Education Service Planning
Service Levels and Demand Planning
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
A Brief Introduction
Our Language...

- 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
Our CAMP framework

Sector Planning
- Governance
  - Tertiary Education Strategy

Unitec Wide Planning
- Investment Plan
  - Unitec Strategic Plan
  - Unitec Annual Plan
  - Operational Plans

Supporting (issues level) Planning (Example)
- Asset Management Plan
- Campus Planning x4
- ISSP - Information Services Strategic Plan
AMP and Supporting Plans

Unitec Asset Management Plan

Mt Albert Asset Management Plan
- Mt Albert Structure Plan
  - North End Commercialisation
    - TBE Precinct
    - CIB Precinct
    - SHS Precinct
    - Support & other Users
  - South End Consolidation

Waitakere Asset Management Plan
- Expanded Learning Precinct
  - Existing Buildings

Northern Campus Asset Management Plan
- Rothwell Ave (Short to Medium-term)
- Albany (Long-term)
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
Asset Management Plan

Consolidation of work into AMP while also improving AMP itself

<table>
<thead>
<tr>
<th>Attribute Area</th>
<th>Core</th>
<th>Mod</th>
<th>Adv</th>
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<tbody>
<tr>
<td>Strategic Objectives and Outcomes</td>
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<tr>
<td>Managing Demand</td>
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<td>Levels of Service</td>
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<tr>
<td>Description of Assets</td>
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<td>Current and Future Shortfalls</td>
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<td>Asset and Non-asset Solutions</td>
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<td>Optimised Decision Making</td>
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<td>Financial Forecasts</td>
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<td>Feedback and Improvement</td>
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<td>Planning Assumptions / Confidence Levels</td>
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<td>Risk Management</td>
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<td>Organisational Commitment</td>
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ESP

Education Service Planning

Unitec
Institute of Technology
Where it fits - TEFMA (AAPPA) Framework
Where it fits – TEC/SPM model

 Deliver Outcomes

 Know your funding options

 Know your services

 Asset management planning framework

 Making Decisions

 Know what’s sustainable

 Know what to do now

 Know what’s possible

 Develop Solutions

 Know your assets and costs

 Data

 Information

 Know what you need
Where it fits – NAMS Model

Section 2: Understand and Define Requirements
- 2.1 Develop the AM Policy
- 2.2 Define Levels of Service and Performance
- 2.3 Forecast Future Demand
- 2.4 Understand the Asset Base (the asset register)
- 2.5 Assess Asset Condition
- 2.6 Identify Asset and Business Risks

Section 3: Developing Asset Management Lifecycle Strategies
- 3.1 Lifecycle Decision Making Techniques
- 3.2 Operational Strategies and Plans
- 3.3 Maintenance Strategies and Plans
- 3.4 Capital Works Strategies
- 3.5 Financial and Funding Strategies

Section 4: Asset Management Enablers
- 4.1 Asset Management Teams
- 4.2 Asset Management Plans
- 4.3 Information Systems and Tools
- 4.4 Asset Management Service Delivery
- 4.5 Quality Management
- 4.6 Continuous Improvement
• 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

• 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

• 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
• 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
• 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)
## Maternity Health Services Plan Extract

<table>
<thead>
<tr>
<th>Service</th>
<th>Deliverable (NSW DM)</th>
<th>Quantity / Capacity</th>
<th>Co-locations and interdependencies</th>
<th>Physical Space Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tauranga</td>
<td>24/7 hour Level 3/4</td>
<td>2,000+</td>
<td>24/7 hour radiology 24/7 Theatre Emergency Flight transfer</td>
<td>18 maternity beds 6 birthing rooms 1 dedicated theatre</td>
</tr>
<tr>
<td>Whakatane</td>
<td>24/7 hour Level 2</td>
<td>1,000</td>
<td>24/7 hour radiology (call) 24/7 Theatre (call) Emergency Flight transfer</td>
<td>12 maternity beds 3 birthing rooms</td>
</tr>
<tr>
<td>Opotiki</td>
<td>24/7 Level 1 birthing unit</td>
<td>50</td>
<td>Flight transfer</td>
<td>6 general beds 2 birthing rooms</td>
</tr>
<tr>
<td>Murupara</td>
<td>24/7 Level 0 birthing unit</td>
<td>&lt;40</td>
<td>Flight transfer</td>
<td>1 birthing room 1 general room</td>
</tr>
</tbody>
</table>
I have found that the most overlooked aspect of Service Level Planning is the need to check co-locations and interdependencies.
## Predicting changes to service levels

<table>
<thead>
<tr>
<th>Supply Changes</th>
<th>Asset Related Impact</th>
</tr>
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<tbody>
<tr>
<td>New Technology</td>
<td>• Capital investment in the new technology for teaching</td>
</tr>
<tr>
<td>New Programmes</td>
<td>• Programme development</td>
</tr>
<tr>
<td></td>
<td>• Asset requirements for programmes</td>
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<tr>
<td></td>
<td>• Space requirement</td>
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<tr>
<td>Course delivery methods</td>
<td>• IT infrastructure investment</td>
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<tr>
<td></td>
<td>• Space provision</td>
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<td></td>
<td>• Infrastructure</td>
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<tr>
<td></td>
<td>• Learning Commons</td>
</tr>
<tr>
<td>Location</td>
<td>• Building fitout</td>
</tr>
<tr>
<td></td>
<td>• Infrastructure</td>
</tr>
<tr>
<td>Government funding</td>
<td>• Availability and affordability of funds for operation, maintenance and investment</td>
</tr>
<tr>
<td>Staff</td>
<td>• Utilisation levels</td>
</tr>
<tr>
<td>Service</td>
<td>Deliverable</td>
</tr>
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<td>----------</td>
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<tr>
<td>B Nur</td>
<td>3 year 180 credits</td>
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<tr>
<td>B AF</td>
<td>3 year 180 credits</td>
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</tbody>
</table>
Overlaying Design Principles

Support the academic function  Open plan office spaces
Improve the student experience  Learning commons
Promote efficiency  Shared ownership
Reinforce community building  Standard fitout
Respect & manage the physical environment  Lower floor is student services
  retail
  Upper floor office spaces
Demand Impact

- **Option A & B:** 3% Growth
- **Option D:** 2% Growth
- **Option E:**
- **Option F:**
- **Option C:** 1% Growth

Unitec’s current floor space

- **GROSS FLOOR AREA**
  - 50,000
  - 100,000
  - 150,000
  - 200,000
  - 250,000
  - 300,000
  - 350,000
  - 400,000
  - 450,000

- **PROJECTED GROWTH**
  - 2010
  - 2015
  - 2020
  - 2025
  - 2030
  - 2040
  - 2050
  - 2060
Questions?

Unitec  Mt. Albert Campus

>Finance & Infrastructure