



PBRS®

New Zealand's specialist
hospitality training institute

Professional Business and Restaurant School

Strategic Business Plan

Renewed Focus:

Building for Educational Success

2021–2024

June 2021

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Managing Director's Vision

In 2019-2020 there has been a significant shift in how we operate and conduct our business, the educational approach we have adopted, and the future outlook that we envisage for PBRS. The “Renewed Focus: Building for Educational Success 2021–2024” Strategic Business Plan outlines our long-term vision, our mission and purpose, our values, our commitments, and our strategies, and how we intend to implement the Plan. The leading and enabling strategies contained in the Plan have been carefully formulated and crafted into a ‘roadmap’ that is both comprehensible and, I believe, achievable over the next three years. Recent growth and development in the New Zealand Tourism and Hospitality sectors with significant investment in new hotels in Auckland and Queenstown has highlighted skills shortages. Further investment in new and expanded conference centres and tourism activities as well as the growth in “eco-tourism”, adventure tourism, cafes and restaurants and projected low unemployment and continued skills shortages highlights the gap in training that currently exists in NZ, particularly in the Auckland market. Because of the continued high level of uncertainty with regard to government policy on immigration and international students, as well as the ever-changing tertiary study destination preferences of international students, we have decided to refocus our efforts with the NZ domestic market and opted for a three-year horizon for this Plan. We believe this to both prudent and wise. We also see great prospects for us to target domestic students in cookery and hospitality programmes, particularly for Maori and Pasifika students, due to the expansion of NZ Tourism and projected continued growth in the hospitality and tourism sectors. PBRS will continue recruiting international students over the coming few years but will have a renewed focus on meeting local industry and employment needs with quality graduates as the government’s policy on ‘fees free’ tertiary education for New Zealanders and permanent residents provides a opportunity for domestic students to gain vocational and employability skills and qualifications required by the growing Tourism and Hospitality sectors. I’m extremely confident that this Strategic Business Plan 2021-2023 will set PBRS on a new path – a path that will lead to sustainability and success for the institution and excellent educational outcomes for our current and future students. Our graduates and partners will also greatly benefit from this Plan as we forge stronger and enduring relationships with our alumni and continue to expand our networks with industry leaders and the business community. Unlike its predecessor, this Strategic Business Plan is comprehensive in its scope and nature, and is much more ambitious in its intent and formulations. This Strategic Business Plan is intended to guide and enrich our teaching practices and activities; to inform our processes, endeavours and initiatives; to reinforce our determinations; to embolden our resolve to correct and learn from our past mistakes, and to inspire and encourage us to face the many challenges that lie ahead. This Strategic Business Plan sets the strategic direction for the renewed PBRS and establishes the platform for building educational success!

Peter Do - June 2021

Introduction

Background

The Professional Business and Restaurant School (PBRS) was established in 1993 and operates a specialist management and hospitality training institute. With two campuses located in the central business district of Auckland, PBRS is well placed to deliver quality programmes from within the cosmopolitan business and hospitality hub of New Zealand. PBRS has a strong record of success in providing excellent outcomes for its students. All our facilities are modern with spacious classrooms and computer laboratories.

Over the one and a half decades, PBRS has achieved a myriad of successes and a reputation as a leading hospitality training establishment, winning the Chef's Association Hospitality Championship Provider of the Year for 2015, 2016, 2017 and 2018 and winning Regional Championships in 2019.

NZ Chefs Hospitality Championships Winner of the 2018

NZ Training Establishment of the Year



In June 2021 the senior management team held a strategic planning session to draft a roadmap for the new strategic direction upon which PBRS will embark on over the next three years. The Strategic Business Plan– Renewed Focus: Building for Educational Success 2021–2024 – was established. This Strategic Business Plan is not just about the future, it is also about the present and the past. The Plan has been informed by the past through identifying our shortcomings and strengthening those areas that need improvement; by the present through the rectitude and learning from our mistakes; and by the future as to how we can attain excellence in all that we do.

This Strategic Business Plan has a strong educational emphasis and places our students at the centre of everything we do to ensure that they experience at PBRS an educational journey that is both memorable and extraordinary – one that meets their needs and expectations. To this end, we are highly confident that by implementing this Strategic Business Plan PBRS will fulfil its commitments toward its students, graduates, strategic and business partners and communities. PBRS as a Category 2 provider has embedded policies and processes to ensure academic excellence in teaching and learning, assessment and moderation and has well developed Self-Assessment processes, programme review, local advisory and academic board oversight to ensure our programmes are, and remain ‘fit for purpose’ and responds to industry trends and skills requirements and opportunities.

The drivers of change

There are a number of issues and challenges that will have significant impact on how private training establishments operate over the next decade. Some are general in nature; others are specific to our context.

General drivers of change

- Technology will continue to affect the learning expectations and abilities of students, who have already become accustomed to ubiquitous and spontaneous communication and information flow, and the behavioural traits that this generates, which are distinct from those of previous generations.
- Similarly, a new generation of teachers will want greater choice in pedagogical practice to communicate better with this new student cohort.
- Technology and highly skilled professional staff will enable more streamlined administrative processes and service delivery.
- The ‘globalisation’ of the tertiary education sector will increase competition for international students and staff but will at the same time open up new opportunities for smaller tertiary education providers.
- Increasing pressures on how PTEs operate in terms of resource consumption, the need for space utilisation efficiency and increase in demand for virtual presence as a key means of communication will challenge traditional operational models.

Specific drivers of change

- The Covid19 global Pandemic
- Recent change in strategic leadership and streamlined management structure.
- Significant changes to the way PBRS operates; greater focus on quality assurance and high staff confidence in senior management.
- Uncertainty regarding continual changes in the Government's policies on immigration and international students.
- Projected expansion of NZ Tourism and Hospitality sectors Post Covid19 and projected skills shortages in 2021 - 2023 and beyond.
- The opportunities for PBRS and other PTEs to secure a larger share of the domestic and international student market as the new government's 'fee free' tertiary education policy for domestic and resident students provide more opportunities for expansion of domestic student enrolments in 2021-2023.

The key themes that emerge from these drivers for change include the need for PBRS to take a proactive approach to pedagogical innovation and perspectives, to optimise space utilisation and operational flexibility, to adopt a strategic approach to decision-making, and to focus on collaboration and engagement, both internally and externally.



PBRS medal winners at the Regional Hospitality Championships - June 2019

Strategic Business Plan Renewed Focus: Building for Educational Success 2021–2024

Strategic Business Plan at a Glance

Vision

PBRS will be a distinguished educational institution with a local and international reputation for excellence.

Mission and Purpose

PBRS's mission is to provide quality and relevant education and professional training delivered by skilled and qualified teachers to meet industry, student and community needs.

Leading Strategies

- 1 Adopt a distinctive educational emphasis
- 2 Provide a holistic learning, teaching and student experience that is unique
- 3 Deepen engagement with alumni, industry and other stakeholders
- 4 Strengthen PBRS's capability

Enabling Strategies

- 1 Employ and retain talented and qualified staff
- 2 Attain the quality and educational performance profile of category 1 institutions
- 3 Optimise PBRS's organisation, processes, facilities and use of resources
- 4 Improve PBRS's financial sustainability and scale through managed growth
- 5 Respond to employer and stakeholder needs

Values PBRS's core ethical values are respect, trust, fairness, integrity, responsibility and empathy. These values are discernable in our work and activities, and in our commitment to community engagement, inclusivity, equity, diversity, sustainability and openness. Leadership, creativity and resilience are the mainstay of our capacity and capability to try new possibilities and to find new solutions to complex issues.

Implementation The enactment of the Strategic Business Plan will be guided by a suite of detailed, specific implementation plans. These plans are: Sustainability and Optimisation of Resources Plan, Learning and Teaching Plan, Student Experience Plan, Staff Capability Plan, and Alumni, Community and Stakeholder Engagement Plan.

Strategic Intent

This PBRS Strategic Business Plan outlines a three-year plan to renew and build PBRS for educational success.

For PBRS, educational success signifies:

- (a) student achievement and success through a holistic learning, teaching and student experience that is unique;
- (b) excellence in teaching and learning through capable and high-performing staff;
- (c) Improved outcomes for domestic students, particularly for Maori and Pasifika and NZ youth (18 -24 year olds.)
- (d) vibrant and responsive alumni, stakeholders and community through honest, open and meaningful engagement; and
- (e) a distinctive educational emphasis through critical inquiry and challenging curricula, under-pinned by quality and relevant work integrated learning and pedagogical approaches that support students in applying their knowledge and conceptual understanding to real-world problems or authentic situations, and the career opportunities that ensue.

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Commitments

PBRS is committed to being fully compliant with all relevant statutory laws, regulations and rules that regulate our business administration, operations and conduct as a private training establishment.

PBRS is committed to our bicultural foundations. We value te Tiriti o Waitangi (The Treaty of Waitangi), rangatiratanga (leadership), kaitiakitanga (duty to care, and responsibility for student and staff wellbeing), whanuaungatanga (collaboration through shared experiences and working together) and akoranga (collective responsibility for learning and teaching).

Strategies

The Strategic Business Plan comprises of four leading strategies and five enabling strategies.

The leading strategies cover educational emphasis; the quality of our teaching, learning and student experience; our engagement with our partners, communities and other key stakeholders, and our staff capability.

The five enabling strategies cover employment and retention of talented and qualified staff; increased quality and performance of the institute; effectiveness of our processes; sustainability through managed growth; and responsiveness to employer and industry stakeholder needs.

Leading Strategies

This Strategic Business Plan comprises of four leading or principal strategies. They are:

1. Adopt a distinctive educational emphasis.
2. Provide a holistic learning, teaching and student experience that is unique.
3. Deepen engagement with alumni, industry, community and other stakeholders.
4. Strengthen PBRS's capability.

Enabling Strategies

The leading strategies are supported by a suite of enabling strategies. These strategies will focus on creating the capability, organisational excellence, facilities, resources, responsiveness and financial sustainability that are critical for educational and organisational success.

1. Employ and retain talented and qualified staff
2. Attain the quality and educational performance profile of category 1 institutions.
3. Optimise PBRS's organisation, processes, facilities and use of resources.

4. Improve PBRBS's financial sustainability and scale through managed growth.
5. Respond to employer and industry stakeholder needs.

Implementation

The Strategic Business Plan will be reviewed annually during the 2021–2023 period and carefully revised for each ensuing five-year period thereafter. The enactment of the Plan will be guided by a suite of detailed, specific implementation plans.

These plans are:

- (a) Learning and Teaching Plan
- (b) Student Experience Plan
- (c) Capability Plan
- (d) External Engagement Plan
- (e) Sustainability and Optimisation of Resources Plan

These implementation plans will set out the activities that will be established and monitored in order to meet the strategic goals of the Strategic Plan. The five implementation plans will be developed progressively and will be completed by the 30th September 2020.



Leading Strategies

Leading Strategy 1 – Adopt a distinctive educational emphasis

PBRS will foster an educational emphasis consistent with its vision, mission and values. The educational emphasis will be defined by our educational leadership, our collective responsibility for learning and teaching, our collaborative and collective experiences, our duty of care towards students and staff and pastoral support, and our means to support and respect others through integrity and meaningful engagement and interactions.

These commitments will promote an educational outlook that goes beyond traditional learning and teaching borders, and will frame and develop PBRS's teaching and external stakeholder engagement endeavours. They will contribute to nurturing a distinct calibre of student cohort that is confident, capable, inquiring, collaborative, independent and mature, as well as strives to engage in lifelong learning.

The educational performance of our students is paramount and teaching excellence remains a high priority at PBRS. The ongoing inclusion of New Zealand perspectives in the curriculum, and emphasis on work integrated learning will be the other key elements of PBRS's approach to our distinctive educational emphasis.

Imperatives

- Emphasis on education
- Excellence in teaching
- Nurture a distinct calibre of student cohort



Leading Strategy 2 – Provide a holistic learning, teaching and student experience that is unique

The quality of the student experience at PBR, both in and beyond the formal learning setting, will be extraordinary and highly valued by students. It will give students a sense of belonging to a vibrant and inclusive student body and organisational community.

PBR's work integrated learning culture will be typified by professional programme and course design that fosters a high-level of student engagement through a range of learning opportunities and modern facilities, and effective use of digital technologies for learning and teaching.

PBR will remain a predominantly campus-based institution. We will continue to embrace the use of new technologies and be innovative in employing them both to enhance the on-campus learning experience and to facilitate the work placement experience. Similarly, we will continue to invest in quality facilities and support services that sustain teaching excellence.

Teachers will provide students with attentive supervision and guidance, and will enhance their personal development, wellbeing skills, communication skills, and their commitment to lifelong learning. Teachers will maintain our commitment to enhancing the quality of teaching and programme delivery will continue to be informed by teaching practices that is robust, inclusive and continually refreshed through evolving methodologies and technologies, and by the insights provided by our students and recent graduates.

We will provide students access to extracurricular programmes that extend their learning and deepen its relevance to career opportunities. A distinguishing graduate profile will guide

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the development of resilient, capable and confident graduates whose critical thinking, creativity and advanced communication skills will prepare them for dynamic career outcomes and for global citizenship.

Imperatives

- Holistic learning culture
- Excellence in teaching
- Outstanding student services
- Exceptional student experiences
- Outstanding campus environment

Leading Strategy 3 – Deepen engagement with alumni, industry and other stakeholders

PBRS will build closer ties with alumni, industry and other key stakeholders, including local communities and government agencies. More opportunities will be provided for involvement in academic board, mentoring and advisory roles.

We will enhance our efforts to connect and develop mutually beneficial long-term relationships with our alumni. Consistent with their status as lifelong members of PBRS, we will seek to establish enduring connections that meet the needs of our alumni, and, in turn, provide a range of avenues for them to support their alma mater. There will be more regular celebration of alumni success.

PBRS will strengthen its engagement and interaction with communities, including the business community, the professions, government agencies, cultural organisations, non-governmental organisations, iwi and Pasifika groups.

At the regional level, we will continue develop increasingly meaningful engagements with other tertiary institutions and subject matter experts and specialist in the fields of business, healthcare and computing and information technology. Internationally, we will further develop vibrant partnerships with compatible teaching organisations and institutions of higher education.

We will also partner with reputable international student agencies, locally and abroad, that will help us in raising the calibre of our commencing student cohorts and in increasing expectations in respect of student educational performance.

Imperatives

- Close connections with alumni
- Strong external engagement and interactions
- Commitment as local and regional citizen

Leading Strategy 4 – Strengthen PBRIS's capability

PBRIS will enhance its educational quality and continue to build upon its core position as the leading hospitality training establishment in New Zealand. Notwithstanding the substantial investment already made in physical and IT infrastructure, PBRIS is mindful of the capability of its staff, particularly the teaching and professional staff, and the need to manage risk effectively and utilise resources efficiently.

In order to sustain capability, working from a sound financial management position, PBRIS will continue to invest in its staff, and in the physical and information resources that are required to achieve and sustain excellence as a broad-based tertiary institution. Building and sustaining capability requires a coherent, engaged, committed and dedicated organisational community imbued with a strong collegial culture, good inter-departmental collaboration and interaction, and efficient utilisation of space, facilities, equipment and resources.

Mindful of the fiscally constrained environment, due to the decreasing number of international student enrolments, we will carefully scrutinise internal activities, processes and structures for both efficiency and effectiveness. Those that do not support PBRIS's goals will be modified or discontinued. In areas where educational endeavour and outcomes are not strong, decisions will continue to be made either to invest in improving performance or to reorganise and, if required, reducing or ending our involvement.

Limiting the spread of education delivery sites and concentrating teaching and learning at the campus core, PBRIS will build up the compact, walkable form of the campus around its existing centres (i.e. 161 and 150 Hobson Street, Auckland). Ensuring quality campus environments and student experience is therefore the primary intent of this campus organisation and compact format.

We are determined to maintaining financial sustainability by increasing at a manageable rate the student roll and to provide an environment that supports their educational achievements and personal success. We will pursue managed growth in our student numbers and we will maintain the diversity in our international student cohort.

PBRIS will develop an international profile and reputation as a study destination of choice for high-calibre students and staff.

Imperatives

- Financial stability
- Sustaining capability
- Compact campus environments
- Strong international profile and study destination of choice

Enabling Strategies

Enabling Strategy 1 – Employ and retain talented and qualified staff

In order to achieve its vision and mission, PBRS will need to employ talented and qualified teachers and top students. This will necessitate the creation of a vibrant, supportive, highly creative and inclusive working environment that encourages the recruitment, development and retention of a diverse staff complement. It will also comprise of talented and valued professional and general staff capable of building and sustaining exceptional organisational performance.

Care will be taken to sustain PBRS as a vibrant and diverse community, with members who are engaged in their own academic and professional specialisations, but who, as staff and students, also have an effective voice within the wider organisation and are supportive of its strategic direction and broader goals.

Imperatives

- Employment of talented and qualified teaching staff
- Retention of talented staff
- Strong staff voice
- Purposeful staff training and development



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Enabling Strategy 2 – Attain the quality and educational performance profile of a Category 1 institution

To have the impact that defines a reputable and high-performing tertiary education and training institution, PBRS must attain the quality and educational performance typical of other leading Category 1 institutions through strong governance and management. To achieve this goal, PBRS will target two essential prerequisites: a comprehensive, concise quality management system, including a regulatory framework for quality assurance, and an evidence-based self-assessment programme.

PBRS will undertake a full review of its quality management and self-assessment systems and strengthen the coverage and rigour of both systems after comparing it to those of other tertiary institutions. We will implement the refreshed, easy comprehensible QMS and will continue to undertake self-assessment of our organisational and educational performance using new learning analytics and advanced student experience and stakeholder satisfaction survey techniques, tools and analysis.

Imperatives

- Excellence in governance and management
- Excellence in teaching and learning
- Robust quality management system
- Outstanding self-assessment processes
- Strong learning analytics tools and systems



Enabling Strategy 3 – Optimise PBRS’s organisation, processes, facilities and use of resources

PBRS will implement a strategically aligned senior and programme management structure that empowers leadership throughout the institution and that is easily comprehensible to stakeholders. Business fundamentals will be executed well so as to create a platform for educational and organisational success. Key business processes will be reviewed as best practice models and will operate on a ‘training, trusting and auditing’ approach to reduce unnecessary compliance costs.

Ongoing, carefully planned campus consolidation and reorganisation into a compact format, upgrading of equipment and information technology will enhance teaching, the student experience and administrative efficiency.

Thorough planning will allow PBRS to attain a high level of organisational performance and outcomes with optimum functionality and cost-effectiveness. By encouraging more efficient use of time and resources, PBRS will improve its quality, productivity and efficiency.

Imperatives

- Strong leadership and management
- Strong business fundamentals and business processes
- Outstanding quality assurance and audit systems
- Outstanding campus environment

- Optimisation of facilities and resources

Enabling Strategy 4 – Improve PBRS’s financial sustainability and scale through managed growth

For PBRS financial management and cost control are very important, but it is constrained by insufficient revenue-generation as a result of declining student numbers. Revenue growth is vital for sustainable educational success and cannot save its way to excellence.

Through removal of the conditions imposed on its cookery student cohort enrolments, a higher EER category rating and careful implementation of all the above leading and enabling strategies, PBRS will achieve real revenue growth of a minimum of 2.5 percent per annum over the next five years. A minimum of 5 percent of its revenue will be retained as surplus for reinvestment in PBRS’s teaching, pedagogical technologies, staff professional training and development, and stakeholder engagement.

Imperatives

- Strong financial management and controls
- Sustainable revenue growth
- Removal of existing impositions
- Reinvestment of surplus funds



Enabling Strategy 5 – Respond to employer and industry stakeholder needs

Through enhanced connections we will become more responsive to emerging opportunities and priorities and more active in influencing the shape of those opportunities and priorities as we continue to secure representation on key educational and international student marketing bodies. At the same time, we will use these connections to raise awareness of our capability in the culinary arts and of the unique and positive benefits of the PBRS student experience.

We will continue to pursue regular engagement with industry leaders, employers and academics, through our local advisory committees, that will enable our programmes to evolve to better meet changing workplace needs, and will provide opportunities for other forms of interaction with employers to enhance their understanding of PBRS and optimise the employability of our graduates.

We will continue to build strong relationships with business organisations that have partnered with PBRS in the application of its work placement and internship programmes and product development modules. We will continue to pursue collaborative partnerships and other mutual arrangements that assist our students in their work integrated learning and securing successful employment outcomes for our graduates.

We will take steps to further strengthen our links with local businesses, professional bodies and regional business associations.

Imperatives

- Strong external stakeholder engagement
- Effective local advisory groups and forums
- Outstanding collaborative partnerships with employers
- Strong links with local and regional business communities.