

NMIT Board Meeting - 28 June 2021

28 June 2021 11:30 AM - 04:00 PM



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BOARD OF DIRECTORS REGISTER OF INTERESTS

Tracy Johnston (Chair)	<ul style="list-style-type: none"> • TRC Tourism, Consultant • Dayvinleigh Limited, Executive Director • Wine Marlborough Ltd, Deputy Chair • Institute of Directors, Nelson/Marlborough Committee Member • Eastern Institute of Technology, Board Director • Marlborough Local Advisory Committee Fire and Emergency, Deputy Chair
Judene Edgar	<ul style="list-style-type: none"> • Nelson City Council, Deputy Mayor • Nelson Regional Transport Committee, Deputy Chair • Nelson Tasman Regional Landfill Business Unit, Chair • Network Tasman Ltd, Shareholder • Network Tasman Trust, Trustee • Network Tasman Charitable Trust, Trustee • NTT Investments Ltd, Director/Shareholder • Encompass Strategic Services Ltd, Director/Shareholder • David Verhagen Consulting Ltd, Director/Shareholder • Nelson Airport Ltd, Shareholder • Nelson Port Ltd, Shareholder • Tasman Bays Heritage Trust, Shareholder • Nelmac Ltd, Shareholder • Nelson Regional Development Agency, Shareholder • Bishop Suter Trust, Shareholder • City of Nelson Civic Trust, Shareholder • Nelson Municipal Band Trust, Shareholder • Nelson Tasman Regional Hospice Trust, Trustee
Toni Grant	<ul style="list-style-type: none"> • Rata Foundation Ltd, Director • Canterbury Direct Investments Ltd, Director • Tama Asset Holding Company Ltd, Director • Kotato Ltd, Director • Tui GP Ltd, Chair • Central Districts Cricket Assn Inc, Director • Waikato 1B Ltd, Executive Director • Waikato 1C Ltd, Executive Director • Waikato 1D Ltd, Executive Director • Puramakau 2L Ltd, Executive Director • Puramakau 2M Ltd, Executive Director • Puramakau 2N Ltd, Executive Director • Puramakau 2O Ltd, Executive Director • Te Kumara 3L Ltd, Executive Director • Chatham Is Quota Holding Co Ltd, Director • Tasman District Council Port Tarakohe Governance Steering Group, Member • Wakatu Incorporation: Tamariki Shareholding, Trustee <p>Iwi Affiliation</p>

As at 21 June 2021



BOARD OF DIRECTORS REGISTER OF INTERESTS

	<ul style="list-style-type: none"> Ngāti Rarua and Ngāti Rarua Atiawa Iwi Trust, Tamariki beneficiaries
Kathy Grant	<ul style="list-style-type: none"> Dunedin City Holdings Ltd, Deputy Chair Dunedin City Treasury Ltd, Deputy Chair Dunedin Stadium Property Ltd, Deputy Chair Whitireia Community Polytechnic Ltd, Director Wellington Institute of Technology Ltd, Director Te Pūkenga, Council Member Trustee of various private trusts (former clients) Dunedin Railway Limited, Director Central Lakes Trust, Trustee
Charles Newton	<ul style="list-style-type: none"> Charles Newton Consulting Ltd: Director
Joanie Wilson	<ul style="list-style-type: none"> Ngāti Koata Trust, Chair Ministry of Education NMWC Region, Strategic Advisor, Maori Te Tau Ihu Intergenerational Strategy, Iwi Steering Group Member Chair Te Kāhui Mātauranga Te Tau Ihu Education Group Wakatū Incorporation, Shareholder <p>Possible Conflict of Interest:</p> <ul style="list-style-type: none"> A family member on Staff at NMIT
Patrick Smith	<ul style="list-style-type: none"> Patrick Smith Human Resources Ltd, Managing Director Nelson Marlborough Health's Iwi Health Board, Ngāti Apa ki te Rā Tō representative Board of Te Piki Oranga – Maori Health provider across Te Tau Ihu, Ngāti Apa ki te Rā Tō representative Oakdale Grove Property Limited, Director

All Directors – remuneration rates (directors fees) as set by Te Pūkenga.

As allowed by the Company's Constitution, NMIT Ltd has arranged policies of Directors' Liability Insurance which together with a Deed of Indemnity ensure that the Directors will incur no monetary loss as a result of actions undertaken by them as Directors provided that they operate within the law.

Directors & Officers Liability insurance is covered under the collective agreement placed by Te Pūkenga on behalf of all ITP's with Marsh. NMIT has a separate Professional Indemnity policy in place with Vero Liability Insurance Ltd (ending 1 November 2021) covering any legal liability incurred by giving negligent advice or through breach of professional duty.

EXECUTIVE TEAM REGISTER OF INTERESTS

Wayne Jackson	<ul style="list-style-type: none"> Director, Aquatx Ltd Director, Aquatx USA Ltd Director, Aquatx Holdings Ltd Director, Aquatx Distribution Corporation Ltd Director, ModPod Ltd Trustee, Wayne Jackson Family Trust Trustee, Marion Jackson Family Trust Trustee Jackson Investment Trust
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As at 21 June 2021



BOARD OF DIRECTORS REGISTER OF INTERESTS	
Grant Kerr	<ul style="list-style-type: none"> G & K Kerr Limited, Director and shareholder
Sue Smart	<ul style="list-style-type: none"> Sorrento Enterprises Ltd, Director NZIST Academic Board
Carol Crawford	<ul style="list-style-type: none"> Director, Singer Solutions Ltd
Marja Kneepkens	<ul style="list-style-type: none"> None
Olivia Hall	<ul style="list-style-type: none"> Te Rūnanga o Ngāti Rārua, Chair Tasman Bays Heritage Trust (Nelson Provincial Museum), Chair Board Member NMDHB Wakatu Inc, Shareholder National iwi Chairs Forum, Member Mātauranga Iwi Leaders Group, Chair Nelson Marlborough Health's Iwi Health Board, NMHB representative
Brian Johnston	<ul style="list-style-type: none"> None
Susannah Roddick	<ul style="list-style-type: none"> None
Tony Macfarlane	<ul style="list-style-type: none"> None

As at 21 June 2021

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RESOLUTION TO EXCLUDE THE PUBLIC

1. The general subject of each matter to be considered while the public is excluded, the reason for passing the resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 (LGOIMA)/Official Information Act 1982 (OIA) for the passing of the resolution are as follows:

Item No.	General Subject of each matter to be considered	Reason for passing resolution in relation to each matter	Grounds under section 48(1) for the passing of the resolution.
4.1, 4.2	Minutes of NMIT Board Meeting – 17 May 2021 Action Items	Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information Section 9(2)(a) of the Official Information Act – to protect the privacy of natural persons, including that of deceased natural persons	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 of the OIA noting Te Pukenga (and its subsidiaries) is specified, in Schedule 2 of LGOIMA, as a body to which Part 7 LGOIMA applies)
4.3	Letter of Appointment and Board Resolution - Remuneration	Section 9(2)(a) of the Official Information Act – to protect the privacy of natural persons, including that of deceased natural persons	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 of the OIA noting Te Pukenga (and its subsidiaries) is specified, in Schedule 2 of

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			LGOIMA, as a body to which Part 7 LGOIMA applies)
5.1	Chief Executive's Report	Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 of the OIA noting Te Pukenga (and its subsidiaries) is specified, in Schedule 2 of LGOIMA, as a body to which Part 7 LGOIMA applies)
5.2	Strategic Project Update		
5.3	KPI Reports		
5.4	Financial Reporting	<p>Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities</p> <p>Section 9(2)(j) of the Official Information Act - enable a Minister of the Crown or any public service agency or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations</p>	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 of the OIA noting Te Pukenga (and its subsidiaries) is specified, in Schedule 2 of LGOIMA, as a body to which Part 7 LGOIMA applies)
6.1	Stakeholders Meetings Report	<p>Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities</p> <p>Section 9(2)(j) of the Official Information Act - enable a Minister of the Crown or any public</p>	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 of the OIA noting Te Pukenga (and its subsidiaries) is specified, in Schedule 2 of LGOIMA, as a body to which Part 7 LGOIMA applies)

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		service agency or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	
6.2	Audit and Risk Updates	Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 of the OIA noting Te Pukenga (and its subsidiaries) is specified, in Schedule 2 of LGOIMA, as a body to which Part 7 LGOIMA applies)
6.3	Complaints and Misconduct Report	Section 9(2)(a) of the Official Information Act – to protect the privacy of natural persons, including that of deceased natural persons	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 of the OIA noting Te Pukenga (and its subsidiaries) is specified, in Schedule 2 of LGOIMA, as a body to which Part 7 LGOIMA applies)

2. Furthermore, NMIT resolves that the Chief Executive, Board Secretary (full attendance) and Executive Directors (part attendance) and Programme Manager (attendance for item 5.2) be permitted to remain at the meeting, after the public have been excluded because of their specific knowledge in relation their respective subject matter expertise. This knowledge will be of assistance in relation to the matters above to be discussed.



OPEN

Nelson Marlborough Institute of Technology Limited
(the Company)

Minutes of a meeting of the Board of Directors
(Board)

17 May 2021 at 11.30 am

PRESENT

- Board:** Tracy Johnston (Chair), Toni Grant, Patrick Smith, Charles Newton, Kathy Grant, Judene Edgar (by audio-visual link from 1.35 pm)
- In Attendance:** Wayne Jackson (Chief Executive), Brian Johnston (Company Secretary/Executive Director Finance & Campus Services), Kate Redgrove (Board Secretary)
- In Part Attendance:** Grant Kerr (Executive Director Demand Management), Olivia Hall (Executive Director Ōritetanga, People, Culture & Learner Services), Sue Smart (Executive Director Programmes & Delivery), G Phillips (Business Intelligence Manager)

1. Administrative

- 1.1 Welcome, Karakia and Apologies
The meeting opened at 11.34 am with a karakia.

RESOLVED:

That the Board accepts apologies for absence from J Wilson and for lateness from J Edgar.

- 1.2 Declarations of Interests and Disclosures
The following additional interests were to be added to the Interests Register:
P Smith - Oakdale Grove Property Limited, Director
J Edgar - Nelson Tasman Regional Trust, Trustee

- 1.3 Minutes of NMIT Board Meeting 12 February 2021 – Open

RESOLVED:

That the minutes of the NMIT Board Meeting 12 February 2021 (Open) be confirmed as a true and accurate record.

- 1.4 Minutes of NMIT Board Meeting – 15 March 2021 – Open

RESOLVED:

That the minutes of the NMIT Board Meeting 15 March 2021 (Open) be confirmed as a true and accurate record.

- 1.5 Action Items of NMIT Board Meeting – February and March Meetings – Consolidated – Open

The Action List was reviewed and verbal updates provided, as appropriate.

Action: Risk Register – B Johnston to formalise use of allocated NMIT e-mail addresses by all Directors, including advice on how to access technical support for transition from personal e-mail addresses, where required.

Action: CEO to review and provide confirmation of support for Board Directors (technical or otherwise) available out of hours.

- 1.6 Ratification of E-Resolution – Annual Report 2020
As at 9 April 2021, the following resolutions, having received unanimous support of Directors by electronic means, were ratified for the purpose of formally recording the Board's approval:

RESOLVED:

That the Statement of Service Performance included in the 2020 Annual Report containing the unqualified audit opinion dated 9 April 2021 is approved as drafted, and that the Chair, Tracy Johnston, is authorised to sign the Directors Letter of Representation on behalf of the Board

That the Financial Statements included in the 2020 Annual Report containing the unqualified audit opinion dated 9 April 2021 are approved.

- 1.7 Common Seal

RESOLVED:

That the Board receives the Common Seal Usage reports for the period 1 to 31 March 2021

- 1.8 Board Calendar
Directors were asked to identify stakeholders. The preference was that stakeholder discussions were to be shaped in a way that would facilitate a desired Board outcome.

2. Strategy

- 2.1 Te Pae Tawhiti Report
O Hall spoke to her report and highlighted progress in a series of workstreams. She said Māori enrolments had strengthened in line with domestic rates and was able to reassure Directors that as per the report, there is to be a focus on a culturally responsive performance framework as well as retention of Māori.

Action: C Newton and O Hall to discuss performance frameworks.

The meeting discussed the Te Pae Tawhiti Report meeting with Te Pūkenga representatives, scheduled for 25 May 2021 and considered whether engagement should be on a governance or operational level. The CEO indicated his support for Board members being involved but expressed reservations that this may affect accountability of the Executive Team. He commented that recommendations, once adopted, would be embedded within every area of NMIT.

P Smith indicated he would attend however J Wilson as the iwi appointed representative, be invited to be present in the first instance. T Johnston indicated she would also like to attend as did S Smart.

RESOLUTION:

That the Board receives the Te Pae Tawhiti Report and notes activity to date.

G Phillips joined the meeting at 12.20 pm by audio-visual link.

- 3.2 Draft KPI Framework and Reporting (item brought forward)
G Phillips joined the meeting by zoom audio-visual and led the Board through the draft KPI framework and reporting document. He said EFTs were being tracked as they are secured and detailed reporting was involved.

He advised that TEC methodologies could be expanded where the measures don't reflect the learners' own idea of success. Other data was already available and it was prudent to include this with KPIs. He clarified the use of the framework would be used for operational matters, reporting to the Board and annual reporting.

The CEO advised the existing Te Pukenga statement of service was broad and related to course completion. He understood there was a new one under development. He said the clear signal in the Te Pae Tawhiti report was to address failings relating to Maori learners. He supported aspirational targets but saw timing for achievement as an issue.

The Board wanted to understand how the data would help with help with teaching performance. S Smart confirmed that this was disseminated at team meetings, where there was recognition of the data and discussions on how identified failings could be addressed.

G Phillips confirmed workstreams were in place to extract data in a more timely fashion. This would increase opportunity to invoke action earlier on rather than a general review at the end of the year. He described ongoing collaboration between organisations to share best practice.

Action: CEO to formulate suitable targets under the new framework for the coming year.

G Kerr described a gap between marketing and curriculum engagement which necessitated further work on connection with industries. It was suggested that a survey of businesses across the top of the South could be useful to understand their view of NMIT's responsiveness on how it meets their education needs. The creation of a CRM addressed that in part but may not be the right forum to have a better feel of the industry. Conversations with organisations such as the Chamber of Commerce and DIA could assist.

3 Performance Reporting

3.1 2021 Enrolments

G Phillips described the initiative A2E5 – 'Application to Enrolment in 5 days'. He said this data was being looked at in a more granular way. S Smart explained that some disparities in this data was a result of the Skippers Restricted Licence Programme which was affected by students that submitted their application but then were out at sea.

The CEO reported that there had been assurance from Te Pukenga that additional funding to meet the Company's 2021 forecast for SAC enrolments (\$2.98 million) would be supplied.

G Phillips left the meeting at 1.11 pm.

3.2 Draft KPI Framework and Reporting

Item brought forward for discussion - see above.

4 Items for Information

4.1 SANITI Report

The Board wished to pass on their appreciation for the update from the Student President, discussed ways to increase engagement and were keen for this to extend to Te Pukenga.

RESOLUTION

That the Board notes the SANITI Report for information.

4.2 Te Pukenga Council Meeting Public Minutes from 2 March 2021

Noted.

5 RESOLUTION TO EXCLUDE THE PUBLIC

RESOLVED:

1. That members of the public and press be excluded from the remainder of the meeting and that the NMIT Board move In-committee.
2. That the Chief Executive and Board Secretary and invited executives be permitted to remain at the meeting, after the public has been excluded, because of their knowledge in relation to specific agenda items. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because they have assisted in the preparation of such matters.

Resolutions will be made in reliance on section 48(1) of the Local Government Official Information and Meetings Act 1987 (**LGOIMA**) and the particular interests protected by section 9 of the Official Information Act 1982 which would be prejudiced by the holding of the relevant parts of the proceedings of the meeting in public.

The general subject of each matter to be considered while the public is excluded, the reason for passing the resolution in relation to each matter and the specific grounds under section 48(1) of LGOIMA for the passing of the resolution are as follows:

Item No.	General Subject of each matter to be considered	Reason for passing resolution in relation to each matter	Grounds under section 48(1) for the passing of the resolution.
7.1	Chief Executive's Report – May 2021	Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies)
7.2	Business Plan 2021		
7.3	Programme Management Plan	Section 9(2)(b)(ii) of the Official	
7.4	7.4.1 Risk Register Report	Information Act - protect information	
	7.4.2 Audit and Risk Update	where the making available of the	
	Financial Reports:	information would be likely	
8.		unreasonably to prejudice the commercial position of the person who	

	<p>8.1 Management Accounts to 31 March 2021</p> <p>8.2 2022 Budget Programme</p>	<p>supplied or who is the subject of the information</p>	
<p>7.5</p> <p>8.3</p>	<p>Complaints and Misconduct Report</p> <p>Board Members' Expenditure</p>	<p>Section 9(2)(a) of the Official Information Act – to protect the privacy of natural persons, including that of deceased natural persons</p>	<p>That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies)</p>
9.1	E-Campus Update	<p>Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities</p>	<p>That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies)</p>
9.2	Te Pukenga Update	<p>Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities</p> <p>Section 9(2)(b)(ii) of the Official</p>	<p>That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies)</p>

		<p>Information Act - protect information</p> <p>where the making available of the</p> <p>information would be likely</p> <p>unreasonably to prejudice the</p> <p>commercial position of the person who</p> <p>supplied or who is the subject of the</p> <p>information</p>	
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The meeting moved into a public excluded session and adjourned for lunch at 1.17 pm. It resumed in an in-committee meeting and J Edgar joined the meeting by audio-visual connection at 1.35 pm. The minutes relating to the Public Excluded Agenda are set out in the Schedule to these minutes.

The meeting moved back into a public session at 3.39 pm.

It was noted that T Grant and P Smith both had labour relations negotiation experience and offered to support the CEO when required.

11. Wakamutunga

There being no further business, the Chairperson declared the meeting closed at 3.43 pm and a karakia was given at the conclusion of the AGM of NPES, which followed this meeting.

Dated:

Signed as a correct record.

Chairperson



OPEN

ACTION ITEMS FROM NMIT BOARD MEETINGS

FROM NMIT BOARD MEETING – 12 FEBRUARY 2021 (CHAIR – D WEHNER)			
TASK	RESPONSIBLE	DEADLINE	STATUS UPDATE
<p><i>Academic Statute 2021</i> For future revision: Section 6: Academic Committee –align to Te Pūkenga as a collaborative and forward-looking enterprise; Section 3: Reference to TFFA Section 1: Note Privacy Act date.</p>	Exec Director P&D	Dec 2021	A Te Pūkenga review of the Academic Statute, as it applies to the whole sector, is underway. All subsidiaries are advised to wait until this review is complete before undertaking major change to their own Statute. This review will be complete after June 2021. Noting this, the Board passed an e-resolution 16 February approving the Academic Statute 2021 for the commencement of the academic year, WIP
FROM NMIT BOARD MEETING – 17 MAY 2021 (CHAIR – T JOHNSTON)			
TASK	Responsible	deadline	STATUS UPDATE
<p><i>Risk Register</i> formalise use of allocated NMIT e-mail addresses by all Directors, including advice on how to access technical support for transition from personal e-mail addresses, where required.</p>	B Johnston	28 June 2021	Completed, noting that some Board Members have yet to transition to their NMIT e-mail addresses but have been provided the means and IT support to do so.
<p><i>Out of Hours Support for Directors</i> Review and provide confirmation of support for Board Directors (technical or otherwise) available out of hours.</p>	W Jackson	28 June 2021	Completed.
<p><i>Te Pae Tawhiti Report</i> Discuss performance frameworks.</p>	C Newton/O Hall	25 May 2021 (meeting with Te	WIP.

NMIT BOARD ACTION LIST |

		Pukenga reps)	
<i>Draft KPI Framework and Reporting</i> Formulate suitable targets under the new framework for the coming year.	CEO	28 June 2021	Completed.

SANITI – June NMIT Board Report

SCHEDULE B - ADVOCACY AND LEGAL ADVICE + FINANCIAL SUPPORT AND ADVICE

- INDEPENDENT ADVOCACY AND SUPPORT SERVICES

Association independent advocacy and support services continues to be under pressure, working with academic, StudyLink, WINZ, hardship, wellbeing, administration, and other issues.

24th May - Te Pūkenga has redistributed the balance of the 2020 HAFL fund and SANITI is working with NMIT to process hardship requests and get vouchers and grants out to students.

- PROGRAMME REPRESENTATIVES

This semester, 2 Nelson Programme Representative meetings have taken place, with an additional drop-in session scheduled for the 16th June to support the programme reps.

2 Marlborough Programme Rep meetings, 2 Woodbourne Programme Rep meetings and 1 Richmond Programme Rep meeting have also been held during this period. There are currently 91 Programme Representatives registered with the Association.

Actions have been recorded from these meetings and the Association is currently working with the appropriate NMIT personally to address the concerns raised.

One of the largest pieces of feedback from programme reps is a request for NMIT to review the semester/term breaks, to align with the primary/secondary holidays. This review request is supported by the SANITI Executive and has also received support from a number of NMIT programme areas. The Association notes that several of the Te Pūkenga subsidiaries are running term/semester breaks that are aligned with the primary/secondary holidays or breaks that vary depending on the programme areas. This lack of alignment is an equity issue for many students and their families, who do not have the support or funds to cover childcare. SANITI would like the NMIT Board to look at this request further.

- REPRESENTATION ON NMIT COMMITTEES

Learn and Teaching – 3rd June, the Student President provided a summary of programme rep feedback to the Learning and Teaching Committee and brought up the NMIT term/semester structure.

Academic and Quality Committee meeting – 13th May, attended by Association representative.

Assessment and Aromatawai consultation and feedback forum - 19th May, attended by Student President.

Industry Advisory Board (IAB) – 25th May, the Student President attended with a programme representative to represent learners at the IAB Committee, Mahitahi Colab and local industry were also represented.

SCHEDULE C – SPORTS, RECREATION, AND CULTURAL ACTIVITIES

- Recreation, cultural and online activities

Association ran the following events:

Nelson/Richmond

- Soup event for International Nurses Day on 12th May.
- Cup Cake event for Pink Shirt Day on 21st May (thank you to Tina Tepu, who helped on the day).
- Burger event on 1st June.
- Hot drink and nibble event in conjunction with NMIT Open night on 9th June.
- In addition to these events the Association handed out 'Pinky bars' to promote Pink Shirt Day on Richmond campus on 20 May and well-being cups with chocolates on Nelson campus.
- Sporting equipment has also been purchased during this period.

Marlborough/Base Woodbourne

- Nacho event on Marlborough campus on 11th May
- In conjunction with NMIT handed out 'Pinky bars' to promote Pink Shirt Day on Based Woodbourne on 20 May and ran a Nacho event on Base Woodbourne on 3 June. In addition to these events the Association ran an online competition to promote Pink Shirt Day for online and offsite students.
- Re O – Week for Semester 2 being planned

SCHEDULE D – EMPLOYMENT INFORMATION + CAREER'S INFORMATION, ADVICE, AND GUIDANCE

- Association is underway with the delivery of the Employment Information services with seminars held in Term 2 from the 11 May include: 12 May (IT), 25 May (Aquaculture), 27 May (Art and Design L6). In addition to these sessions the Association has been supporting students with CV's, cover letters, interview skills and techniques and LinkedIn.

SCHEDULE E - OPERATIONAL MANAGEMENT

- Operational Management – Relationship between SANITI and key NMIT departments
SANITI has organised regular meetings with the Executive Director: Ōritetanga, People, Culture and Learner Services in regards to NMIT procedures and other issues related to learners. In addition to these meeting the Association has met with other senior management personnel in relation to HAFL and other service provision.

SCHEDULE F – INTERNATIONAL

- 2021 International Activities Schedule
Association held a:
 - o Social dinner (in conjunction with IWS) on 13th May.
 - o Waka trip (in conjunction with IWS) on 10th April and an online weeklong activity with prizes 26 to 30 May.
 - o Association has received very positive feedback from both domestic and international students on the Waka trip.
 - o Association is currently planning a Marae visit. Association will continue to work with NMIT to look at options to integrating some of the activities in 2021.

Te Pūkenga

The Student President has been working to keep communication with Te Pūkenga.

On the 26th May the Student President and an Executive member attended the Te Pūkenga Learner Centred Design Hui and the Te Pūkenga Learner Leaders Hui Group.

SANITI would like to work more closely with NMIT moving forward, to make sure that the Student Te Pūkenga communications come through to the Association, so that they can be shared with the wider student body (learners).

Other Business

SANITI is looking at giving feedback to the Nelson City Council around local student issues.

SANTI is also looking at working with Local Nelson MP, Rachel Boyack, on lobbying for continued support of independent student associations as part of Te Pūkenga.



Te Pūkenga - New Zealand Institute of Skills and Technology (Te Pūkenga)

Minutes of a meeting of the Council of Te Pūkenga (the Council)

Tuesday 6 April 2021 at 9.30am

Minutes

These are the minutes of a meeting of Te Pūkenga Council held on Tuesday 6 April 2021 at the EY office in Wellington.

Present

Members present: Murray Strong (Chair), Kim Ngārimu (Deputy Chair), Kathy Grant, Maryann Geddes, Sam Huggard, Tania Hodges, John Brockies and Tagaloatele Peggy Fairbairn-Dunlop.

Murray Strong Chaired the meeting.

In attendance: Stephen Town (Chief Executive), Merran Davis (DCE Transformation and Transition), Angela Beaton (DCE Delivery and Academic), Warwick Quinn (DCE Employer Journey and Experience), Ana Morrison (DCE Partnerships and Equity), Vaughan Payne (DCE Operations), Gillian Hamilton (Executive Assistant/Council Secretariat), Phillip Jacques (Interim Director Finance), Graham Bethune (Director, Communications and Marketing), Paki Rawiri (Transformation Leader, Māori), Sinead Hart (Senior Legal Counsel 12.15pm – 12.30pm)

Quorum

The Chair noted that a quorum of members was present at the meeting and declared the meeting open.

Selwyn Hayes, Partner EY Tahi welcomed Te Pūkenga to the EY office.

Karakia (Agenda Item 1)

Member Maryann Geddes opened the meeting with Te Pūkenga karakia.

Welcome/Apologies/Notices (Agenda Item 2)

The Chair welcomed new member Peggy Fairbairn-Dunlop to her first meeting.

Peter Winder was an apology for the meeting.

The Chair welcomed other attendees of the meeting, including the members of the public in attendance.

Minutes of the meeting held on 2 March 2021 (Agenda item 3)

The Members noted the minutes from the open section of the 2 March 2021 Council meeting.

Resolution

Moved by John Brockies, seconded by Kathy Grant

The Council resolved that the minutes from the open section of the 2 March 2021 Council meeting are approved as a true and accurate record.

Register of Interests (Agenda Item 4)

Members confirmed that all interests were recorded in the Council interests register in the Council meeting papers.

Noted Member Sam Huggard's appointment on the Nominations Committee for the Primary Industries Workforce Development Council.

Te Poari Akoranga Report (Agenda Item 5)

The Members discussed the Poari Akoranga report and minutes from the meeting held on Wednesday 10 March 2021.

In particular, Members:

- Noted the update from the meeting held via zoom on Wednesday 10 March 2021;
- Noted excellence and innovation was added to the Terms of Reference;
- Noted a Community of Practice is a way of bringing academic staff together (for a group of connected programmes) and is an important change readiness process for Te Pūkenga;
- Noted the Terms of Reference should reference learners 'and their whānau'; and
- Noted a comprehensive consultation process will be undertaken to confirm the academic regulations.

Resolution

Moved by Murray Strong, seconded by Tania Hodges

The Council resolved to approve Te Poari Akoranga Terms of Reference with the addition of 'and their whānau' where learners are referenced.

Annual Shareholder Meeting for the ITP Subsidiaries (Agenda Item 6)

The Members considered a request to pass a resolution to confirm subsidiaries are not required to hold an annual shareholder's meeting for the financial year ending 31 December 2020.

In particular, Members:

- Noted the reporting has been challenging due to not being a full financial year; and
- Noted dialogue will continue with subsidiary stakeholders.

Resolution

Moved by Murray Strong, seconded by Sam Huggard

The Council:

- resolved as set out at Appendix A (Shareholder's Resolution) in respect of each ITP subsidiary confirming that the ITP subsidiary is not required to hold an annual shareholder's meeting for the financial year ending 31 December 2020;
- authorised the Chair to sign a Shareholder's Resolution in respect of each ITP subsidiary on behalf of Te Pūkenga; and
- the relevant Shareholder's Resolution be provided to the relevant ITP subsidiary on behalf of Te Pūkenga.

CE Verbal Update (Agenda Item 7)

The Members received a verbal update from the Chief Executive.

In particular, the Chief Executive:

- Noted the aim over the last month has been trying to fill the gap of the thirst for information and our ability to provide this;
- Noted communications has been resourcing up over the month and the DCEs have been busy engaging with the network meeting subsidiary ITPs, Transitional Industry Training Organisations (TITTOs), learners and employers;
- Noted the critical path is near completion and will be submitted to the May 2021 Council meeting; and
- Requested all ELT Council papers show how equity and our Te Tiriti obligations will materialise throughout projects.

Items for Information (Agenda Item 8)

Letter and response to National Nurses Leadership Group (NNLg) (Agenda Item 8.1)

Members noted the letter and response to the National Nurses Leadership Group in relation to the views of the NNLg on the impact of the Reform of Vocational Education on nursing education.

Subsidiary Board Appointments (Agenda Item 8.1)

Members noted the below subsidiary board appointments which were moved to the public agenda:

- Adam La-Hood as Chair of Otago Polytechnic Limited;
- Tracy Johnston as Chair of Nelson Marlborough Institute of Technology Limited;
- Patrick Smith as Deputy Chair of Nelson Marlborough Institute of Technology Limited; and
- Tupara Morrison as Member of Wellington Institute of Technology Limited and Whitireia Community Polytechnic Limited.

Resolution to Exclude Public in accordance with the Public Excluded Agenda (Agenda Item 9)

Resolution

Moved by Murray Strong, seconded by Kathy Grant

The Council resolved that the public be excluded from the remainder of the meeting in reliance on section 48(1) of the Local Government Official Information and Meetings Act 1987 (LGOIMA) and the particular interests protected by section 9 of the Official Information Act 1982 which would be prejudiced by the holding of the relevant parts of the proceedings of the meeting in public.

The general subject of each matter to be considered while the public is excluded, the reason for passing the resolution in relation to each matter and the specific grounds under section 48(1) of LGOIMA for the passing of the resolution are as follows:

Item	General subject of each matter to be considered	Reason for passing resolution in relation to each matter	Grounds under section 48(1) for the passing of the resolution
11.	Minutes from public excluded meeting from 2 March 2021	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
12.	Council Committee updates	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
13.	Draft quarterly report template	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
14.	Draft Te Pūkenga Annual Report 2020	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is

Item	General subject of each matter to be considered	Reason for passing resolution in relation to each matter	Grounds under section 48(1) for the passing of the resolution
		who supplied or who is the subject of the information	specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
15.	Te Pūkenga Work Based Learning Limited	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
16.	Health and wellbeing education provision	Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
17.	Update on domestic EFTS positions as at 24 March 2021	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
18.	Te Pūkenga Borrowing Consent	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).

Item	General subject of each matter to be considered	Reason for passing resolution in relation to each matter	Grounds under section 48(1) for the passing of the resolution
19.	Subsidiary Reserved Matters	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information Section 9(2)(i) of the Official Information Act – enable the organisation holding the information to carry out, without prejudice or disadvantage, commercial activities	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).
20.	Items to be moved to Open Agenda for next Council meeting	Section 9(2)(b)(ii) of the Official Information Act - protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 (noting the Council is specified, in Schedule 2 of LGOIMA, as a body to which LGOIMA applies).

The Council resolved that Te Pūkenga employees Stephen Town, Vaughan Payne, Merran Davis, Ana Morrison, Paki Rawiri, Warwick Quinn, Angela Beaton, Phillip Jacques, Graham Bethune and Gillian Hamilton be permitted to remain at the meeting, after the public has been excluded, because of their specific knowledge in relation to the above items. This knowledge, which will be of assistance in relation to the matters above to be discussed, is relevant to those matters because they have assisted in the progression of such matters. Te Pūkenga Council also resolved that Sinead Hart join for item 15 to assist with this matter due to her knowledge in relation to this item.

Close of open part of meeting (Agenda Item 10)

The open part of the Te Pūkenga Council meeting was closed at 10.10am.

The public excluded session commenced at 10.20am with a short break between 11.45am and 12.15pm.

Public Excluded Agenda

The minutes relating to the Public Excluded Agenda are set out in Schedule 1 to these minutes.

Whakatuwhera

There being no further business the Chair declared the Council meeting closed at 12.35pm.

Dated: 4 May 2021

Signed as a correct record

A handwritten signature in black ink, appearing to read 'Murray W. Strong', is written over a horizontal line.

Murray W. Strong
Chairman



Te Pūkenga Council update

1 June 2021 – UCOL, Palmerston North

Te Pūkenga Council met on 1 June 2021 at the UCOL Campus in Palmerston North. The Council were greeted by a warm welcome from UCOL Board members and staff.

This brief update is provided in confidence for subsidiary boards and leadership teams.

New proposed Learner Wellbeing & Safety Code

The Council were asked to consider a submission by Te Pūkenga on the proposed new Code, which covers both international and domestic pastoral codes.

The Council received and approved the submission. The submission is available for public viewing on the website in the Council papers [here](#).

Te Poari Akoranga

The Council received a report from the meeting of Te Poari Akoranga that took place on 12 May 2021 in Wellington. The report is available for public viewing on the website in the Council papers [here](#).

The Council also confirmed the appointment of Jeanette Grace as interim Co-Chair of Te Poari Akoranga. This appointment will be made public at the July Council meeting.

Letter of Expectations for subsidiaries

The Council considered and approved the Letter of Expectations (LoE) for all Te Pūkenga subsidiaries with a few minor amendments. The LoE includes an introduction to Te Pūkenga Work Based Learning Limited and sets out the Council's expectations of the Chairs of the Board and CE of each subsidiary, together with the support that will be offered by Te Pūkenga in meeting these expectations.

This updated LoE will shortly be sent out to subsidiaries and will be published on Te Pūkenga website once subsidiaries have received it.

Subsidiary Board Appointments

The Council approved the appointment of Peter Cowper to the Nelson Marlborough Institute of Technology Board and ratified the appointment of Verne Atmore as Chair of the Universal College of Learning Board. These appointments will be in the public papers of the July 2021 Council meeting.

There are current board vacancies at Southern Institute of Technology, Wellington Institute of Technology (WelTec)/Whitireia Community Polytechnic and Otago Polytechnic. Appointment processes are underway for the above.

Te Pūkenga Group Financial Results 30 April 2021

The Council received and noted Te Pūkenga group financial results as at 30 April 2021.

The Council noted revenue for the group is \$320m, which is \$21m more than budget primarily due to better than expected domestic student numbers. This is offsetting the negative impact of the extension of border closures on international student revenue. Expenses are \$348m, which is down on the budgeted \$372m, with the major contributor being staff expenses. The overall result is a deficit of \$28m, which is less than budgeted deficit of \$72m.

The end of year forecast is now a deficit of \$43m vs the \$50m budgeted. The forecast reflects the additional funding to be received from TEC for higher than expected domestic student enrolments (\$30m) with offset for some higher than expected delivery costs of approximately \$15m.

The Council also noted there was a two day conference last week for CFOs and Te Pūkenga finance staff will be visiting each subsidiary shortly.

Te Pūkenga Academic Regulations update

The Council discussed the draft Te Pūkenga Academic Regulations that were recommended from Te Poari Akoranga.

The Council endorsed the regulations for consultation with subsidiaries in June and July 2021. The development of the policies, procedures and forms that support this framework will start in June 2021.

The Academic Regulations were created by a project team and had feedback from a number of reference groups and representatives across Te Pūkenga network including but not limited to ākonga, Te Tira Manukura (a national forum of MāoriTP senior strategic kaimahi) and Te Rautaki Whakaroopu (ITO representatives for Māori and Pasifika).

Transitional Industry Training Organisation (TITO) updates

The Council discussed progress to date on TITO transitions and in particular the four early movers, Competenz, Connexis, BCITO and MITO. Key risks were identified and mitigation strategies discussed. Governance and oversight of Te Pūkenga Work Based Learning Limited were also discussed during a "deep dive" into the activities of the TITO project team of Te Pūkenga.

In terms of specific transactions, the Council reviewed the terms of the legal transfer agreements under which two of the early movers will transfer their arranging training activities to Te Pūkenga. The agreements and ongoing negotiations are confidential at this stage.

Operating model – High-level conceptual design

The Council considered the direction set by the high-level conceptual design for the operating model and the upcoming *Kōtuiti kōrero – a conversation with Te Pūkenga* visits to subsidiaries.

The Council endorsed taking the service concepts for public engagement through these visits.

Te Pūkenga Governance Calendar

The Council noted the proposed Council meeting dates for 2022, noting meetings will move to a six weekly schedule instead of monthly. Dates will be circulated to subsidiaries' board secretaries and published on Te Pūkenga website once confirmed.



Level 1, Wintec House
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Hamilton 3204

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info@tepukenga.ac.nz
tepukenga.ac.nz

8 June 2021

For the attention of:
The Board of Directors and Management of each Te Pūkenga subsidiary

Tēnā koutou

Updated letter of expectations to Te Pūkenga subsidiaries

1. Introduction

Purpose of this letter

- 1.1. Firstly, we want to acknowledge that the transformation required by the Reform of Vocational Education (RoVE) is substantial. We are aware of the ongoing collective effort and commitment being demonstrated across the network since our establishment on 1 April 2020 and would like to express our appreciation for the high quality of mahi from staff and management in all Te Pūkenga subsidiaries.
- 1.2. It is important to us that we remain transparent about our progress and our expectations for our subsidiaries. As it is now over a year since the establishment of what is now Te Pūkenga – New Zealand Institute of Skills and Technology, and a lot has happened in that time, we would like to replace the letter of expectations issued to you in May 2020 with this updated letter¹.
- 1.3. As with the previous letter, this letter should be read in conjunction with your company Constitution and the most recent Operational and Financial Parameters Direction issued to you.

Introducing Te Pūkenga Work Based Learning Limited

- 1.4. We would also like to take this opportunity to introduce you to, and welcome, Te Pūkenga Work Based Learning Limited (WBL). In preparation for acquiring those Transitional Industry Training Organisations (TITOs) who wish to transfer their arranging training activities to Te Pūkenga, we (with Ministerial approval) incorporated WBL on 20 April 2021.
- 1.5. WBL, as with all Te Pūkenga subsidiaries, is required to comply with all parts of the Education and Training Act 2020 (ETA). WBL will cease to exist when integration occurs as part of the operating model implementation. Unlike the other Te Pūkenga subsidiaries, there is no specific date for the dissolution of WBL. However, the Minister's expectation is for integration to occur as soon as possible.

Recap on the purpose of Te Pūkenga

- 1.6. Before setting out our expectations, it may be helpful to reflect on the purpose of Te Pūkenga and what we, as a group, are trying to achieve.

¹ We acknowledge that this is the first letter of expectations to be issued to Te Pūkenga Work Based Learning Limited (WBL), which was incorporated on 20 April 2021.



1.7. As you know:

- (a) The creation of Te Pūkenga is a key component of RoVE: a reform that seeks to create a strong, unified, sustainable vocational education system that is fit for the future of work and delivers the skills that learners, employers and communities need to thrive. A further component of RoVE is to shift the role of supporting workplace learning from former industry training organisations to providers (such as Te Pūkenga). The intention is for providers to support work-based, on-the-job training as well as delivering education and training in provider-based, online and on -the-job / workplace based settings to achieve seamless integration between the settings and to be well connected with the needs of industry.
- (b) The functions of Te Pūkenga are set out in the ETA². The ETA requires Te Pūkenga to give effect to its Charter³, the requirements of which include: governance, management and operations across the network of Te Pūkenga to give effect to Te Tiriti o Waitangi; to recognise that Māori are integral to regional social, environmental, and economic development; and, commit to improving outcomes for Māori learners, whānau, hapū and iwi, communities and employers.
- (c) Te Pūkenga is currently carrying out the transformational work necessary to shift from a group structure to a national entity responsible for delivery of vocational education and training across the country, including functions of the now ITP subsidiaries and the arranging training functions of TITOs. The objective of this transformation stage is to bring to life the vision and deliver against the expectations set by the Minister of Education. The Transformation Programme of Te Pūkenga has been set up to deliver this with ongoing mahi across the following workstreams:
 - **Ahumahi, Ahuako** - TITO Transition & Work-based Learning
 - **Mana Orite** - Māori Partnership & Equity
 - **Ko te Ākonga te Putake** - Ākonga at the Centre
 - **Hāngai ki te Kaitukumahi** - Employer Aligned
 - **Whakaumu i te ako** - Operating Model
 - **He Tukunga Auaha** - Academic Delivery Innovation
 - **Whātui Mahi Tahi** - Network Collaboration
 - **Mana Tiaki, Manu Mātai** - Governance & Accountability Framework
 - **Tātai Rawa** - Capital Asset Strategy & Network Stabilization

- 1.8. Once the operating model is finalised, and we move into the implementation phase in 2022, we will issue a further letter of expectations and / or guidance as to the steps necessary to implement the governance transition needed to prepare for 31 December 2022 for those subsidiaries that will dissolve on close of business that date. We anticipate being in a position to issue this further letter of expectations / guidance in the first half of 2022.

² <https://www.legislation.govt.nz/act/public/2020/0038/latest/LMS253355.html>

³ <https://www.legislation.govt.nz/act/public/2020/0038/latest/LMS253892.html#LMS253892>



Ngā Whāinga Tōmua – Priorities

- 1.9. As a Council, we have five educational priorities that we keep coming back to. These priorities support us meeting our legislative requirements and guide our work as we move through the transition period:
- (a) A relentless focus on equity and ensuring participation – we honour and uphold Te Tiriti o Waitangi in all we do.
 - (b) Delivering customised learning approaches that meet the needs of learners and trainees wherever they are.
 - (c) Using our size and scale to strengthen the quality and range of education delivery throughout Aotearoa. Excellence in educational provision for all.
 - (d) Services that meet the specific regional needs of employers and communities.
 - (e) Transition educational services in a smooth and efficient manner.
- 1.10. We have reframed our expectations of each Te Pūkenga subsidiary by aligning it with one of these priorities, which are outlined in the table below.



2. Te Pūkenga Council's expectations

	Council Priority	Expectations to meet Priority	Te Pūkenga Support
2.1.	A relentless focus on equity and ensuring participation – we honour and uphold Te Tiriti o Waitangi in all we do.	<p>We expect each Te Pūkenga subsidiary (including WBL) to be an effective Te Tiriti o Waitangi partner and to continue to demonstrate a genuine commitment to Te Tiriti o Waitangi. This requires a continued focus on embedding equity for Māori learners in the culture, delivery and outcomes across the whole of its institution and lifting leadership practice and cultural capability to effectively partner with Māori, iwi and hapū and contribute to Te Tiriti o Waitangi honouring relationships across the organisation.</p> <p>In the context of WBL, we expect the Board to have regard to and honour the spirit and intent of the Memorandum of Understanding between Te Pūkenga and Te Wānanga o Aotearoa Te Kuratini o Ngā Waka dated 10 May 2021 (MOU), with particular regard to the Initial Area of Focus set out in that MOU and the intention to collaborate and share arranging training activities.</p>	<p>We will work with you to give effect to this, including through Te Pae Tawhiti Tiriti excellence framework activities. We will work in collaboration with you and the network Te Pae Tawhiti Champions, as we apply the insights into the Transformation activities of Te Pūkenga to build an organisation that delivers equity and inclusion for Māori. Through authentic and effective partnerships, we will work together to address our common challenges and to support enhancement of the good practice and innovation that exist across the network.</p>
2.2.	Delivering customised learning approaches that meet the needs of learners and trainees wherever they are.	<p>We expect each Te Pūkenga subsidiary to prioritise a holistic wellbeing approach to learner outcomes that puts learners at the centre. We expect that you prioritise, in particular, Māori, Pasifika and disabled learners, rangatahi who are NEETS (not in employment, education or training), Adult Second Chance Learners, LGBTQI+ – and other populations that the vocational education system has historically disadvantaged or oppressed. We expect you to put these learner voices at the centre of your decision-making and share best practice across the network.</p>	<p>We will share with you the knowledge and initiatives developed through our learner-centred design staff network. We will work alongside you as we develop a network learner experience strategy, outcomes, and measures.</p>



2.3.	<p>Using our size and scale to strengthen the quality and range of education delivery throughout Aotearoa. Excellence in educational provision for all.</p>	<p>We expect (and are heartened to witness) the cooperation and coordination between subsidiaries across all capabilities and services. We expect this to continue and to extend to WBL.</p> <p>As part of this new way of working, we expect a continuing focus on:</p> <ul style="list-style-type: none"> a) working collaboratively to reset our international education approach; b) presenting ourselves as a network to the international market by using Te Pūkenga branding in all overseas marketing campaigns (with input and prior consent from Te Pūkenga marketing team); c) a joined-up response to COVID-19; d) preparing to deliver work-based learning and associated arranging training activity; and e) preparing to develop the new business and operating model which will support the priority of excellence in educational provision for all. <p>As the transformation programme accelerates over 2021, and we prepare to implement the operating model in 2022, we expect you to provide ongoing support to staff who may feel uncertain in this period of change. Wellbeing of staff and retention of capability should be a focus.</p> <p>It is anticipated that educational delivery will increase in 2022 and so we ask that you consider means of retaining capability in high demand fields. For those staff in low demand fields, we ask that you consider opportunities for retraining or developing the skills of these staff members so that they can be redeployed to high demand areas.</p>	<p>Collaboration and coordination are important as the network continues to identify unifying programmes for delivery to resolve the current portfolio structure (with multiple programmes leading to the award of a qualification on the New Zealand Qualifications Framework).</p> <p>The current replication of programmes does not increase real choice for learners and only serves to complicate and confuse learner pathways. From a learner perspective, unifying programmes and delivery alignment supports seamless transition between delivery sites and educational modes, which is key to delivering on our Charter. We will support you in this unifying of programmes.</p> <p>We will also support you in identifying opportunities for retraining / upskilling staff so that their skill sets align with and meet the needs of the aligned delivery model.</p> <p>In the context of WBL, we will support the transition of the TITOs into it and to each business division within WBL retaining the confidence of employers and the capability of their staff.</p>
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2.4.	Services that meet the specific regional needs of employers and communities.	<p>We expect the Board and management of each Te Pūkenga subsidiary, and in particular the Chief Executive and executive team, to be change leaders and change champions. We expect alignment between Te Pūkenga network's strategy, the direction set for your subsidiary and the delivery led by your Chief Executive. The performance of the Board and management team of each Te Pūkenga subsidiary will be essential to the effective performance of the individual subsidiary and its contribution to our national network. The Board and executive of each Te Pūkenga subsidiary are asked to act in the best interests of Te Pūkenga and its Charter.</p> <p>The transformation programme and wider reform is drawing heavily from the talent and expertise of the staff of each Te Pūkenga subsidiary. We expect the proactive contribution to the wider Te Pūkenga network to continue, acknowledging the pressure this is placing on both individual members of staff and subsidiaries. This involves things such as secondments, participating in working groups, replication and sharing of best practice across the network and ensuring all decisions factor in network considerations. This also involves ensuring that staff within your institution remain engaged as we move through the transformation so that the key capabilities are retained as education delivery increases over the coming years.</p>	<p>As stated the Charter, Te Pūkenga is committed to operating in a manner that ensures regional representatives are empowered to make decisions about delivery and operations that are informed by local relationships and to make decisions that meet the needs of regional communities.</p> <p>We will enhance our national network of delivery for the benefit of all learners and employers and in so doing will collaborate with you to take account of regional changes in delivery. We ask that you inform us in advance of any proposed regional changes so that we can strengthen our overall mix of provision, inform the development of the 2022 Te Pūkenga investment plan and reset our international approach.</p>
2.5.	Transition educational services in a smooth and efficient manner.	<p>In addition to all the expectations outlined above, meeting this priority requires that you engage with us openly and early – No surprises, either way.</p> <p>We expect each Te Pūkenga subsidiary to follow the process set out in the Risk Framework Document which is designed to be an active 'no-surprise' early disclosure regime. This requires each Te Pūkenga subsidiary to report risk to Te Pūkenga periodically and report any 'red-flag' items</p>	<p>The path forward is becoming clearer; we commit to being as open and transparent as possible, engaging early and adopting co-design wherever practical.</p> <p>We ask you for the same openness and transparency. We will work through the transition period together to effect the transformation needed</p>



		<p>immediately. We expect that you (or your delegated Risk Champions) engage with our Te Pūkenga Risk Advisor who has been engaged to liaise with each Te Pūkenga subsidiary and assist you in understanding and implementing the Risk Framework.</p> <p>To measure progress and report externally, we expect each Te Pūkenga subsidiary to provide relevant historic and forecast management information on a timely basis.</p> <p>At this time of uncertainty and change, management and financial controls are put under strain and there is often a heightened risk of fraud and error. We expect each Te Pūkenga subsidiary to actively consider how it will manage the risk and ensure that controls are operating as intended.</p> <p>As we prepare for 31 December 2022, we also expect each subsidiary to work with us and agree on the processes and protocols that need to be put in place for specific Te Pūkenga representatives to access all systems in the network and extract data. This is to ensure that we have visibility over, and understand, the nature and scope of the obligations that will be assumed in relation to employees, students and all other relevant matters come close of 31 December 2022.</p>	<p>to meet the challenges we face.</p> <p>Over 2021, Te Pūkenga Council has begun work to determine its preferred future operating model and an implementation strategy. We commit to moving at pace, whilst at the same time being responsive to the changing environment we all find ourselves in.</p> <p>We want to support you in the implementation of the operating model and will engage with in relation to it over the remainder of 2021.</p> <p>We also want to support you in the implementation of the Risk Framework Document. If any member of a Te Pūkenga subsidiary is in any doubt about the status of a risk, they are asked to contact Te Pūkenga risk team on risk@tepukenga.ac.nz</p>
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Conclusion

The expectations set out in this letter reflect the substantial challenge we continue to face – to simultaneously transform the learner experience, shift to a single national network, and to manage financial pressures.

These expectations will underpin how we will consider the performance of our network, each Te Pūkenga subsidiary and the performance of its board. Similarly, we expect they will underpin how each board monitors the performance of its Chief Executive.

Adherence to and delivery against our Charter is the cornerstone of Te Pūkenga. All board members and management within the network of Te Pūkenga are asked to keep this front and centre of mind. If there is a possibility that any decision could potentially undermine our ability to achieve the Charter and the Minister's annual Letter of Expectations, we expect the matter to be referred to the Chief Executive of Te Pūkenga so that he can advise on the most appropriate means of achieving clarity in the circumstances.

Me mahi tahi tātou mo te oranga o te katoa
We work together for the well-being of everyone.

Thank you to all board members for their ongoing willingness to perform this governance leadership role as part of the transformation of vocational education. As you know, by working together we can ensure Te Pūkenga (and each Te Pūkenga subsidiary) upholds the obligations in the Charter and meets the vocational and educational needs of all regions and local communities.

Ngā manaakitanga, nā



Murray W. Strong
Chair



Stephen Town
Chief Executive

Cc. Tim Fowler, Chief Executive, Tertiary Education Commission





Te Kaupapa: Common Seal Usage

1. PURPOSE:

- Function:** For Information
- Nā:** Brian Johnston, Exec Director Finance & Campus Services
- Te rā:** 28 June 2021
- Purpose:** The purpose of this paper is:
To provide the Board with a report on the use of the NMIT Common Seal for the period 1 April 2021 to 30 April 2021.
- Recommendation(s):** It is recommended that the NMIT Board resolve to:
1. Receive this report for their information.

2. EXECUTIVE SUMMARY

The Common Seal was not used during the abovementioned reporting period..

Date	Document	Summary of Document	Document Signatory



Te Kaupapa: Common Seal Usage

1. PURPOSE:

Function:	For Information
Nā:	Brian Johnston, Exec Director Finance & Campus Services
Te rā:	28 June 2021
Purpose:	<p>The purpose of this paper is:</p> <p>To provide the Board with a report on the use of the NMIT Common Seal for the period 1 May 2021 to 31 May 2021.</p>
Recommendation(s):	<p>It is recommended that the NMIT Board resolve to:</p> <ol style="list-style-type: none"> 1. Receive this report for their information.

2. EXECUTIVE SUMMARY

Below details the use of the Common Seal for the abovementioned reporting period.

Date	Document	Summary of Document	Document Signatory
31/05/21	Articulation Agreement between NMIT Ltd and Sichuan University College of International Studies	Agreement to admit students into NMIT's Bachelor of Commerce who have successfully completed the Sichuan University College of International Studies, La Trobe University Diploma in Business	Wayne Jackson

Nelson Marlborough Institute of Technology Limited Board Calendar | 2021

	J	F	M	A	M	J	J	A	S	O	N	D
1. Meeting Schedule												
General Board meeting		12.02	15.03		17.05	28.06		16.08		11.10	22.11	
Audit and Risk Committee meeting			05.03		07.05	18.06				01.10	12.11	
Remuneration and Appointments Committee meeting					17.05						22.11	
Annual General Meeting					TBC							
2. Strategy												
Planning and Adoption							X	X	X			
Investment Plan		X			X			X			X	
Performance review		X	X		X	X	X	X	X	X	X	
Deep dive strategic thought piece			X			X				X		
2. Budget (Annual)												
Development (approval of key assumptions)								X				
Adoption										X		
Review/monitor (Forecast Review)		X	X		X	X		X		X	X	
3. Risk and Compliance												
Review of risk management systems		X										
Review of major risks		X	X		X	X		X		X	X	
Review of regulatory compliance			X			X					X	
Insurance report											X	
Directors certificates for D&O insurance and director fees		X										
4. Policy framework												
Corporate governance code of practice			X									
Committee terms of reference			X									
Major policy review												
- Risk management											X	
- Delegated authorities						X						
- Health, Safety and Wellbeing			X									

5. Board review												
Composition/succession											X	
Evaluation of performance											X	
Remuneration												
- Review											X	
- Shareholder recommendation											X	
Board sub-committee composition/succession											X	
6. Governance												
Audit report			X									
Shareholder communications	X			X			X			X		
Community communications		X						X				
Stakeholder Engagement		X	X			X		X		X	X	
7. Regulatory compliance												
Half-year report and reviewed financial statements								X				
Annual report to shareholders			X									
Statement of Corporate Intent												
- Draft SCI									X			
- Final SCI											X	
8. Financial and operational												
Financial performance		X	X		X	X		X		X	X	
Overall operations report		X	X		X	X		X		X	X	
Significant project report		X	X		X	X		X		X	X	
Significant business development report		X	X		X	X		X		X	X	
Capital requirements		X	X		X	X		X		X	X	
9. Health and Safety												
Health and safety tours		X	X			X		X		X		X
		TBC	TBC			TBC		TBC		TBC		TBC