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# How to use this template

Subhead



Section heading

# Providers should use this template to structure the Strategic Intent component of their Investment Plan (Plan).

This template covers what you must submit in the **Strategic Intent** section of your proposed Plan. You can find guidance and the templates for the other aspects of your Plan at [Plan Guidance](https://www.tec.govt.nz/funding/funding-and-performance/investment/plan-guidance).

The information we ask for in this template supports us to make informed investment decisions, as well as monitor your organisation’s progress against our expectations over time.

When you complete this template, use [Plan Guidance](https://www.tec.govt.nz/funding/funding-and-performance/investment/plan-guidance) and the [Gazette notice](https://gazette.govt.nz/notice/id/2025-sl999) to understand our priorities, requirements and expectations. We will also provide any additional information through Supplementary Plan Guidance in early June 2025.

We have sentyouadvice on your Plan status and what is expected from you for 2026 funding.

**Please complete only the sections of the template that are relevant to your organisation.**

We strongly recommend that you use this template to prepare your Strategic Intent. If you prefer to create your own document, please **use the key headings and questions in this template**, to make sure you provide all the information we need.

Please only include information in your Strategic Intent that is relevant to what we are looking for (as set out in Plan Guidance and the Gazette notice). If you add extra content, organise it so it **clearly** aligns with what we need. This makes it easier for us to assess your Strategic Intent.

If you would like to attach any additional documents, please include them at the end of your Strategic Intent, as appendices. Keep these succinct.

**Criteria for assessing proposed Plans**

**The content you must include in your proposed Plan, and the criteria we use for assessing your Plan, are set out in the assessment table of Plan Guidance and the Gazette notice**. Please refer to these as you complete each section.

We use the criteria to assess:

* how your proposed Plan contributes to Government priorities, improves learner outcomes, and addresses industry, regional and national needs, and
* your capability to deliver on the Plan.

When assessing proposed Plans against the criteria, we take a holistic approach. Along with your Plan, we may use a range of evidence, including:

* the information contained in a proposed Plan and/or previous Plans
* the TEC’s engagement and monitoring information, including:
* previous funding allocations
* past delivery, including under-delivery and over-delivery (above 105% where relevant)
* achievement against previous Learner Success Plans (LSPs) and Disability Action Plans (DAPs) (where applicable)
* previous compliance with funding conditions
* organisational and financial data
* educational performance indicators, and
* other indicators of performance
* quality assurance bodies’ information and reports
* information about your organisation’s financial outlook
* previous audit results or investigations
* Plan engagement (where applicable)
* national and regional demographic and economic data
* information about the post-study outcomes of learners
* your annual reports and strategic plans, and
* your previous Plans, commitments, and progress against Plans or commitments.

We also consider other factors in our investment decisions which may be outside of your and our control, such as (but not limited to) available funding, merit relative to other proposed Plans, skills needs and the network of provision.

**Templates and key deadlines**

You must submit your full Plan by **4 July 2025.** This may include your:

* Strategic Intent (covered by this template)
* Learner Success Plan (LSP) or LSP Progress Update (using the template provided)
* Disability Action Plan (DAP) or DAP Progress Update (using the template provided)
* Mix of Provision (MoP) (using the templates provided), and
* Educational Performance Indicator Commitments (EPIC) (using the template provided).[[1]](#footnote-2)

Refer to pages 52–53 of Plan Guidance to help you understand the parts of a Plan you need to submit.

**Additional funding**

There is unlikely to be additional funding available in 2026. We recommend you plan on the basis that additional funding will not be available to your organisation.

The process for seeking additional funding for 2026 is still being determined, but if it is available we will provide advice on the application process in our Supplementary Plan Guidance, published in June 2025. If you wish to request additional funding for 2026 (beyond your indicative allocation), you may need to complete an extra template when this is available.

**Tips for submitting documents**

* You must submit all parts of your Plan to us via [DXP Ngā Kete](https://dxp-ngakete.tec.govt.nz/login). Please do not submit these documents by email, as this can result in delays.
* We recommend naming your document: [Organisation name] Strategic Intent.
* Documents, including their appendices, must be 75MB or under.
* Please don’t encrypt your documents or embed any PDF files in them.
* **New providers** can only submit documents by email to [customerservice@tec.govt.nz](mailto:customerservice@tec.govt.nz) with subject line [EDUMIS #[[2]](#footnote-3)] [Organisation name] New Provider Investment Plan for 2026 funding].

**Questions**

For general queries about your Plan or this template, please contact us at [customerservice@tec.govt.nz](mailto:customerservice@tec.govt.nz) or 0800 601 301, or speak to your Relationship Manager.

We encourage you to check at [Plan Guidance](https://www.tec.govt.nz/funding/funding-and-performance/investment/plan-guidance) regularly for new information.

**The Strategic Intent template starts on page 6.**

# 1. Strategic Intent

**You can delete the instructions in this template from your final Investment Plan document, as well as the cover page and pages 2–5.**

[Insert your organisation’s name]

## Provider details

Please complete the following:

|  |  |
| --- | --- |
| Provider name |  |
| New Zealand Business Number (NZBN) (if known) |  |
| EDUMIS number |  |
| Lead contact for Plan discussions:  This person must have a good understanding of the proposed Plan, be able to access DXP Ngā Kete, and be contactable by the TEC for at least three months from the submission date. |  |
| Work phone |  |
| Mobile |  |
| Email |  |

## Mission and role

|  |
| --- |
| **For this section:**   * **describe** your organisation’s mission and role within the tertiary education system for the next three years, including your role in the network of provision, **include** a discussion of any changes you have made to your mission and role * **summarise** how your mission and role is operationalised through the programmes and activities you will deliver * **describe** your progress in fulfilling your mission and role since your last Plan (if you have submitted a Plan before) * **outline** any areas where you are proposing significant changes to your programmes and activities over the period of this Plan, and * **explain** the reasons for these changes, and how they are consistent with your mission and role during the term of your Plan. |

**Your place in the tertiary education sector and contribution(s) to the network of provision**

Your mission and role narrative should provide a description of your organisation and the specific niche in tertiary education which you fill. Many of you have long-term strategic plans; we are interested in your intentions **for the next three years**.

We want to see detail that helps us understand your organisation’s unique contribution(s) to the overall network of tertiary education provision, including:

* + the types of learners you support
  + your mix of New Zealand Qualifications and Credentials Framework (NZQCF) levels
  + your subject specialisation and any industries you target
  + your modes of provision, and
  + your research intensity and specialisation (where relevant).

Include information:

* + on how you are contributing to an education system that honours Te Tiriti o Waitangi (Te Tiriti). For tertiary education institutions (TEIs), we want to see evidence of how your Council acknowledges and supports the principles of Te Tiriti in the performance of its functions and in the exercise of its powers.
  + that provides evidence of how you plan to build and maintain your organisation’s capability through strong governance, management and academic leadership. We want to know if you have proactively made changes to your governance and leadership, and
  + that provides evidence of how you have improved performance and will continue to do so, especially for learners most in need (for example, those from low socio-economic backgrounds, with low prior achievement, or who are disabled, neurodivergent, Māori and/or Pacific).

**How the programmes and activities you deliver relate to your mission and role**

Provide a summary of what you deliver. We want to see that your mission and role have shaped your proposed programmes and activities and that these contribute appropriately to the network of provision. We want to be confident that you have a sustainable plan for fulfilling your mission and role, through your programmes and activities.

**Delivery of the intentions in your previous Plan (if you had one) and what will change and be achieved during this Plan period**

Look back and tell us what you achieved over your previous Plan period (if you had one) that contributed to your mission and role. Also look forward and tell us what you intend to do over your proposed Plan period that will contribute to your mission and role.

**Changes to your programmes and activities**

We would like to know about any significant changes you have made since your last Plan, as well as any changes you intend to make and how those changes are consistent with your mission and role during the term of your Plan. We will need to see an explanation for each proposed change – for example, you might be responding to evidenced stakeholder needs or you might be replacing existing similar provision.

When discussing intended changes or changes made since your last Plan, make sure you include information about:

* **Any new areas of provision** you have entered or plan to enter over the next three years. This includes changes to:
  + qualifications and programmes offered – new offerings and discontinued provision (include the qualification/programme name)
  + the regional breakdown of provision (the campus/site it will be delivered at)
  + significant changes in the volume of EFTs for specific provision (include the proposed EFTS)
  + the modes of delivery (eg, extramural versus face-to-face delivery), and
  + movement away from provision of investment priorities and/or movement into provision that is not an investment priority.
* **Your regional breakdown of provision** – how this has changed since your last Plan and what changes you intend to make over this Plan period. Highlight any changes to the geographic regions that specific programmes are delivered in. This includes changes to where existing programmes are delivered, where you will start delivery in a new region, or where you will close any programmes in a particular region.
* **Your provision of investment priorities** – how they have changed since your last Plan and what changes you intend to make during this Plan period.

For information on how this part of the template will be assessed, refer to **‘Plan assessment table’** in Appendix A of Plan Guidance.

Write your response here and delete the information above.

(Suggested word count: 2,000 or fewer)

## Responding to the Tertiary Education Strategy (TES) and investment priorities

|  |
| --- |
| **For this section:**   * **describe** how your provision aligns with priorities that are applicable to your organisation. These priorities must include: * Government priorities as described in the TES, and * Investment priorities as stated in Plan Guidance * **describe** how you have contributed to achieving the Government’s priorities, including those described in the TES, since your last Plan (if you have submitted a Plan before).   You may also reference any other priorities for tertiary education and training identified in strategic documents to implement the TES. |

We will look for evidence of how you:

* deliver provision that aligns with priorities, including the Government’s priorities as described in the TES, and the investment priorities we outline in Plan Guidance and other strategic documents, and
* have contributed to achieving the Government’s priorities since your last Plan (if you have submitted a Plan before).

Not all priorities in the TES and Plan Guidance are relevant to all providers. You only need to address the **priorities that are relevant to your organisation**. But we do expect you, through your provision, to be addressing an appropriate **range** of priorities.

We want to see that you understand the priorities that are relevant to your organisation and are building responses to them into your planning. This should be evident in your leadership, strategy and policies, as well as the programmes you create and deliver.

\*Note that your response to investment priorities is also covered in the Mission and Role section when discussing intended changes during your proposed Plan period or changes made since your last Plan. It is not necessary to repeat any explanations for changes in this section. You can cross reference back to your Mission and Role if you wish.

Write your response here and delete the information above.

(Suggested word count: 2,000 or fewer)

For information on how this part of the template will be assessed, refer to **‘Plan assessment table’** in Appendix A of Plan Guidance. It’s also useful to read the [TES](https://www.education.govt.nz/our-work/strategies-policies-and-programmes/tertiary-and-further-education/tertiary-education-strategy-tes) and be familiar with our investment priorities, including the targeted investment priorities on pages 23–38 of Plan Guidance.

## Addressing the needs of key stakeholders

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| --- |
| **For this section:**  Provide evidence that you know:   * **who** your stakeholders are, and * **what** they need and expect of you.   Explain:   * **how** you have consulted with your stakeholders about your Plan * **how** your Plan is delivering provision that responds to stakeholders’ and regional needs and expectations, and * **how** you meaningfully report progress to key stakeholders. |

We expect you to identify an appropriate range of stakeholders. This will include enrolled learners as well as other groups that connect you to the needs of all learners. This may include:

* prospective learners
* employers, industries, businesses or communities relevant to your areas of delivery
* iwi, hapū and whānau, and
* regional organisations.

It is important that you explain, where relevant, how your stakeholder engagement helps you to best support learners most in need (for example, those from low socio-economic backgrounds, with low prior achievement, or who are disabled, neurodivergent, Māori and/or Pacific). This may involve working with learner groups, community groups, disability groups, iwi/Māori organisations and Pacific community groups.

Where applicable to your provision, we also want to see connection to relevant Workforce Development Councils (WDCs), industry and professional bodies (including public scientific research institutes for universities).

Write your response here and delete the information above.

(Suggested word count: 1,000 or fewer)

For information on how this part of the template will be assessed, refer to **‘Plan assessment table’** in Appendix A of Plan Guidance.

## Financial information

|  |
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| **For this section:**   * **If you are not currently funded by the TEC**, your financial information requirements are outlined in the new providers application form that we have provided to you. * **If you are currently funded by the TEC:**   + **and your organisation is a private training establishment (PTE)**, please provide information about whether you are meeting the TEC’s [Prudential Financial Standards for PTEs](https://www.tec.govt.nz/teo/working-with-teos/ptes/financial-viability/).   + **and you are not a PTE**, please provide any relevant financial information you have not already provided. |

We may ask for additional information about your organisation’s financial performance and forecasts. We may use this, and information we already have, to assess whether your organisation is likely to have the financial ability to deliver on its Plan.

You may **also** include forecast financial statements, capital asset management information (for TEIs), and any other information needed to fairly reflect your forecast financial operations and financial position – eg, information about subsidiaries for which you have residual liability.

Write your response here and delete the information above.

For information on how this part of the template will be assessed, refer to **‘Plan assessment’** in Appendix A of Plan Guidance and also page 10: ‘**Financial Performance is a key consideration in our investment decisions**’.

# 1a. Additional sections for specific types of providers

## Additional requirements for all tertiary education institutions (TEIs)

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| --- |
| **For this section:**  If you are a TEI, please submit a copy of your forecast Statement of Service Performance (SSP), which must:   * be prepared in accordance with generally accepted accounting practice, including reporting costs summarised by key output classes/areas * reflect the full scope of your institution’s activities * focus on the outputs/services of your institution, and * include measures and evidence about the quality of these outputs/services. |

For audit purposes, any performance commitments made in your Plan, including all EPI commitments, must also be included in your SSP.

You should also explain how you will manage your capital assets to support your mission and role over the period of your proposed Plan, including any new significant capital initiatives.

For information on how this part of the template will be assessed, refer to **‘Plan assessment’** in Appendix A of Plan Guidance and also pages 41–42: **‘TEIs must provide us with a range of information**’.

If you need to clarify what you must provide, please talk to your Relationship Manager.

Please upload the relevant document(s) to [DXP Ngā Kete](https://dxp-ngakete.tec.govt.nz/login).

## Additional requirements for tertiary education organisations delivering apprenticeships

**Apprenticeship training activities must be outlined in your Plan. This section is particularly important for providers who are offering apprenticeships for the first time in 2026.**

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| --- |
| **For this section:**  Explain how you currently or intend to:   * **provide or source** pastoral care appropriate to the age and stage of apprentices, and describe how you will apply the [Code of Good Practice for New Zealand Apprenticeships](https://www.tec.govt.nz/assets/Publications-and-others/Code-of-Good-Practice-for-New-Zealand-Apprenticeships.pdf) * **promote** apprenticeship training generally (through providing information, guidance and advice to employers and prospective apprentices about the benefits of an apprenticeship) * **identify** prospective apprentices and the employers able to offer apprenticeship training, and help prospective apprentices enter training agreements, and * **ensure** that apprenticeship training and the apprenticeship training agreements are consistent with the apprenticeship training code. |

We want to see how you intend to carry out apprenticeship training activities as defined in [section 376(2)](https://www.legislation.govt.nz/act/public/2020/0038/latest/LMS253770.html?search=sw_096be8ed81ea67c8_376_25_se&p=1&sr=2) of the Act.

For **TEOs delivering other work-based learning**, these activities are not required but are considered best practice and we expect to see similar approaches.

Write your response here and delete the information above.

(Suggested word count: 1,000 or fewer)

For information on how this part of the template will be assessed, refer to page 28 of Plan Guidance and the ‘Apprenticeships’ section of the **Plan assessment table** in Appendix A of Plan Guidance. Please also see sections [376](https://www.legislation.govt.nz/act/public/2020/0038/latest/LMS253770.html?search=sw_096be8ed81cef02d_376_25_se&p=1) and [378](https://www.legislation.govt.nz/act/public/2020/0038/latest/LMS267778.html?search=sw_096be8ed81cef02d_378_25_se&p=1&sr=2) of the Education and Training Act 2020, and the [Code of Good Practice for New Zealand Apprenticeships](https://www.tec.govt.nz/assets/Publications-and-others/Code-of-Good-Practice-for-New-Zealand-Apprenticeships.pdf) – a legal instrument set by the Minister under the Education and Training Act 2020.

## Additional requirements for organisations with identified performance issues

This section applies to any provider that has had performance issues identified before the date of Plan submission. These can be quality assurance issues identified through a category 3 or 4 External Evaluation and Review assessment, and/or other activities through the New Zealand Qualifications Authority, or educational performance issues identified by the TEC.

If your EER is unpublished and is, or becomes, category 3 or 4 prior to your funding being confirmed, even if this is being disputed, we need you to engage with us directly as we may require additional information and/or an improvement plan.

If we have concerns about your educational performance, we will talk to you about addressing these in your Learner Success Plan, and/or by submitting an improvement plan.

|  |
| --- |
| **For this section:**  In relation to your quality assurance assessment/EER report:   * **identify** any key areas of concern (raised in your assessment/EER) * **describe** how each area of concern is being addressed, and * **describe** how your responses to the assessment/EER have impacted your Plan and proposed delivery for 2026. |

We will assess whether and to what extent you have adequately addressed the identified concerns and given us confidence that your performance will improve, and learners will be appropriately supported.

Write your response here and delete the information above.

(Suggested word count: 1,000 or fewer)

For information on how this part of the template will be assessed, refer to **‘Plan assessment table’** in Appendix A of Plan Guidance.

# 2. Summary of activities

Please declare any subcontracting arrangements that you have for any of your funded activities in the Subcontracting Register that we provide, and submit it with your Plan documents.

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| --- |
| **For this section:**   * using your MoP(s) template(s), **provide** **all planned programmes and activities** for which your organisation is seeking funding * **include**, in your MoP(s) template(s), the detail of any programme(s) you propose to deliver for people in the care of the Department of Corrections * **provide** a brief description of other programmes and activities not funded by the TEC, and * **describe** any activities and programmes that are delivered through a subcontracting arrangement or through a subsidiary, and **advise** of any planned changes to your subcontracting arrangements relevant to specific programmes. |

You can choose to provide a short narrative about your Mix(es) of Provision (MoPs) as a supporting document or as part of your Strategic Intent. If you have not already covered it in your Mission and Role section, this narrative should include:

* how your organisation’s proposed activities will support you to fulfil your mission and role and achieve your specific goals for the term of the Plan
* how your programmes and activities will support the success of all learners, especially those most in need, and
* the rationale for any significant changes or new activities your organisation is planning to undertake over the Plan period.

Write your response here and delete the information above.

(Suggested word count: 1,000 or fewer)

For information on how this part of the template will be assessed, refer to **‘Plan assessment table’** in Appendix A of in Plan Guidance.

# 3. Outcomes and performance indicators (commitments)

We will be assessing existing Educational Performance Indicator Commitments (EPICs) based on previous information provided to us. For 2026 investment, providers that have EPICS that cover 2026 investment do not need to submit anything new. Providers whose EPICs do not cover 2026 (eg, they cover 2023–2025) need to provide updated EPICs using the template we have provided to you.

|  |
| --- |
| **For this section:**   * using your EPIC(s) template(s), **provide** performance commitments for the relevant planned programmes and activities for which your organisation is seeking funding, and * include information about any performance commitments your organisation has set outside of the EPI requirements. |

The narrative that accompanies these commitments may include:

* **describing** how your targets are set and monitored
* **outlining** what changes your organisation is making to positively impact your EPIs or other outcomes, and
* **explaining** how you set targets and measure progress for funds or programmes which do not have EPI data attached.

We want to be confident that the EPICs proposed in your Plan (along with the rest of your Plan and your past delivery and performance):

* provide sufficient information about your progress and cover all significant programmes and activities that you intend to undertake
* will provide clear evidence about the quality of all significant programmes and activities you intend to undertake and how you will measure your performance against the proposed outcomes
* are achievable for your organisation and represent a sufficient contribution to our expectations of the sector’s performance, and
* represent an appropriate improvement on your past performance and show continuous improvement, particularly with respect to outcomes for learners most in need.

For information on how this part of the template will be assessed, refer to **‘Plan assessment table’** in Appendix A of Plan Guidance.

Write your response here and delete the information above.

(Suggested word count: 1,000 or fewer)

# 4. Appendices

If there is anything more you want to share with us in support of your Plan that is not already mentioned in this document, please include it as an appendix.

If you want to add any further information, please enter it here.

1. If you are a new provider that we have agreed in advance can submit an application to us, you will be asked to submit MoPs and EPICs later if your application for funding is approved. [↑](#footnote-ref-2)
2. If you have one. If you don’t have an EDUMIS use your organisation’s name. [↑](#footnote-ref-3)