure and to our market will inevitably bring changes to the way in which we organise ourselves and in our operations. We are anticipating significant growth over the next 5 years, and that means roles will change, bringing both the impact of change and new opportunities to do things in a different way.

It is important that we recognise and prepare for these changes by encouraging high staff participation, consensus building, with strong two-way communication with both staff and with stakeholders. We are investing in effective change management function to help us manage the implementation of the critical changes we need to thrive in the future world.

2

Learner journey: from school to retirement

A key goal set by Te Pūkenga is to broaden our scope to help manage a lifetime learning relationship with people in our region. This will mean stronger links with schools to allow a better transition of learners into both work-based and campus-based learning; small units of learning to allow people to “top up” their skills when needed and an improved access process that allows learners to retrain and redirect their careers during their working lives. A key component will be the creation of Individual Learning Plans that can be used as a guide to both learning and career aspirations throughout life.

3

Responsive and reflective: meeting the changing needs of our learners

We will ensure learners have the pastoral, educational and advocacy support they require during their learner journey, so that they achieve the outcomes that meet their learning and career objectives. We will continue to invest in systems, work culture and processes to respond to changing expectations and requirements.



Operational effectiveness: using the assets of the network

NMIT will invest in technology, skills and physical infrastructure to efficiently support our forecast growth and maintain our position as a leading New Zealand Polytechnic.

1

Process Re-design:
improve responsiveness and processes

2

Strategic Information Management:
consolidate, improve and create

3

Campus Building and Technology Infrastructure:
capital asset investment

4

Risk Management:
identify, mitigate and manage

5

Transition to Te Pūkenga:
respond and adapt





Operational effectiveness: using the assets of the network

1

Process Re-design: improve responsiveness and processes

We will drive greater consistency and efficiency of cross organisation functions. Functional duplication often results in high costs with inconsistent results, rework and a lack of clear accountability.

The Process redesign team will work with our functional areas to provide oversight to manage the change process. We will align functions that have a common focus, emphasising the need to work together, to present a more unified organisation, and to achieve efficiencies.

2

Strategic Information Management: consolidate and create

Over time we will utilise the new sector digital strategy to migrate to the consolidated Te Pūkenga information model. In the interim, the focus will be on further use of the PowerBI suite to consolidate data within an environment that allows us to better understand and analyse the key indicators that drive our organisation. Our strategic plan outcomes will result in a new set of KPI's focussed on key strategic outcome areas. These will supplement the current narrow set of EPI's and other KPI measures.

3

Campus Building and Technology Infrastructure: asset investment

Our workplace and teaching environment should be fit for purpose. Our workplace strategy aims to achieve a productive and rewarding work environment for staff and learners that responds to the needs of our partners and our region.

The current Camplan is under review with a set of guiding principles to ensure our physical infrastructure will meet the future needs of NMIT and the region.



Operational effectiveness: using the assets of the network

4

Risk Management: identify, mitigate and manage

We will implement an integrated organisation-wide risk management approach aligned with Te Pūkenga, to ensure clear oversight and management, and both strategic and operational management of all classes of risk facing NMIT.

5

Transition to Te Pūkenga: respond and adapt

To ensure NMIT can continue delivering VET to the region with the flexibility and autonomy that meets the needs of learners, employers, iwi and the local communities, we need to thoroughly understand what is required of us and to actively manage the transition to Te Pūkenga.



Great team environment: a great place to work

NMIT will be a safe, well-remunerated, great place to work, with good employer-employee relationships

1

Leadership Development:
communication, training and relationships

2

Health and Safety:
ingrained and supported

3

Workforce:
attraction and retention

4

Digital innovation:
programme of change





Great team environment: a great place to work

1

Leadership Development: communication, training and relationships

We will encourage managers to model and exemplify what it is to be a good leader and to empower and support their team to take ownership and accountability. A new performance management system will be developed for NMIT wide application to provide a better guide to the competency levels for all functions within NMIT. This will be the basis for staff members to assess their personal development plans and their personal growth.

2

Health and Safety: ingrained and supported

A new Health, Safety and Wellbeing approach, aligned to Te Pūkenga is being developed. We are investing in management and support to ensure that everyone is working safely all the time, supported by good advice, information and tools.

3

Workforce: attraction and retention

We will understand our future workforce needs with evidence-based projections. A workforce attraction and retention strategy will make us more competitive in how we draw, grow and retain talent. We will create a work environment that ensures we are an employer of choice, and our actions will reflect the reputation we wish to achieve.

4

Digital innovation: programme of change

Our digital innovation programme will drive better access, remove barriers, allow more self service and improve internal systems to support them.