NMIT Board Meeting Agenda 18 May 2020

Online by ZOOM

18 May 2020 01:00 PM - 05:30 PM

Agenda Topic

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BOARD OF DIRECTORS REGISTER OF INTERESTS	
Daryl Wehner	• Port Nelson Ltd: Chief Financial Officer • Tasman Bay Stevedoring Co. Ltd: Director
Tracy Johnston	• TRC Tourism: Consultant • Dayvinleigh Limited: Executive Director • Wine Marlborough Ltd: Director • Institute of Directors: Nelson/Marlborough Committee Member • Eastern Institute of Technology: NZIST Appointee
Judene Edgar	• 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
Toni Grant	• Rata Foundation Ltd: Director • Canterbury Direct Investments Ltd: Director • Canterbury Trust House Ltd: Director • Tama Asset Holding Company Ltd: Director • Kotato Ltd: Director • Tui GP Ltd: Chair • Central Districts Cricket Assn Inc: Director • The Basketball Development Nelson Trust: Trustee • 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 • Chathan Is Quota Holding Co Ltd: Director • Tasman District Council Port Tarakohe Governance Steering Group: Member

As at 11 May 2020

BOARD OF DIRECTORS REGISTER OF INTERESTS	
	• Wakatu Incorporation: Tamariki Shareholding **Iwi Affiliation** • Ngāti Raru and Ngāti Rarua Atiawa Iwi Trust: Tamariki beneficiaries
Kathy Grant	• 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 • NZIST: Council Member
Charles Newton	• Charles Newton Consulting Ltd: Director
Joanie Wilson	• Ngāti Koata Trust: Chair • Ministry of Education NMWC Region: Strategic Advisor, Maori • Te Tau Ihu Intergenerational Strategy: Iwi Steering Group Member **Possible Conflict of Interest:** • A family member on Staff at NMIT
Patrick Smith	• Patrick Smith Human Resources Ltd: Managing Director

EXECUTIVE TEAM REGISTER OF INTERESTS	
Liam Sloan	• INNOVATE Charitable Trust: Trustee • Nelson Cricket Association?: Director • LifeLinc: Director
Grant Kerr	• G & K Kerr Limited: Director and shareholder
Sue Smart	• Sorrento Enterprises Ltd: Director
Vicki Bryson	• None

As at 11 May 2020

Nelson Marlborough Institute of Technology Limited
(the **Company**)

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

3 April 2020 at 1.00pm

Minutes

These are the minutes of a meeting of the board of the Company held on 3 April 2020 by Zoom.

Present

Directors present: Daryl Wehner, Tracy Johnston, Judene Edgar, Toni Grant, Patrick Smith, Charles Newton, Kathy Grant and Joanie Wilson.

Daryl Wehner acted as chairperson of the meeting.

Other attendees present: Liam Sloan (Chief Executive), Elizabeth Bean (minute secretary).

Keri Takao welcomed the Board with a whakatauki and a karakia.

Patrick Smith opened the meeting with a karakia.

Welcome

D Wehner welcomed all incoming directors and acknowledged past Council Members who have handed NMIT over in a good state.

D Wehner noted that the meeting minutes from the previous Council meeting of 27 March were approved by previous Council and are available to view.

Apologies

No apologies were received.

Quorum

The Chairperson noted that a quorum of directors was present at the meeting and declared the meeting open.

Conflicts of interest

No conflicts were declared in relation to the open agenda.

Items not on the Agenda

There were no items arising other than those included on the agenda.

COVID-19 Response and Update

L Sloan provided directors with an update on NMIT's response to COVID-19.

Students and staff

Daily communications about COVID-19 are being provided; internal communications is being managed through Polly and external/student communications through the NMIT website.

Over past week, staff have prepared for academic online delivery and by 6 April, 100% of courses will be available online. Where there were gaps, NMIT is working with TANZ eCampus and other providers. The two-week Easter Break commences 10 April and will be used to address issues that have been identified and to ensure that online resources are available for as long as required. NMIT is advising NZIST, TEC and NZQA of any academic changes being made. Agencies are supportive. Pastoral care is being provided to students via tutors, social media and support staff, and hardship cases are being addressed.

Staff have been working from home and while it has gone well, some practical issues are emerging (e.g. suitable equipment) and potential hazards identified. These are being addressed. Communication with staff has been maintained via virtual staff meetings, and an increased number of virtual team meetings amongst staff.

Financial

Overall, a loss of $1.2m is forecast as a result of COVID-19. This forecast includes updated international student numbers and English Language Programme adjustments. NMIT had budgeted a deficit $2.6m for 2020 financial year, and this is now forecast to be $3.8m.

Scenario modelling is being done on the financial impact that includes: greater reduction in domestic/international student numbers for semester two, student withdrawals as some find they are unable to continue studying, a longer time in lock-down, and a gradual return to 'normal'. Modelling also includes scenarios for more teaching online to international students.

Resolved:

That the Board receives the COVID-19 response and update report to 3 April 2020.

Items under "Noted" in First Board Meeting Resolutions

The directors considered and discussed the items under "Noted" in the First Board Meeting Resolutions attached as a Schedule to these minutes.

In particular, the directors:

- each agreed that the First Board Meeting Resolutions and other documents approved in such First Board Meeting Resolutions which require signature by one or more directors (**Approved Documents**) may be signed through the application of an individual director's electronic signature; and

- each expressly authorised the use of his or her electronic signature (as previously provided by the director) for the purposes of signing the First Board Meeting Resolutions and the Approved Documents.

Resolved

The directors resolved, as resolutions in writing, the matters set out in Resolutions 1 to 12 in the First Board Meeting Resolutions attached as a Schedule to these minutes.

J Edgar left meeting at 1.59pm

General Business

Meeting Dates

Directors sought clarification around 2020 meeting dates. A preference was expressed for meetings in 2020 to be monthly – and potentially to have conversations in between also – and for the next Board meeting to occur within the next two weeks. It was noted that 2020 was going to be a challenging year as the impact of COVID-19, and also RoVE, is embedded.

Induction

Induction material has been made available to directors and arrangements will be made for directors to visit physical NMIT sites and meet staff once it is possible.

Strategy

A Strategic Directions paper was included in the induction materials and directors requested an update on this strategy plus a revised SWOT. It was also noted that there was an ongoing opportunity to engage better with Māori students and focus on Māori education and that the new NZIST structure is a co-operative model, which will need to be reflected in thinking around strategy.

Closure

There being no further business, the Chairperson declared the meeting closed at 2.14pm.

P Smith closed the meeting with a karakia.

Dated: [**insert date**]

Signed as a correct record

_____

Chairperson

Nelson Marlborough Institute of Technology Limited

(the **Company**)

Board Resolutions

Passed as written resolutions of the board of directors pursuant to the Companies Act 1993 (the **Act**)

NOTED

Background

The Education (Vocational Education and Training Reform) Amendment Act 2020 (the **Amendment Act**) has been enacted as part of the Reform of Vocational Education (**RoVE**), one of the four major reviews in the Government's Education Work Programme. The Amendment Act amends the Education Act 1989 (**Education Act**). The purpose of RoVE is to create a cohesive vocational education system in New Zealand with employers, learners, regions and communities at its centre.

The Amendment Act establishes the New Zealand Institute of Skills and Technology (**NZIST**) as a tertiary education institution under the Education Act and as a Crown entity under the Crown Entities Act 2004 (**CE Act**). The Amendment Act also converts the 16 current Institutes of Technology and Polytechnics, including Nelson Marlborough Institute of Technology (an **Existing Polytechnic**) to wholly-owned Crown entity subsidiary companies of NZIST (each, an **NZIST Subsidiary**).

The Company was incorporated pursuant to the Education Act on 1 April 2020 (the **Commencement Date**) as an NZIST Subsidiary, and the Registrar of Companies issued a certificate of incorporation for the Company on 1 April 2020. The Company wishes to deal with certain preliminary matters in relation to its incorporation.

Incorporation and administrative matters

Company details

A. The Company was incorporated pursuant to the Amendment Act on 1 April 2020. The Registrar of Companies issued a certificate of incorporation for the Company on 1 April 2020.

B. The Company has notified the Registrar that the registered office and address for service of the Company is:

322 Hardy Street, Nelson 7010

Private Bag 19, Nelson 7042

C. Pursuant to section 41(3) of the Financial Reporting Act 1993, the balance date of the Company is fixed as 31 December, the last day of the academic year, as defined in section 159(1) of the Education Act.

Companies Act 1993 compliance obligations

D. The Company authorises Finance Manager (**Nominated Individual**) to update the Company's statutory records, as further described in these resolutions

Shareholder

E. NZIST consented to act as sole shareholder (the **Shareholder**) of the Company in accordance with section 12(1)(d)(i) of the Companies Act 1993 (the **Companies Act**) and was named as Shareholder in the application for registration of the Company (the **Application**).

F. Pursuant to section 41(a) of the Companies Act, the Company has issued to the Shareholder the number of shares specified in the Application, being the number of shares to be issued to the

Shareholder pursuant to clause 29(1)(c) of Part 10 of Schedule 1 of the Education Act (being 100 shares).

G. In accordance with section 87 of the Companies Act, the name, the number of shares and the other required details of the Shareholder have been or will be entered in the share register of the Company.

Constitution

H. Pursuant to section 12(1)(f) of the Companies Act, the Application included a constitution of the Company (the **Constitution**), which was accordingly adopted by the Company on incorporation. The provisions of the Constitution:

(i) include a list of "Reserved Matters" in Schedule 2 which require approval by the Shareholder as the parent company; and

(ii) allow the Shareholder as the parent company to issue Operational and Financial Parameters Directions (**OFP Directions)** from time to time, which the Company must comply with. The Company has received an OFP Direction dated 1 April 2020 from the Shareholder (the **Initial OFP Direction**).

Directors

I. Pursuant to sections 152 and 153(1) of the Companies Act, the persons listed at Appendix A (the **Directors,** and each a **Director**):

(i) have consented to act as Directors of the Company; and

(ii) were named as such in the Application and accordingly hold office as Directors of the Company.

J. The Company has received the Shareholder's approval of the amount of director's fees payable to each Director of the Company for each financial year, which has been determined by the Shareholder in accordance with the Fees Framework (as defined in the Crown Entities Act 2004) (the **Directors' Fees Approval**). The Fees Framework also provides that each Director is entitled to be paid for all reasonable travel, accommodation and other expenses incurred by him or her in connection with his or her attendance at meetings, or otherwise in connection with the Company's business.

K. In accordance with clause 12.5 of the Constitution, the Shareholder has appointed Daryl Wehner as Chairperson of the Board and Tracy Johnston as Deputy Chairperson of the Board.

Rights, assets and liabilities of Existing Polytechnic

L. Pursuant to clause 36 of Part 10 of Schedule 1 of the Education Act, on and after 1 April 2020:

(i) the rights, assets and liabilities of the Existing Polytechnic vest in the Company; and

(ii) unless the context requires otherwise, every reference to the Existing Polytechnic in any enactment (other than the Education Act), or instrument, agreement, deed, lease, application, notice or other document before 1 April 2020 must be read as a reference to the Company.

Same person for purposes of Inland Revenue Acts

M. Pursuant to clause 37 of Part 10 of Schedule 1 of the Education Act, for the purposes of the Inland Revenue Acts (as defined in section 3(1) of the Tax Administration Act 1994), the Company must be treated as the same person as the Existing Polytechnic.

Employees of Existing Polytechnic

N. Pursuant to clause 38 of Part 10 of Schedule 1 of the Education Act, on and after 1 April 2020, every employee of the Existing Polytechnic becomes an employee of the Company on the same terms and conditions that applied to that person immediately before they became an employee of the Company.

Chief Executive

O. Pursuant to clause 38 of Part 10 of Schedule 1 of the Education Act, the Chief Executive of the Existing Polytechnic becomes the Chief Executive of the Company.

Existing Statutes and Regulations

P. Clause 44 of Part 10 of Schedule 1 of the Education Act provides that, unless the context requires, a reference to the Existing Polytechnic in any enactment (other than the Education Act) must be read as a reference to the Company.

Q. All existing statutes and regulations enacted by the Existing Polytechnic pursuant to section 194 of the Education Act will therefore continue to apply (to the extent that such statutes and regulations are not inconsistent with the provisions of the Education Act as amended by the Amendment Act).

Existing delegations, rules, policies, procedures and other documents of Existing Polytechnic

R. The Company proposes to (and will procure that all and any Crown entity subsidiaries of the Company will) comply with, and confirm the continued application of, all existing delegations, rules, policies, procedures and any other documents of the Existing Polytechnic, to the extent they are not inconsistent with:

(i) the Education Act and the CE Act (each as amended by the Amendment Act);

(ii) the Companies Act 1993; and

(iii) the Constitution (including, in particular, the Reserved Matters in Schedule 2) and any OFP Direction provided by NZIST to the Company as contemplated by the Constitution, including the Initial OFP Direction.

S. The Company proposes to (and will procure that all and any Crown entity subsidiaries of the Company will) update and amend all existing delegations, rules, policies, procedures and any other documents of the Existing Polytechnic as required to reflect:

(i) the Education Act and the CE Act (each as amended by the Amendment Act);

(ii) the Companies Act 1993; and

(iii) the Constitution (including, in particular, the Reserved Matters in Schedule 2) and any Operational and Financial Parameters Direction provided by NZIST to the Company as contemplated by the Constitution, including the Initial OFP Direction.

Academic Board and Academic Board Sub-Committees

T. The Company proposes that the former:

(i) Academic Board of the Existing Polytechnic continues as the Academic Committee of the Board. The Company proposes that the former members of such Academic Board will continue as the members of the new Academic Committee; and

(ii) Academic Board Sub-Committees of the Existing Polytechnic continue as Academic Committee Sub-Committees of the Board. The Company proposes that the former members

of such Academic Board Sub-Committees will continue as the members of the new Academic Committee Sub-Committees.

Existing Council Committees and Sub-Committees

U. The Company proposes that the following Audit Committee of the Council of the Existing Polytechnic continue as committees of the Board with the purposes set out below:

(i) Audit Committee

a. The Objective of the Committee is to assist the Council in discharging its responsibilities relating to financial reporting and regulatory compliance.

V. The Board will appoint the new members of each committee and/or subcommittee (as the case may be) at the next Board meeting.

Indemnities and insurance

W. The Company proposes to enter into a deed of indemnity in respect of its Directors. Clause 14 of the Constitution provides for the Company to indemnify its directors for any costs referred to in section 162(3) of the Companies Act and any liability or costs referred to in section 162(4) of the Companies Act, subject to the Company obtaining the approval of its Shareholder and the directors of the Company (the **Indemnity Approval**).

X. Pursuant to a meeting of the NZIST Council of 1 April 2020, the Shareholder has approved the form of deed of indemnity the Company proposes to enter into (the **Deed of Indemnity**), a copy of which has been circulated to the Directors.

Y. Pursuant to a meeting of the NZIST Council of 1 April 2020, the Shareholder resolved to effect directors' and officers' insurance cover for the board of the Company under a group insurance policy, with effect from 1 April 2020. A summary of the terms of that cover is set out in the letter from Marsh dated 31 March 2020, which has been circulated to the Directors.

Disclosure of interests

Z. The Directors have declared their interests (for the purposes of sections 139 and 140 of the Companies Act) to the Board in relation to the above matters (including the grant of the indemnity and the effecting of insurance referred to in paragraphs X to Z above) and generally in respect of other relationships that give rise to an interest (the **Directors' Interests**) and have directed that the nature and extent of their interests be entered into the Company's interests register.

Execution of written resolutions and approved documents by counterpart and electronic signature

AA. It is proposed that these Board Resolutions and any other documents approved in such Board Resolutions which require signature by one or more directors (**Approved Documents**) may be signed:

(i) through the application of an individual signatory's electronic signature, where the individual has expressly authorised such use of his or her electronic signature; and/or

(ii) in any number of counterparts, including by PDF copy, each of which is be deemed to be an original and, when taken together, constitutes the same document.

RESOLVED (as a resolution in writing) that:

Incorporation and administrative matters

Company administration matters

1. The Nominated Individual is authorised to update the Company's statutory records, as further described in these resolutions.

Directors' matters

2. In accordance with section 161(1) of the Companies Act, the Board is satisfied that the payment by the Company of the Directors' fees as set out in the Directors' Fees Approval is fair to the Company.

3. The Directors are authorised to sign a certificate for the purposes of section 161(4) of the Companies Act, in the form attached as Appendix B.

4. The Company will pay the Directors' fees as set out in the Directors' Fees Approval and any reasonable travel, accommodation and other expenses incurred by each Director in connection with their attendance at meetings, or otherwise in connection with the Company's business, and the Nominated Individual be authorised to enter the particulars of such payments into the interests register of the Company.

5. The Company enter into, execute, deliver and perform its obligations under the Deed of Indemnity, and any two or more members of the board be authorised to execute the Deed of Indemnity.

6. The Nominated Individual be authorised to enter particulars of the Deed of Indemnity in the interests register in accordance with section 162(7) of the Companies Act and report this to the Shareholder for the purposes of section 152(1)(E) of the CE Act.

7. The Nominated Individual be authorised to enter in the Company's interests register any interests declared by the Directors in writing to the Board in relation to the matters the subject of this meeting.

Existing Statutes and Regulations

8. The Company will (and will procure that all and any Crown entity subsidiaries of the Company will) comply with, and confirms the continued application of, all existing delegations, rules, policies, procedures and any other documents of the Existing Polytechnic, to the extent they are not inconsistent with:

    (iii) the Education Act and the CE Act (each as amended by the Amendment Act);

    (iv) the Companies Act 1993; and

    (v) the Constitution (including, in particular, the Reserved Matters in Schedule 2) and any OFP Direction provided by NZIST to the Company as contemplated by the Constitution.

Existing delegations, policies, etc.

9. The Company will (and will procure that all and any Crown entity subsidiaries of the Company will) update and amend all existing delegations, rules, policies, procedures and any other documents of the Existing Polytechnic as required to reflect:

    (i) the Education Act and the CE Act (each as amended by the Amendment Act);

    (ii) the Companies Act 1993; and

(iii) the Constitution (including, in particular, the Reserved Matters in Schedule 2) and any OFP Direction provided by NZIST to the Company as contemplated by the Constitution.

Academic Committee and Academic Board Sub-Committees

10. The former:

(i) Academic Board of the Existing Polytechnic will continue as the Academic Committee of the Board, and the former members of such Academic Board will continue as the members of the new Academic Committee; and

(ii) Academic Board Sub-Committees of the Existing Polytechnic will continue as Academic Committee Sub-Committees of the Board. The Company proposes that the former members of such Academic Board Sub-Committees will continue as the members of the new Academic Committee Sub-Committees.

Board committees/sub-committees

11. The Audit Committee of the Council of the Existing Polytechnic listed in paragraph U above will continue as committees of the Board with the name(s) and purposes set out in that paragraph, on the basis that the Board will appoint the new members of each committee and/or subcommittee (as the case may be) at the next Board meeting.

Execution of written resolutions and Approved Documents by counterpart and electronic signature

12. These resolutions and the Approved Documents may be signed:

(i) through the application of an individual signatory's electronic signature, where the individual has expressly authorised such use of his or her electronic signature; and/or

(ii) in any number of counterparts, including by PDF copy, each of which is be deemed to be an original and, when taken together, constitutes the same document.

DATED 3 APRIL 2020

Signed by

Chairperson (Daryl Wehner)

Deputy Chairperson (Tracy Johnston)

Director (Charles Newton)

Director (Kathy Grant)

Director (Patrick Smith)

Director (Antonina Grant)

Director (Judene Edgar)

Director (Joanie Wilson)

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Establishment Resolutions – Nelson Marlborough Institute of Technology Limited

Appendix A - Directors of the Company

	Name of Director
1.	***Daryl Wehner***
2.	***Tracy Johnston***
3.	***Charles Newton***
4.	***Kathy Grant***
5.	***Patrick Smith***
6.	***Antonina Grant***
7.	***Judene Edgar***
8.	***Joanie Wilson***

Appendix B – Certificate

Nelson Marlborough Institute of Technology Limited

(the **Company**)

Directors' certificate relating to payment of remuneration or benefits to directors insurance

(Sections 161(4) Companies Act 1993)

Payment of remuneration or benefits to directors

The persons named below, being all of the directors of the Company who voted in favour of resolutions dated on or about the date of this certificate (the **Board Resolutions**) authorising, amongst other things, the Company to pay directors fees as follows (with effect from 1 April 2020 for each financial year):

	Name of Director	Remuneration
1.	***Daryl Wehner***	***$33,490***
2.	***Tracy Johnston***	***$20,931***
3.	***Charles Newton***	***$16,745***
4.	***Kathy Grant***	***$16,745***
5.	***Patrick Smith***	***$16,745***
6.	***Antonina Grant***	***$16,745***
7.	***Judene Edgar***	***$16,745***
8.	***Joanie Wilson***	***$16,745***

certify that, in their opinion the provision of such remuneration is fair to the Company, upon the following grounds:

(a) the remuneration has been determined by the Shareholder in accordance with the Fees Framework (as defined in the Crown Entities Act 2004) and has been approved by the Shareholder;

(b) the remuneration is reasonable and fair to the Company and is appropriate;

(c) the fees appropriately reflect the time and effort devoted to the Company by the directors, taking into account their role on the board;

(d) the directors have extensive expertise and experience in the industry in which the Company operates, or otherwise relevant to the industry in which the Company operates; and

(e) it is beneficial to the Company and its shareholders to remunerate and incentivise directors to encourage and motivate performance by the directors, and align individual director goals with Company goals.

Execution of certificate by counterpart and electronic signature

This certificate may be signed:

(a) through the application of an individual signatory's electronic signature, where the individual has expressly authorised such use of his or her electronic signature; and/or

(b) in any number of counterparts, including by PDF copy, each of which is be deemed to be an original and, when taken together, constitutes the same document.

DATED 3 APRIL 2020

Signed by

Chairperson (Daryl Wehner)

Deputy Chairperson (Tracy Johnston)

Director (Charles Newton)

Director (Kathy Grant)

Director (Patrick Smith)

Director (Antonina Grant)

Director (Judene Edgar)

Director (Joanie Wilson)

(being all the directors of the Company)

ACTION ITEMS FROM NMIT BOARD MEETING – 3 APRIL 2020

Chair: Daryl Wehner

ACTION ITEMS FROM 3 APRIL MEETING

TASK	RESPONSIBLE	DEADLINE	STATUS UPDATE
Prepare financial scenarios for NMIT that reflect COVID-19 scenario modelling – student numbers, learning, Impact on 2021 and 2022. Also opportunities for collaboration within ITP for responding to COVID-19.	V Bryson	20-April 2020	Work in progress.
Review delegated authority to CEO as referred to in NOTES: S (iii).	L Sloan	20 April 2020	Complete
Review coverage for director and officer insurance, and specifically which – if any – NMIT officers are included. See NOTES: Y.	V Bryson	20 April 2020	The NMIT Executive Team and also Tier 3 post holders who have a title of Director are covered as NMIT Officers to a value of $2m in any one loss.
Consult with Board about dates for the next meeting and confirm the schedule of meetings for 2020.	E Bean	20 April 2020	Complete
Physical NMIT site induction for directors	E Bean	When appropriate	Work in progress

ACTION ITEMS FROM 7 NOVEMBER MEETING

TASK	RESPONSIBLE	DEADLINE	STATUS UPDATE
Present NMIT's Business Continuity Management Plan to Council	G Kerr	11 June 2020	To be carried forward please and presented to Board in July meeting

Te Kaupapa: Chief Executive Report

1. PURPOSE:

FUNCTION:	For Information
NĀ:	Liam Sloan, Chief Executive
TE RĀ:	May 18th 2020
PURPOSE:	The purpose of this paper is: To provide the Board with an update concerning NMIT Chief Executive business for the period March 19th – May 5th 2020.
RECOMMENDATION(S):	That the Board receives the Chief Executive's report for their information.

2. POINTS OF INFORMATION:

2.1 Property

2.1.1 Campus Services implemented a stringent all campuses lock down procedure. This included comprehensive security checking. Introduced a process that requires CE approval for campus access during Alert Level 3, this was supported by a risk assessment and COVID-19 checklist.

2.2 Team NMIT Engagement Activities

2.2.1 A number of staff forums have taken place during this reporting period, due to COVID-19, as a way to keep Team NMIT engaged and informed. We saw record numbers join the online virtual forums with the CE which is really encouraging.

2.2.2 I have initiated a number of virtual 'Friday night drinks' hosted through Zoom, and again, these have proven to be rather popular. It's been great to see a large number of colleagues engaging with cross-departmental teams which wouldn't necessarily occur when on campus.

2.2.3 On 28 and 29 April, a series of professional development sessions were facilitated by colleagues online, to showcase best practice and also upskill Team NMIT of the various online platforms we're now using for teaching and learning, such as Moodle, Zoom, Skype for Business, Microsoft teams. Sessions also took place tailored to business support team members, focusing on team engagement through the abovementioned platforms and further exploring their functionality.

2.3 External Stakeholder Engagements

2.3.1 Weekly virtual Chief Executive meetings are taking place, hosted by NZIST where sector wide issues and information is discussed.

2.3.2 Virtually attended the Te Tauihu Intergenerational Strategy Steering Group meetings on 30 March and 15 April 2020. Representing NMIT on this Steering Group ensures that we are seen as a collaborative partner committed to supporting our region develop strategies for future growth and sustainability.

2.3.3 Virtually attended the quarterly INNOVATE Board meeting on 2 April 2020 where we continue to drive efficiency and effectiveness of the Mahitahi Colab.

2.3.4 On 28 and 30 April, I hosted a total of four live Q&A session for NMIT learners. These were also attended by the SANITI Student President. Over the four session, approx. 25 learners attended, raising concerns, but also praising a number of our colleagues for the great work they have undertaken in regards to teaching and learning during COVID-19.

2.3.5 There has been a noticeable reduction in the number of external engagement activities over this reporting due to COVID-19, however, internal engagement activities and meetings have certainly increased during this time.

2.4 People and Culture

2.4.1 There has been a temporary freeze on all non-essential recruitment.

2.4.2 Team NMIT have engaged well with working from home at Alert Level 4 and now Alert Level 3. Learners and team members are now growing concerned around the impact that further delaying practical components may have on completion rates and of course this worry is adding to stress levels (learners and team). We continue to monitor wellbeing and offer support as appropriate.

2.4.3 I have been engaging with people Managers on a weekly basis where we receive feedback on the wellbeing of Team NMIT. Overall feedback is generally positive and where concerns have been discussed they have been addressed accordingly. At the end of April we launched a pulse survey to capture engagement and wellbeing (refer to COVID-19 update paper for results)

2.4.4 On 1 May my resignation was announced to Team NMIT and external stakeholders. The Board are currently working through a recruitment plan and considering interim arrangements. Liam's last day at NMIT will be Friday 28 August.

2.4.5 A number of conversations are taking place with Ara Institute of Canterbury in relation to executive support structure.

2.5 Safety, Health & Wellbeing

2.5.1 A working from home self-assessment form was established and this has been completed by over 250 staff. The H&S Advisor has reviewed every single assessment and has followed up with staff who had requested additional resources i.e. monitors, keyboards, chairs etc.

2.5.2 Campus Services and IT organised a pick-up process (once we came out of Alert Level 4) where staff could collect pre-requested items from Campus while maintaining social distancing.

2.6 Tertiary Education Commission – 2020 Funding

2.6.1 In March, ITP CEs received confirmation from TEC that plan payments will be made in 2020 without under-delivery or EPI-related recoveries. For NMIT this means no clawback for under delivery or withdrawals.

2.7 Centre of Vocational Excellence

2.7.1 Eastern Institute of Technology (EIT) were successful in their bid to be the hosting ITP for the application from the Food and Fibre Skills Establishment Groups (FFSEG) Expression of Interest to the TEC to be the Centre of Vocational Excellence for Primary Industries. It is anticipated that the outcome of the Expression of Interest process will be announced sometime in May.

2.7.2 NMIT alongside the Bragato Research Institute and Marlborough Research Centre continue to sit on the FFSEG to ensure they are key education providers in relation to primary industries as the model evolves.

2.8 NZIST Academic board

2.8.1 In March, Chief Executives were invited to nominate individuals to sit on the Academic Board of NZIST. Susan Smart, Executive Director – Customer Experience and Excellence was nominated and has been successful in the application. Sue will sit on the board for a tenure of two years.

2.9 Marlborough Campus

2.9.1 Innovative pathways have been nimbly implemented to cater for the growing number of people looking for career change as a result of the COVID-19 situation. Coming from hospitality, tourism, retail and other sectors enrolments into online distant delivery in both NZ Certificate in Horticulture Level 3 (General) and Bachelor Degree in Viticulture and Wine has been significant. Quickly establishing occurrences for 4 May 2020 starts of part time study options that will smoothly integrate into semester 2 deliveries for those choosing to continue is smart thinking.

2.9.2 A MOU with Invest Training Ltd has been signed following considerable negotiation. This will see Invest delivering NMIT NZ Certificate in Horticulture Level 3 (General) across the country to businesses employees. Potential for other deliveries, such as Animal Care for NZ RSPCA staff, are also being discussed.

2.9.3 Due to the unique circumstances of RNZAF students being in lockdown together at Base Woodbourne, we have been able to re-commence face to face delivery of the DARs programme during Alert Level 3. A limited number of specialist staff now have access to the NMIT campus on base with mitigation of risks through Safety Management Systems and protocols adhering to the COVID-19 rules from Government, Defence Force and NMIT. Plans and preparations and are also underway to ensure health, safety and wellbeing for the other very practical aviation engineering programmes to re-commence once alert levels allow.

2.9.4 Discussions and plans continue between Marlborough Research Centre (MRC) and NMIT for additional future-focussed developments at our Budge Street campus following the opening of the Bragato Research Winery. MRC are keen to invest during 2020 to further enhance flexible, multi-use facilities on-campus.

2.9.5 Marlborough Director and Management staff are strengthening regional relationships across industry and the community. Two examples are regular participation with Smart and Connected Labour and Skills Steering and Sub-groups and the daily, now weekly Inter-agency COVID-19 Te Tau Ihu update.

2.10 TANZ eCampus

7.1 CE REPORT Feb 2020	
Overall	**Key Trends and Insights:**
✓ The year to date surplus/(deficit) at the end of February is ($156,610). ✓ An improvement of $99,000 compared with January's YTD deficit. ✓ 24% ahead with revenue compared to same time 2019 ✓ 19% ahead with EFTS compared to same time 2019 (our EFTS increased in $ value) × 83 EFTS behind target to achieve 1,200 2020 target ✓ Cancellation rate reduced to 44%, from the 54% from the last 6 months. ✓ 7% increase in number of applications compared to same time 2019 ✓ 53% of applications already converted, 253 still open ✓ Overall learner success rate: 70% Maori: 60% Non-Maori and non-Pasifika: 74% Pasifika: 64% ✓ Direct education costs (including staff and contractor markers, facilitators and advisors) is below budget by $281,000 YTD. ✓ Other Personnel costs are below budget by $248,000 though this is subject to reflecting the control being maintained to match activity to costs, especially direct learner costs. ✓ Expenses remain well controlled with some minor timing differences. ✓ Amortisation costs are in the range expected YTD.	× Revenue YTD is $0.54M worse than budget. = Capitalisation of personnel costs and expenses to Work in Progress for February is still to be finalised. Budget for February capitalisation was $173,000. ✓ This year's YtD revenue is a reflection of sales made in last year. This year's sales will be reflected in coming months. There will be no impact on invoiced EFTS immediately. ✓ Keep monitoring on seasonal variation regards cancellation
Impact on TANZ eCampus / Stakeholders:	**Actions / Steps being taken:**
✓ Driving revenue without close tracking of expenses would have a negative financial impact on eCampus, and corresponding implications for shareholder ITPs. ✓ Ability to position eCampus, and support TANZ ITP positioning regards sector online strategy expectations. ✓ Any negative results / poor results will impact on ITP learners, as well as perception of TANZ eCampus brand. ✓ Drop in cancellation rate – impact on learner success rates will become visible in the coming months	✓ Focus on attrition and cancellations: more work into preparing learners with big group of open applications. ✓ Analysing sales targets in relation to the revenue / EFTS targets: improving understanding on what is needed now to be able to reach future targets. Setting of accurate sales targets. ✓ Targeted marketing is underway to assist with EFTS – this is part of the Market Led, Market Driven initiatives ✓ Industry opportunities progressing within Construction , Fisheries and Apples and Pears. ✓ Apples and Pears pilot progressing well, with positive feedback. Industry led hui' being organised for May, with TEC support. We are an invited participant. ✓ Planning to support Voc Educational sector in response to Covid19. ✓ Product development on target

3. APPENDICES

Appendix One – Workforce profile (as at 30 April 2020)

Liam Sloan 5 May 2020

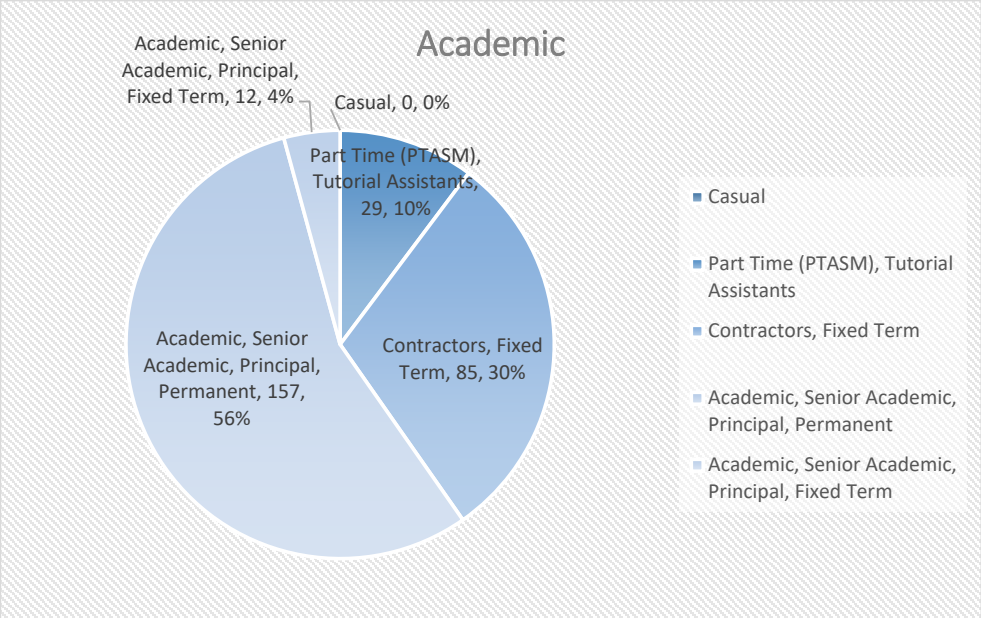
APPENDIX ONE: WORKFORCE PROFILE

Summary:

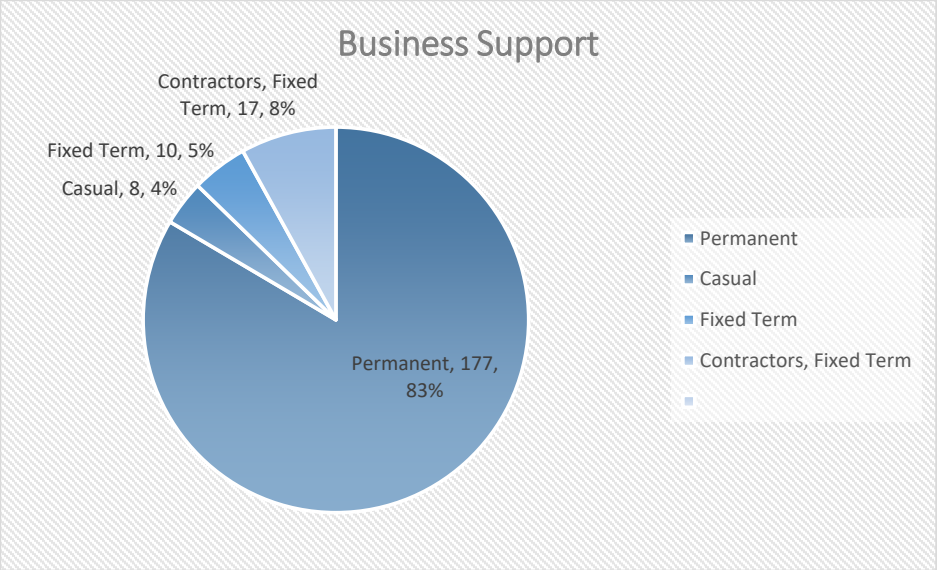
- Overall headcount as at 30 April 2020: 369
- Full time equivalents: 297
- Service profile for academic team members:
- Service profile for business support:
- Sick leave pattern:
- Annual leave liability :
- Age profile:

Staff profile:

Provides the headcount of **academic** team members by employee type and contractor numbers.

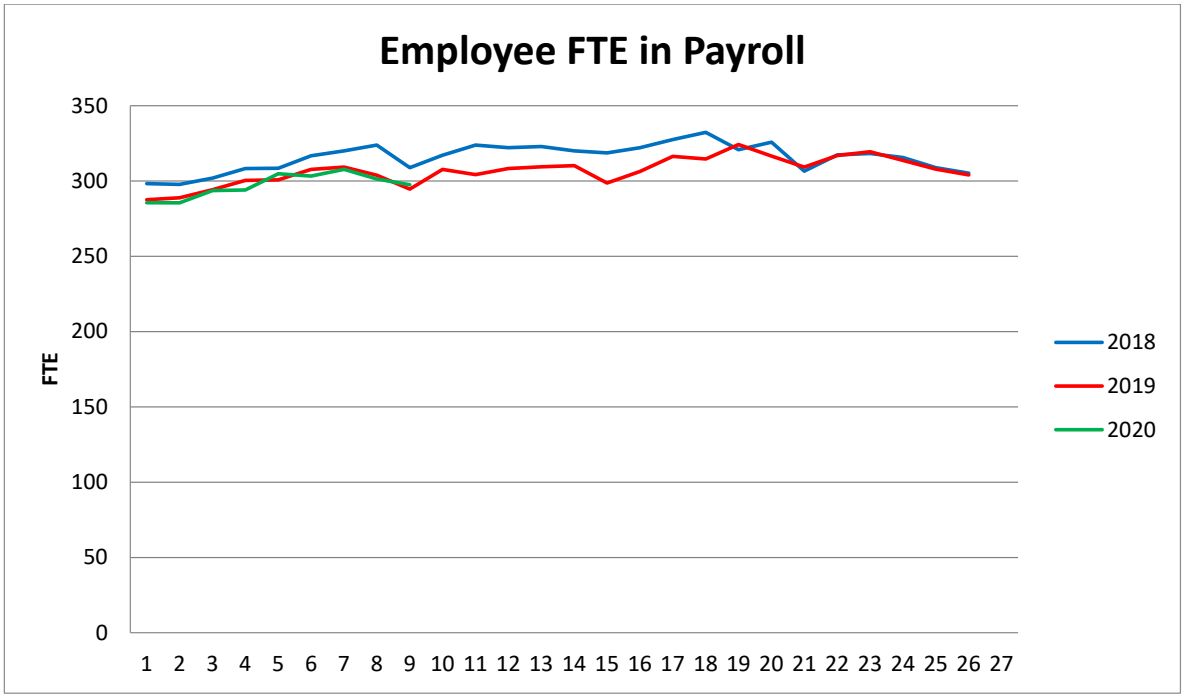


Provides the headcount of **business support** team members by employee type and contractor numbers.



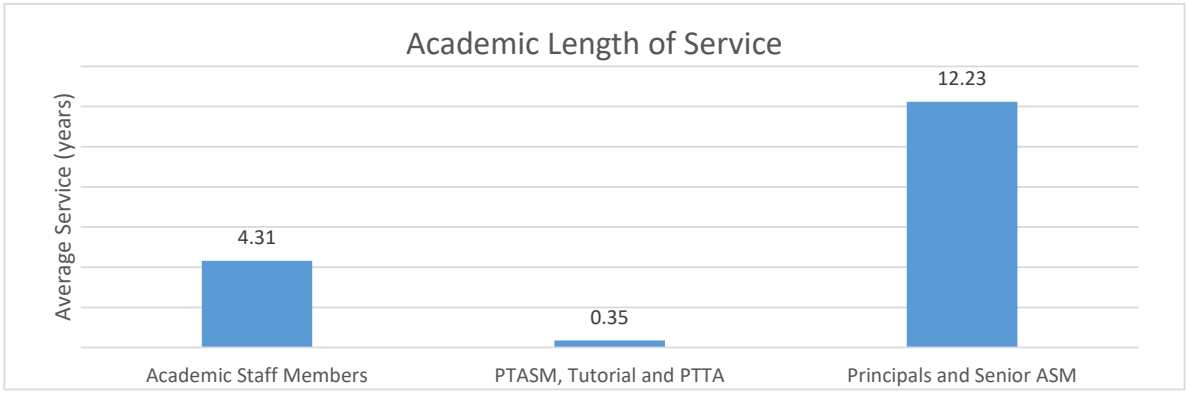
FTE

Provides the Full Time Equivalent of the NMIT Ltd workforce

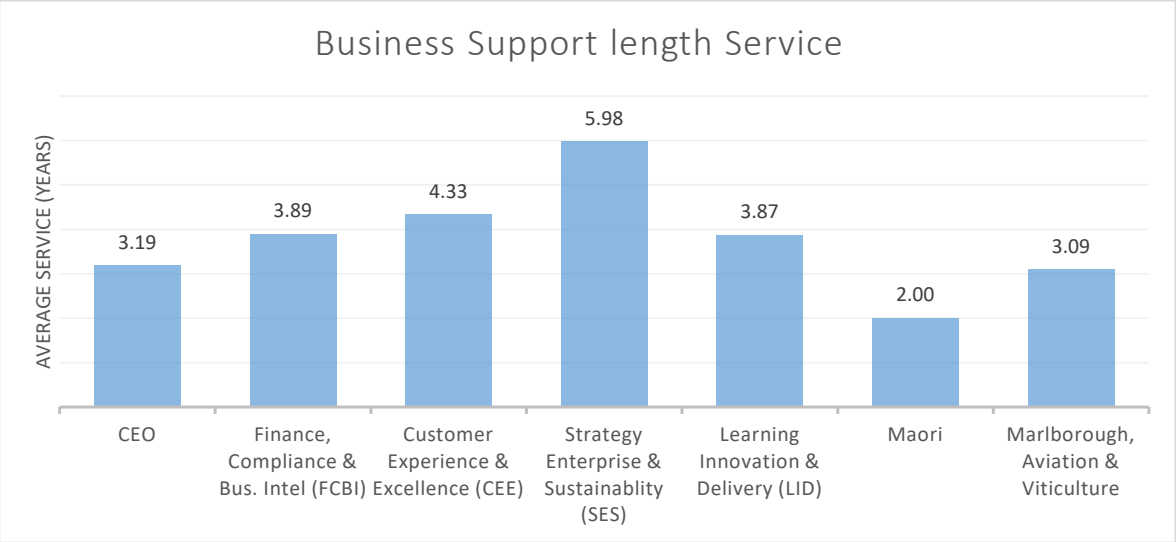


Service Profile

Provides the Length of service for **academic team** members.

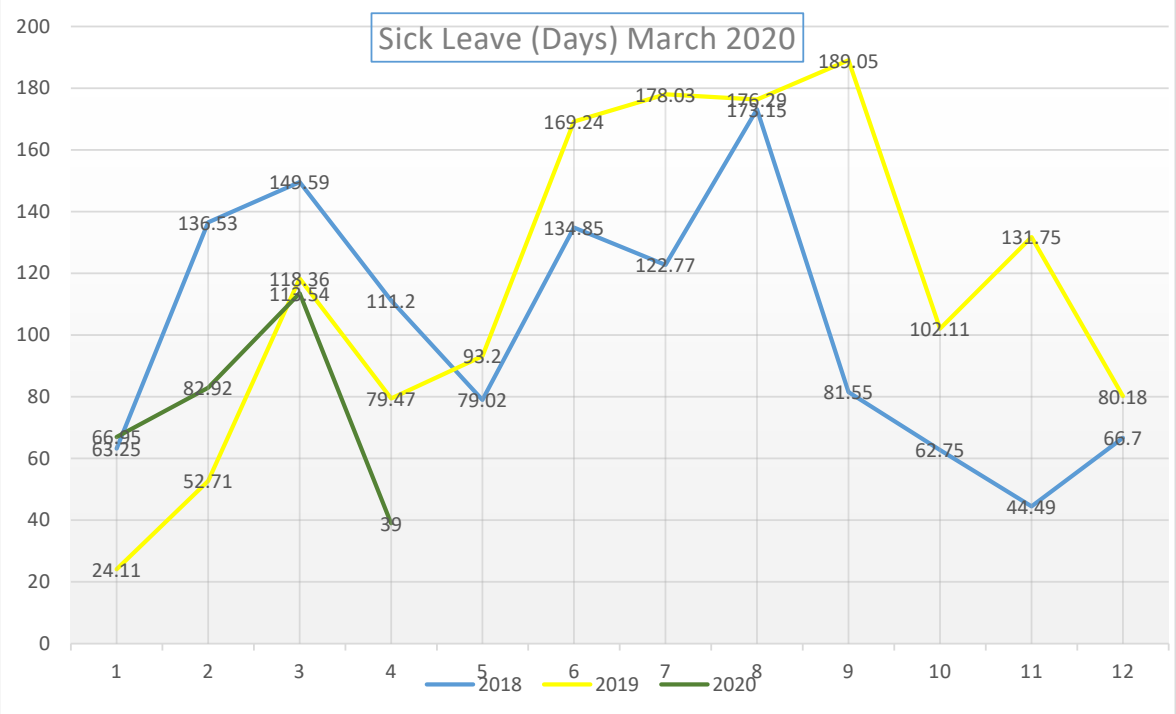


Provides the length of service profile for **business support** team members.



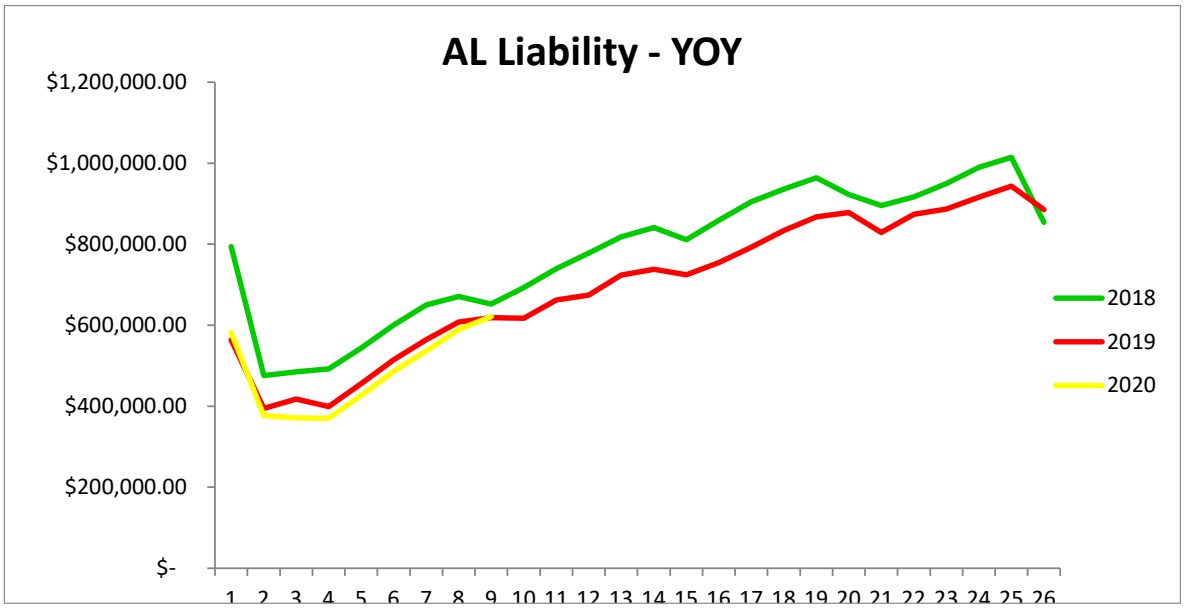
Sick Leave

Provides sick leave usage by number of days taken by all team members



Annual Leave

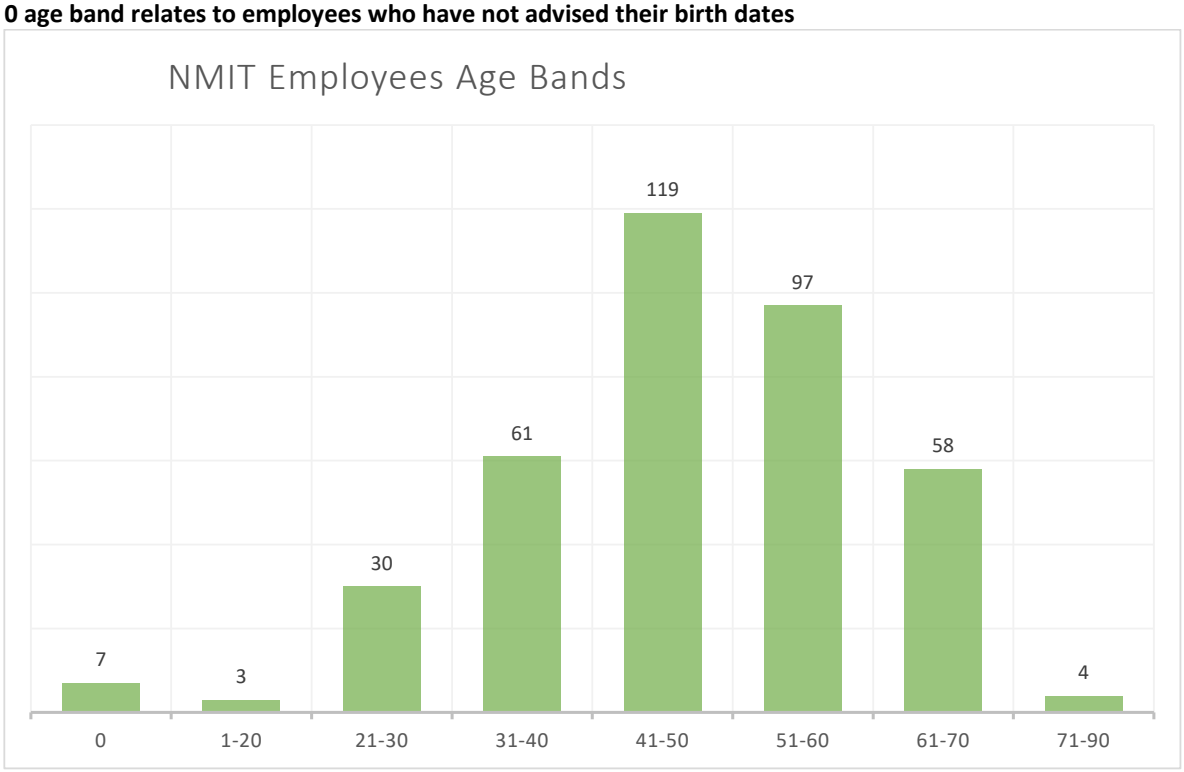
Provides annual leave dollar value – Year on Year



Age Profile

Provides the age profile across the institute

0 age band relates to employees who have not advised their birth dates



Te Kaupapa: NMIT 5 Year Strategy

1. PURPOSE:

Function:	For Discussion
Nā:	Liam Sloan, Chief Executive
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is: To inform the new Board of NMIT Limited how the previously endorsed NMIT strategy aligns to the charter of the New Zealand Institute of Skills and Technology (NZIST).
Recommendation(s):	It is recommended that that the Board: 1. Receive the report 2. Endorse the current five-year strategy 3. Recognise the alignment of existing five-year strategy against NZIST charter requirements 4. Determine future reporting requirements in relation to strategy progress.

2. SUMMARY:

NMIT developed a five-year strategy but consequently there have been a number of major changes including NMIT becoming NMIT Ltd; a new Board of Directors being appointed; COVID-19 etc. This is an opportunity to revisit strategy, at a high level, to determine future action and direction.

3. ATTACHMENT:

- NMIT 5 Year Strategy

TE KAUPAPA: NMIT 5 YEAR STRATEGY

1. BACKGROUND/INTRODUCTION:

1.1 NMIT developed a strategy that was confirmed fit for purpose having been developed and influenced by a range of stakeholders. As the environment within which we are now operating, it is imperative that we review our strategy to ensure it is still fit for purpose. With the introduction of a new Board this is the perfect time for us to review our strategy to ensure it aligns with the NZIST charter.

2. POINTS OF INFORMATION:

2.1 Throughout 2019 the Executive Team collaborated with a significant number of stakeholders to shape and influence a new five year strategy for NMIT.

2.2 Later in 2019 the then Council of NMIT endorsed a five year strategy (2019-2024).

2.3 The five year strategy was launched to Team NMIT in Semester 2 of 2019.

2.4 Since launching the strategy the Council were regularly receiving Strategy Progress Reporting updates from the Executive Team.

2.5 When the Reform of Vocational Education (RoVE) was announced, a significant amount of time was focussed on collaboration and influencing decision making which resulted in less direct attention being paid to strategy implementation.

2.6 Earlier in 2020 the Council gave permission to the Chief Executive and Executive Team to continue to focus on other priorities reducing the requirement to continue reporting on strategy progress.

2.7 In April 2020 NMIT ceased to exist and now operates as NMIT Limited.

2.8 In April 2020 eight Directors were appointed to NMIT Limited. Five of whom are new to NMIT.

2.9 NMIT Limited is a subsidiary of NZIST.

2.10 NZIST have a charter which sets out its purpose and promises.

nmit
2019 – 2024
Strategy
Our Purpose
O Tātou Aronga
Collectively preparing world and work ready graduates
Our Values
O Tātou Uara
• Manaakitanga – people are at the centre of our being
• Pono – we will deliver on our promise
Our Difference
O Tātou Rereke
• Graduates who are valued by employers
• First choice for high quality and relevant training and education across Te Tau Ihu
Our Plan
O Tātou Mahere
• Motivated and clever teams
• Exceptional vocational opportunities
• Financial fitness
• Active collaboration
• Standing out educationally
• Gearing up for the future
nmit.ac.nz

NMIT's extraordinary future
Geared up for the future and financially fit, NMIT is the first choice for clever people to work; people who are motivated to deliver exceptional vocational opportunities for learners. Preferred by employers, our world and work ready graduates get jobs where ever in the world they want to live. By actively collaborating, we contribute to the liveliness of our Te Tau Ihu community and are a standout in New Zealand's tertiary education network.
nmit
2019 – 2024
Strategy
Standing out educationally
FIRST UP, WE WILL:
1. Continually improve education outcomes for learners.
2. Improve every aspect of learner experience.
NMIT punches above its weight. Internationally recognised, we are an educational standout in New Zealand's tertiary education network; a NZQA Category 1 provider in the top 25% of Institutes of Technology and Polytechnics for course and qualification completion rates – a position we are proud of. We help people progress from one level of qualification to the next, removing barriers that might be in their way. Learners do well here because the focus is on "achievement by all". Knowing that perfection is a journey, we actively listen to make the NMIT experience better.
Exceptional vocational opportunities
FIRST UP, WE WILL:
1. Ensure curricula meets needs of learners and industry.
2. Think outside the box when designing curricula and its delivery methods.
3. Identify opportunities for all learners to engage in 'real work'.
Doors open for NMIT graduates. With input from industry and a finger on the global pulse, our polished programmes teach what's needed for people to do well in their chosen vocation. Employers want our learners for work placements because when they have finished their qualification, they are ready for work. We are efficient and nimble, moving with the times to strengthen our programme areas, proudly wearing the label "provider of choice" for a number of sectors. In particular, with a high chance of getting a job after graduating, people seek out our industry backed specialisms, such as aquaculture, maritime, aviation engineering, conservation, viticulture and winemaking.
Motivated and clever teams
FIRST UP, WE WILL:
1. Invest in Team NMIT from the day people start work.
2. Activate Team NMIT.
3. Enhance our modern and inclusive workplace.
NMIT is an awesome place to work. The best people choose to work at NMIT; leaders who are clever and motivated to look for opportunities and problem-solve; people who we invest in and whose successes are widely celebrated. Our unique recruitment process involves people from across campus, including learners, helping to build a team of industry-savvy tutors who deliver informed programmes in a modern workplace. We are inclusive and flexible, living our values of Manaakitanga and Pono.
Active collaboration
FIRST UP, WE WILL:
1. Implement Te Ara Wai Strategy, and develop strategic partnerships with the eight Te Tau Ihu iwi and other Māori entities.
2. Improve external stakeholder engagement and experience.
NMIT is always an active team player. Being in the know helps us remain relevant to what school leavers are looking for and what is needed in the workplace. Understanding our drive to prepare world and work ready graduates, others willingly work with us to improve our programmes and involve us in regional initiatives. We collaborate with other technical institutes and polytechnics, teaching some of their programmes and sharing knowledge and resources. Likewise, we have strong relationships with NZQA and TEC, as we work together to make sure the best is available for learners.
Financial fitness
FIRST UP, WE WILL:
1. Use effective and timely data to inform decisions.
2. Meet or beat approved budget.
NMIT is a skilled financial manager. Being financially fit is pivotal to our reputation, attractiveness as an employer, and our ability to invest in our people, infrastructure, campuses, and research and development. The NMIT financial journey is transparent – from robust budget setting, to regular reviews and reforecasting throughout the year. With powerful data at their fingertips, our departments are accountable for making the right decisions, tracking their own finances and seeing how they fit into the bigger picture. We look to extend existing revenue streams and add new ones. One major piece of our work is the Capital Asset Management (CAM) Plan, which looks at how we can better use our land to invest in the future.
Gearing up for the future
FIRST UP, WE WILL:
1. Invest in new technology and innovations.
2. Further develop and rollout the CAM Plan.
3. Ensure Team NMIT understands its role in the delivery of our six strategic priorities.
NMIT is well-prepared for today, and tomorrow. We understand who the future learner might be and what they might need. Therefore, we are well-equipped with modern technology, embracing digital tools that are flexible and useful for people's work and lifestyles. The Capital Asset Management (CAM) Plan helps us better understand our physical space – how our real estate is used now and by who, and how our multipurpose facilities should be used in the future. It underpins our roadmap for campuses in Nelson and Marlborough, so we can deliver the best for our learners and for us, while effectively connecting us with the city and town.

Schedule 22
NZIST's charter

s 222C(1)

1 The New Zealand Institute of Skills and Technology (**NZIST**) exists to perform the functions set out in **section 222B**.

2 NZIST will be responsive to the needs of all regions of New Zealand, their learners, industries, employers, and communities.

3 To meet the needs of regions throughout New Zealand, NZIST must—

(a) offer in each region a mix of education and training, including on-the-job, face-to-face, and distance delivery that is accessible to the learners of that region and meets the needs of its learners, industries, and communities; and

(b) operate in a manner that ensures its 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 their communities; and

(c) ensure that international learners are attracted to train and study in regions throughout New Zealand; and

(d) ensure that there is collaboration across its national network; and

(e) maintain a high-quality coherent network of infrastructure that meets regional skills needs.

4 NZIST must operate in a way that allows it to—

(a) empower students and staff on academic, non-academic, and well-being matters and matters relating to the organisation's practices and services; and

(b) develop meaningful partnerships with—

(i) industry across the country, including Māori and Pacific employers, smaller employers, and those operating in niche sectors; and

(ii) communities at a local level, including hapū and iwi, and Pacific communities; and

(c) use the insights gained through partnerships to—

(i) develop and provide vocational education and training that meets short-term and long-term skills needs; and

(ia) expand industry training into smaller employers and niche sectors; and

(ii) align education and training delivery to support the unique social and economic goals of local communities; and

(iii) work towards equity for learners and staff of different genders, ethnicities, cultures, and abilities; and

(d) reflect Māori-Crown partnerships in order to—

(i) ensure that its governance, management, and operations give effect to Te Tiriti o Waitangi; and

(ii) recognise that Māori are key actors in regional social, environmental, and economic development; and

(iii) respond to the needs of and improve outcomes for Māori learners, whanau, hapū and iwi, and employers; and

(e) hold inclusivity and equity as core principles, recognising and valuing the diversity of all of its learners, and providing the unique types of support different learners need to succeed; and

(f) meet the needs of all of its learners, in particular those who are under-served by the education system, including, but not limited to, Māori, Pacific, and disabled learners; and

(fa) promote equitable access to learning opportunities for learners across all regions; and

(g) have culturally responsive delivery approaches, whether on campus, in the workplace, online, or otherwise; and

(h) work collaboratively with schools, wananga, and other tertiary education organisations (including workforce development councils) to improve the outcomes of the education system as a whole, including the transition of learners into employment.

5 In giving effect to clause 4, NZIST must ensure that—

(a) students and employers can transition seamlessly between delivery sites and educational modes, including between workplaces and other forms and places of learning; and

(b) programmes of study and qualifications are portable and consistent, yet flexible enough to meet local needs; and

(ba) the academic integrity of the education and training programmes it delivers is protected; and

(c) New Zealand's reputation as a quality study destination for international learners is sustained; and

(d) the range of education and training options available to learners and employers is appropriately broad and current; and

(e) future skill needs are anticipated and quickly responded to; and

(f) teaching and learning is supported by research, evidence, and best practice; and

(g) learning pathways provide learners with a range of opportunities to progress to higher levels of education and training, and also into employment; and

(h) the needs of adult and second-chance learners are afforded high priority.

3. POINTS FOR DISCUSSION

3.1 The purpose, values and plan of NMIT's five-year strategy.

3.2 Alignment of NMIT's five-year strategy with NZIST Charter.

4. ALIGNMENT TO BUSINESS STRATEGY:

NZIST Charter	**Standing out educationally**	**Exceptional vocational opportunities**	**Motivated and clever teams**	**Active collaboration**	**Financial fitness**	**Gearing up for the future**
NZIST will be responsive to the needs of all regions of New Zealand, their learners, industries, employers, and communities.	X	X	X	X	X	X
To meet the needs of regions throughout New Zealand, NZIST must—						
a) offer in each region a mix of education and training, including on-the-job, face-to-face, and distance delivery that is accessible to the learners of that region and meets the needs of its learners, industries, and communities; and	X	X				
b) operate in a manner that ensures its 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 their communities; and				X		X
c) ensure that international learners are attracted to train and study in regions throughout New Zealand; and	X	X		X	X	
d) ensure that there is collaboration across its				X		

NZIST Charter	Standing out educationally	Exceptional vocational opportunities	Motivated and clever teams	Active collaboration	Financial fitness	Gearing up for the future
national network; and						
e) maintain a high-quality coherent network of infrastructure that meets regional skills needs.				X		X
NZIST must operate in a way that allows it to—						
a) empower students and staff on academic, non-academic, and well-being matters and matters relating to the organisation's practices and services; and	X	X	X	X		
b) develop meaningful partnerships with— i. industry across the country, including Māori and Pacific employers, smaller employers, and those operating in niche sectors; and		X		X		X
ii. communities at a local level, including hapū and iwi, and Pacific communities; and		X		X		X
c) use the insights gained through partnerships to— i. develop and provide vocational education and training that meets short-term and long-term skills needs; and a. expand industry training into smaller employers and niche sectors; and	X	X		X		X
ii. align education and training delivery to support the unique social and economic goals of local communities; and		X		X		X
iii. work towards equity for learners and staff of different genders, ethnicities, cultures, and abilities; and	X					

NZIST Charter	Standing out educationally	Exceptional vocational opportunities	Motivated and clever teams	Active collaboration	Financial fitness	Gearing up for the future
d) reflect Māori-Crown partnerships in order to— i. ensure that its governance, management, and operations give effect to Te Tiriti o Waitangi; and			X	X		X
ii. recognise that Māori are key actors in regional social, environmental, and economic development; and		X		X	X	X
iii. respond to the needs of and improve outcomes for Māori learners, whanau, hapū and iwi, and employers; and		X		X		X
e) hold inclusivity and equity as core principles, recognising and valuing the diversity of all of its learners, and providing the unique types of support different learners need to succeed; and	X					
f) meet the needs of all of its learners, in particular those who are under-served by the education system, including, but not limited to, Māori, Pacific, and disabled learners; and a. promote equitable access to learning opportunities for learners across all regions; and	X					
g) have culturally responsive delivery approaches, whether on campus, in the workplace, online, or otherwise; and	X	X	X		X	X
h) work collaboratively with schools, wananga, and other tertiary education organisations (including workforce development councils) to improve the outcomes of the education system as a whole, including the transition of learners into		X		X		

NZIST Charter	Standing out educationally	Exceptional vocational opportunities	Motivated and clever teams	Active collaboration	Financial fitness	Gearing up for the future
employment.						
In giving effect to clause 4, NZIST must ensure that—						
a) students and employers can transition seamlessly between delivery sites and educational modes, including between workplaces and other forms and places of learning; and	X	X				X
b) programmes of study and qualifications are portable and consistent, yet flexible enough to meet local needs; and a. the academic integrity of the education and training programmes it delivers is protected; and	X	X				
c) New Zealand's reputation as a quality study destination for international learners is sustained; and	X	X		X	X	X
d) the range of education and training options available to learners and employers is appropriately broad and current; and		X		X		
e) future skill needs are anticipated and quickly responded to; and		X		X	X	X
f) teaching and learning is supported by research, evidence, and best practice; and		X				
g) learning pathways provide learners with a range of opportunities to progress to higher levels of education and training, and also into employment; and		X				
h) the needs of adult and second-chance learners are afforded high priority.		X				

Te Kaupapa: COVID-19 Response and Update

1. PURPOSE:

Function:	For Information
Nā:	Liam Sloan – Chief Executive
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is: To provide the NMIT Ltd Subsidiary Board with an update on the NMIT response to COVID-19.
Recommendation(s):	It is recommended that the Board receives the May COVID-19 Response and Update report.

2. SUMMARY:

NMIT is now planning its move into Alert Level 2 after working remotely and delivering programmes online under Alert Levels 3 and 4. NMIT operated under a set of guidelines for Alert Level 3 (Appendix 2) and the team has completed its guidelines in preparation for Alert Level 2 (Appendix 3). Key activities to date are summarised in the Appendix 1 timeline.

STUDENTS
The NMIT website continues to be updated with key information for students as it becomes available and we have been working closely with SANITI to stay in touch with students. There have been four online Q & A forums co-hosted by the Chief Executive and SANITI President. Feedback from students at these sessions showed that most were feeling well supported by their tutors but would like more information specific to NMIT.

There has been a marked upskilling in technology expertise and recent demand for printed material has been lower than expected, showing an improvement in student (and staff) capabilities for online learning and teaching. Reports from curriculum areas show that programmes have online delivery well underway with the main issue being the inability to address the practical components of delivery under the current Alert Level. Where there is less technical capability, for example, supported training and Foundation learners, online meetings are supplemented with printed resources, Moodle, phone calls, emails and consistent follow-up sessions.

Devices for online learning have been prepared for students and as at 1 May there were 40 devices ready for distribution. Preparation of additional devices will continue following the announcement of the Technology Access Fund for Learners (see below) with the aim of more going out to students in due course.

From the outset, the Learner Services team took a proactive approach to supporting students and extended NMIT's 0800 number making it operational 24/7 and extending its services to all students, international and domestic. NMIT learner support staff (supported by those redeployed from other teams) phoned all priority students including those on the equity register, Māori and Pasifika and international students. In addition, Curriculum Areas have continued contacting individual students who are not engaged in their learning.

An increasing number of international students have been directed to emergency support for food parcels when it became apparent they did not have the funds to support themselves without supplementing their income through employment.

NMIT has continued to deliver to partners in China through online platforms and now has almost 900 students studying in China online. Online learning has been provided since the China travel ban using tutors, mentors and wrap around pastoral support including mandarin speakers.

There has been an increase in reported academic misconduct due to plagiarism with each case being dealt with individually. This increase was to be expected under the changed conditions students are working in, but also confirms the robustness of NMIT's quality assurance processes.

GOVERNMENT SUPPORT
There have been a number of Government initiatives to support tertiary learners and providers impacted by COVID-19.

- A short-term support package for domestic tertiary students which included an increase in loan allowances for course related costs and ongoing support payments for students unable to study online. · The Technology Access Fund for Learners (TAFL) was launched to help ITPs provide devices, internet connection and technical support to learners and in particular vulnerable learners.

- NZQA has reduced consistency review fee costs by 30%.

- NMIT has been working with NZQA to extend programme finish dates to allow practical components to be completed, for example, the Superyacht programme has just been granted an extension to November.

- NMIT has applied to NZQA to allow Semester 2 delivery to newly enrolled international students to be online from day one.

- The TEC has confirmed there will be no recoveries sought for any under-delivery against 2020 agreed funding levels.

TEAM NMIT
Our staff continue to work from home with around 400 people working remotely and full time. Those not working full time are doing hours as they are able, depending on their situation. Results from a staff survey run at the end of April, showed 91% of respondents were feeling either positive (57%) or coping (34%) when asked how they were feeling.

Most staff are managing well with their home office set-ups, mainly due to allowing team members to take their NMIT office chairs and IT equipment home. More than 250 staff have now completed home risk assessments and as a result, 47 items of equipment were collected from Nelson and Marlborough Campuses at the end of April.

Staff continue to be updated through our intranet and online Q & A staff forums have been held over the past month. There have also been online social get togethers within teams for morning teas or drinks at the end of the day. Most teams are having daily or weekly online meetings to stay in touch and keep updated. Feedback has been that most people are feeling well informed and included and for some even more so than when on campus.

The Learning Innovation and Insights Team has made a significant amount of online resources available to help tutors get up to speed before online classes began on April 6 and there have been two two-day sessions of online training for teaching staff to upskill for online teaching.

CAMPUS MANAGEMENT

Under Alert Level 3, staff completed comprehensive application and risk assessment forms to apply for campus access which can only be granted by the Chief Executive. Tutors have been on-site to prepare materials for delivery to students so they can run online practical sessions (Hospitality, Construction). Others have needed to check and maintain living materials (Aquaculture, Horticulture) while the Aviation Team has now resumed practical programme delivery to Air Force students at Base Woodbourne.

Where staff have needed equipment or office items, the Campus Services and IT Teams have arranged pick-up times where staff can collect pre-requested items from Campus while maintaining social distancing requirements..

EXTERNAL STAKEHOLDERS

The Marketing Services team has launched its Think Ahead campaign targeted at potential learners and employers impacted by COVID-19 and the job losses that are ensuing. There is a new Business and Employers section on the NMIT website which encourages businesses to partner with NMIT to provide continuing education for employees. Information provided by the NRDA Insights Summaries (Appendix 4) has tied in with, and supported, our initiatives with key local sectors.

With the announcement of the possible move of Air NZ Regional Maintenance from Nelson, NMIT is in discussions with Air NZ to see if we can work with them to identify training packages for upskilling potentially impacted staff. Discussions will continue once formal consultation is concluded.

Regionally NMIT has been working with Growing New Zealand to respond to a growth in demand for flexible online delivery options for programmes in Horticulture. We have been working with Invest Training Solutions to grow enrolments in Horticulture at Level 3. NMIT continues to work with the Food & Fibre Skills Establishment Group to ensure we are positively positioned in relation to demand for Viticulture and Wine training and are also heavily engaged in discussions relating to potential future Aquaculture training needs.

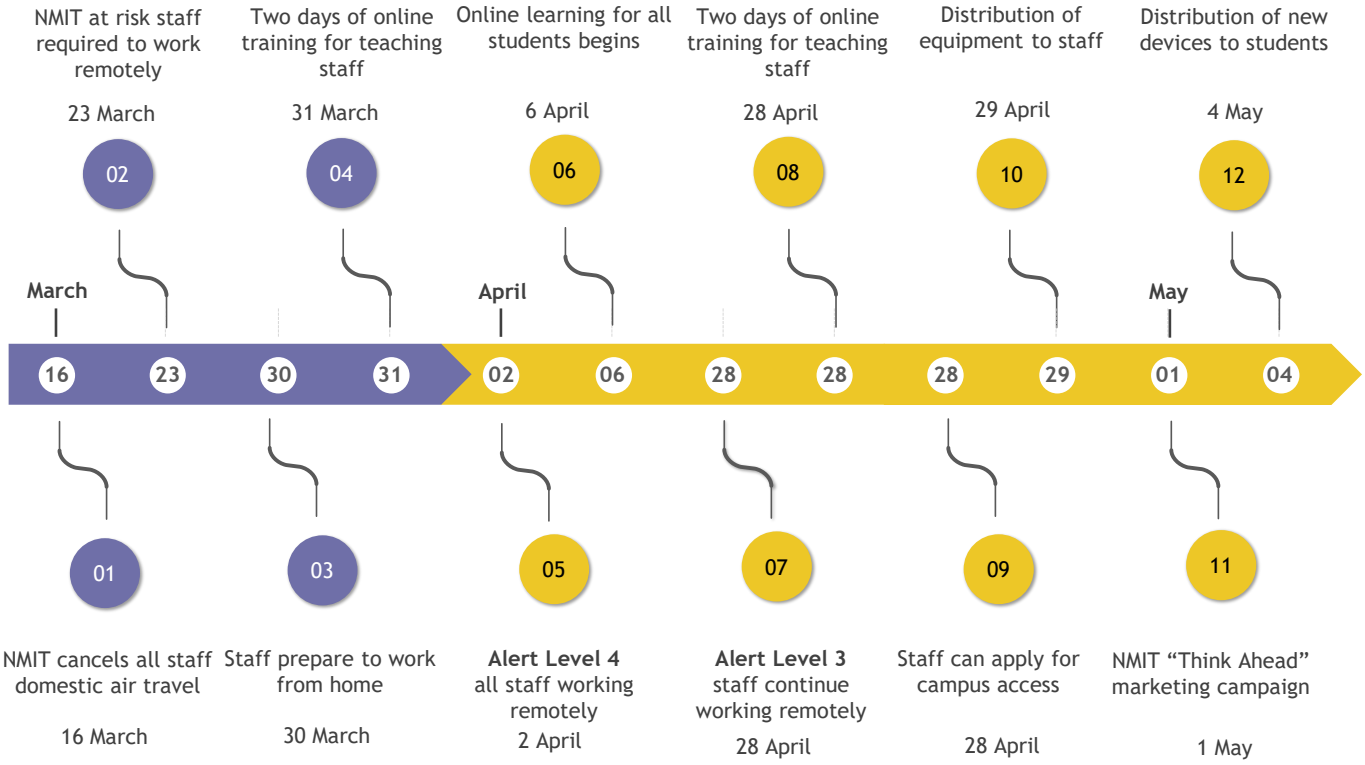
NMIT supported our tenants through Alert Level 4 with a 100% rent relief for Alton St tenants, Campus Corner Early Learning Centre and Ministry of Inspiration in Richmond for the duration of Alert Level 4. Innovate Charitable Trust (Mahitahi Colab) was given a 50% discount for the same period.

NZIST has formed a Recovery Training and Skills Needs Group that will work with industry to ensure that skills needs are met. Four working groups have been developed to respond to Construction and Infrastructure (CI); Health and Social Sciences (HSS); Primary Industries (PI) and Tourism and Hospitality (TH). So far NMIT has been approached for, and submitted nominations onto, the HSS and PI working groups and intends to engage in the CI and TH working groups.

3. ATTACHMENTS

- NMIT COVID-19 timeline
- COVID-19 Guidelines Alert Level 3
- COVID-19 Guidelines Alert Level 2
- NRDA COVID-19 Insights Summary 24 April 2020

NMIT COVID-19 TIMELINE



Changing between Alert Levels – guidelines for Tertiary Education Organisations

At every Alert Level, the following principles apply:

- Providers must maintain the ability to deliver courses remotely, and be in a position to transition to fully remote learning within 24 hours.
- If the Alert Level is **lowered**, providers may choose how best to transition their delivery, as long as they are meeting the new Alert Level requirements (e.g. providers may choose to continue with online delivery for an extended period, even if this is not required at the new Alert Level).
- If the Alert Level is **raised**, providers must transition to the new requirements by the time the new Alert Level is to come into effect (providers should be in a position to transition within 24 hours).
- Isolation arrangements must be followed for anyone coming from overseas or another region of New Zealand where there is a Level 3 or 4 alert in place.

	Overarching principles for TEOs	What this means for NMIT Limited			
		Teaching and learning	**Conducting research**	**Accommodation and pastoral support**	**Campus operations and management**

Level 3 - Restrict
Heightened risk that disease is not contained
	Principles for level 3
	• Affected educational facilities closed.
	• Education facilities not directed to close, should continue providing education services under the principles below (and to the right).
	  ○ All teaching and other activities should be done remotely wherever possible.
	  ○ Where it is not possible to deliver teaching online, some facilities may remain open (e.g. for research, post-graduate teaching, lab/workshops).
	  ○ Any class, workshops, etc., that remains open, must be limited to less than 20 people.
	  ○ Large classes or gatherings (20 or more people) are not allowed.
	  ○ Physical distancing requirements must be met in all situations.
	  ○ Work integrated learning is subject to employer's decisions.
	  ○ Vulnerable people (or those caring for/living with vulnerable people) should not carry out any on-site work or learning.
		• All teaching and other activities should be done remotely wherever possible. As such the majority of classes are online.
		• Tutors continue to ensure that resources and activities are populated onto online learning platforms.
		• Large classes/lectures (more than 10 people) are not allowed unless facilitated online.
		• Small classes, labs, workshops, tutorials, and meetings (for under 10 people) should be run remotely wherever possible. Where remote delivery is not possible, these activities may continue but must be strictly managed to ensure physical distancing requirements. These activities must be approved by the CE.
		• Delivery of practical components are only permitted in limited situations at the approval of the CE.
		• Any learning activity, approved by the CE, will require learners to sign in and out of the campus.
		• Workplace-based learning should be managed within the policies and practices being applied within each workplace and approved by Curriculum Directors in collaboration with employers.
		• Examinations should be conducted online wherever possible, but may be carried out on-site if physical distancing requirements are met and are approved by the CE.
		• Under no circumstances are vulnerable people (or those caring for/living with vulnerable people) permitted on campus.
		• In order to support ongoing engagement in learning and teaching activities it is largely accepted that some learners would prefer access to a printed version of resource learning packs. This should be coordinated in collaboration with Curriculum Managers and Directors.
			• All face-to-face research activities must stop, (with the exception of activities supporting the response to COVID-19) including public events, personal interviews, and experiments involving human subjects. These should be conducted remotely, where possible.
			• Research activity based in laboratories may continue but must be strictly managed to ensure social distancing requirements, closely following Ministry of Health advice.
			• Caring for animals and other biological materials used in research is allowed, but number of different people involved should be minimised.
			• Under no circumstances are vulnerable people (or those caring for/living with vulnerable people) permitted on campus.
				• Student accommodation, such as Nikau Apartments, should remain open and in a position to provide appropriate support to allow students to self-isolate, as required.
				• Students staying in Nikau Apartments, etc., are able to leave the accommodation under the same restrictions as apply to those living at home/in rentals.
				• Strict physical distancing and 'bubbles' should be maintained at all times (e.g. contact only with people staying in the same room; common social and recreation areas to be closed; split shift access to common areas.)
				• Student counselling and health services should continue online or over the phone. In extreme circumstances, councillors are allowed to provide face to face counselling for high risk students and or at critical incidents.
					• No visitors permitted onto campus.
					• Under no circumstances are vulnerable people (or those caring for/living with vulnerable people) permitted on campus.
					• Team members must sign in and out of campus, daily.
					• Operations staff involved in the maintenance of ICT infrastructure, facilities management, and security services may go onsite, on the approval of the CE, but only if there is no way to complete the task remotely. Physical distancing requirements must be maintained at all times.
					• Business support services gradually transition back onto campus and this will be planned and incremental being coordinated by the ED-SES.
					• Business support team spaces including, for example, finance, POD, marketing, etc., are strongly encouraged to continue meeting virtually, where physical distancing rules can be met. If meeting face-to-face is essential then this requires approval from the CE.
					• The ban remains on all staff travel, unless it is immediately essential to delivery of teaching and learning or for effective management and governance functions, and approved by the CE.
					• Gymnasiums, recreation areas, and student commons–place must remain closed.
					• Libraries will remain closed and provide online services only.
					• On-campus food retail venues will remain closed.
					• Information and Enrolments should be conducted online wherever possible, but may be carried out on-site if physical distancing requirements can be met and approved by the CE.

Changing between Alert Levels – guidelines for Tertiary Education Organisations

At every Alert Level, the following principles apply:

- Providers must maintain the ability to deliver courses remotely, and be in a position to transition to fully remote learning within 24 hours.
- If the Alert Level is **lowered**, providers may choose how best to transition their delivery, as long as they are meeting the new Alert Level requirements (e.g. providers may choose to continue with online delivery for an extended period, even if this is not required at the new Alert Level).
- If the Alert Level is **raised**, providers must transition to the new requirements by the time the new Alert Level is to come into effect (providers should be in a position to transition within 24 hours).
- Isolation arrangements must be followed for anyone coming from overseas or another region of New Zealand where there is a Level 3 or 4 alert in place.

The following guidelines have been finalised in order to ensure that by playing it safe we are all safe

	Overarching principles for TEOs	What this means for NMIT Limited			
		Teaching and learning	Conducting research	Accommodation and pastoral support	Campus operations and management
Level 2 - Reduce **Disease is contained, but risks of community transmission growing**	**Principles for level 2** • Tertiary education facilities open, with arrangements made for vulnerable students • Most activities are allowed, but must be managed to ensure physical distancing requirements are met • Gatherings of 100 people or more are not allowed • Remote teaching options must be available for students • Delivery will take place in 'controlled learning areas' that adhere to public health control measures.	• Remote teaching and learning arrangements should remain available for vulnerable team members and learners. • Learning and teaching on campus is prioritised to practical sessions. • Learning and teaching sessions that can be facilitated online are able to continue to be delivered online. • Where programmes do not have practical components, these programmes are able to return to campus on a reduced capacity. The rationale for this is to provide opportunity for some social interaction. • The optimum model for delivery is by tutors taking a blended learning approach for example 50% onsite and 50% online. • Classes, lectures, labs, workshops, tutorials, examinations and meetings (of less than 100 people, where practicable) are allowed. • Practical activities that require use of transport are permitted. • Workplace-based learning should be managed within the policies and practices being applied within each workplace.	The following activities are allowed, but must be strictly managed to ensure physical distancing requirements are met: • Face-to-face research activities, including public events (or less than 100 people, where practicable), personal interviews, and experiments involving human subjects, are allowed.	• Student accommodation, such as Nikau, to remain open for all students. • Small family or close friend gatherings are allowed. • Student counselling, support services & health services are allowed in person.	• Operations and management staff are allowed on site noting that a transition is required to enable teams including ITCS to be able to accommodate requirements. • Movement back onto campus will be planned and incremental coordinated by the ED SES. • Team members may be encouraged to work from home. • Meetings and gatherings are encouraged to be virtual wherever practicable. • International staff travel continues to be banned, though domestic air travel is allowed where deemed to be essential and approved by your Executive lead. • Movement between campuses is permitted. • Libraries, computer labs, gymnasiums, recreation areas, and on-campus food retail venues are operating on restricted hours. • Wherever processes and procedures can be dealt with online this is strongly encouraged. • Team members should do their best to negate the need for visitors on to campus.

Non-negotiable NMIT requirements:

1. Compliance with all posters and instructions visible across campus to ensure we 'play it safe' – not encouraging social gatherings or mingling
2. If you are feeling sick or unwell – stay at home, get a test
3. Strict hygiene practices including regular handwashing should be followed
4. Within a classroom setting, incoming groups will be supported to take responsibility for sanitising own workspace at the start of every session
5. Compliance with completion of contact tracing registers for all activities
6. Multiple contact tracing systems are in place including for example online registers
7. Compliance against all other guidance for example Seating, Separation and Single server for catering facilities
8. Vocational delivery should follow the public health control measures that apply to their industry sector
9. Timetables must be accurate for all on-site teaching and learning activities – there will be a 30-minute gap between each timetabled class using a room.

Week commencing Monday 18 May:

- Monday 18th - All timetabled practicals plus 50:50 for Woodbourne, Marlborough and Te Toki Pakohe programmes
- Tuesday 19th - Practicals plus 50:50 for Engineering & Construction & Digital Technology Arts & Media programmes
- Wednesday 20th - Practicals plus 50:50 Health & Fitness & Hospitality Service Sector pathways programmes
- Thursday 21st - Practicals plus 50:50 for Social Sciences, Maritime, Aquaculture and Conservation & Applied Business and English Language programmes
- Friday 22nd - Practicals plus 50:50.

Week commencing Monday 25 May:

Full week of timetabled practicals plus 50:50 on other non-practical components for across all programme areas.

Week commencing Monday 1 June:

Return to campus for all activities however learning may continue online.

Notes:

- Vulnerable people and those caring for vulnerable people are encouraged to stay home where possible.
- All timetabled practical components recommence from Monday 18 May.
- 50:50 only applies to non-practical components and is a guide but onsite cannot exceed 50%.

FINAL

NRDA SUMMARY COVID-19 INSIGHTS WEEKLY REPORT

Reporting Period: 20 - 24 April 2020

This report provides insight into what NRDA are seeing from our COVID-19 Business Response plan activity. These insights are designed to provide intelligence on the impacts of and responses to the current situation on the Nelson Tasman business community to assist understanding and support decision making. Deeper insights can be provided upon request so please contact us (mark.rawson@nelsontasman.nz) if you have specific questions or insights requests.

Data sources:

- Over the last three weeks we have spoken to over 600 businesses as part of our Business Continuity Support Service. 369 of those businesses have provided us with data which forms the quantitative component at the end of this report.
- The feedback in this report primarily reflects the conversations which happened in the last week.
- Further insights come from key sector leader meetings during the week.

Overall Business Insights

- This week we have seen a large proportion of businesses move beyond the initial panic and confusion stage as they either start to stabilise or accept their current position.
- As a likely reflection of that, we have seen an increase in core Regional Business Partner Programme activity over the past 10 days (R&D activity, Business Mentors, Capability funding).
- In saying this, there are still many who will not recover due to this unprecedented crisis with many reporting the 'crunch' is yet to come.
- It is becoming clear that further ongoing support and guidance will be required to allow many of our businesses to survive. Almost all businesses have accessed the wage subsidy, but report this doesn't make up for lower levels of revenues and ongoing fixed costs.
- The Govt released a new round of tax incentives last week, but interestingly most businesses we have engaged with over the past week have stated they will not benefit significantly from these tax savings.
- We have had a lot of enquires seeking clarification on Level 3 activities. Businesses are becoming more hopeful that a return to Level 2 is on the horizon.
- Most businesses have some basic level of business continuity plan in place now and are looking for funded access to specific expertise e.g cash flow, recovery planning.
- A high volume of businesses are reporting a healthy participation in online activities (meetings, webinars etc), much higher than anticipated or what they normally do.
- In summary, the message we are hearing loud and clear is the future will depend significantly on the pace of moving through the alert levels and the Government stimulus response especially in relation to the wage subsidies. This uncertainty is

inhibiting businesses' ability to plan for the short-medium term. If there was some sort of clear link between Government stimulus thinking and the alert levels, that would be very helpful to assist SME's with making better planning decisions.

Forestry

- The forestry sector is in good shape to get back to work next week. They have been able to use the last four weeks to prepare thoroughly.
- There is uncertainty around how the whole supply chain will go and the effect this will have on what level they can operate at.
- The market seems reasonably robust in the short term but might be slower in 6-12 months with a construction slow down expected. Government stimulus to help keeping the building and construction industry going will help.

Port

- Operations are going reasonably smoothly. A few more areas will open at Level 3 but generally continue as before.
- The challenge is looking ahead 6-12months and planning for where the economy might go and the impact this will have on customers and shipping lines.

Aviation

- Not expecting flow of air domestic capacity until Level 1.
- Nelson air capacity depends on other major ports and where they are flying too. Tasman bubble opening will be a critical step.
- The closing of AirNZ maintenance will have a large impact on the region, losing approx. 90 jobs.

Manufacturing

- Manufacturing sector remains reasonably unchanged over the last few weeks and will have similar operations going into Level 3.
- The health risk panic and anxiety amongst staff seems to be easing as infection rates go down and a sense of normality is returning.
- Grocery business has been good for some but more up and down for others.
- Businesses that rely on sales to hospitality have more challenges with wider and longer periods of disruption expected.
- There is opportunity with 'Buy Local' campaigns – beyond just residents, also looking at government procurement.
- Freight is generally moving ok, however costs have gone up due to 'covid surcharges'. Air freight has been a bit more challenging with less supply.
- There are concerns about increasing ingredient costs which is being blamed on $USD by suppliers.
- There are challenges in some international markets depending on their COVID status.

Logistics

- While there has still been work from essential business, overall logistic businesses have been challenged across the networks with freight down ~50%. Top of the South doing reasonably ok compared to national.

Horticulture

- No major change over the last few weeks. Focus on worker redeployment and career changes.
- Question around flow of school leavers into work and how do students think about where next in these circumstances – likely for them to end up in training rather than entering the workforce.

Hospitality

- Some hospitality businesses are preparing for how they can operate at Level 3 but for many the costs do not outweigh the benefit so are remaining closed. The challenge is around uncertainty in demand and costs beyond just staffing to operate (food stock, power etc).
- We are now entering the period where hospitality businesses would normally be just breaking even and surviving off profits made in Summer (which was cut short this year). This will be a challenge.
- Many businesses report that a large proportion (50-70%) of their transactions are on international credit cards meaning they will be affected by the tourism shutdown.

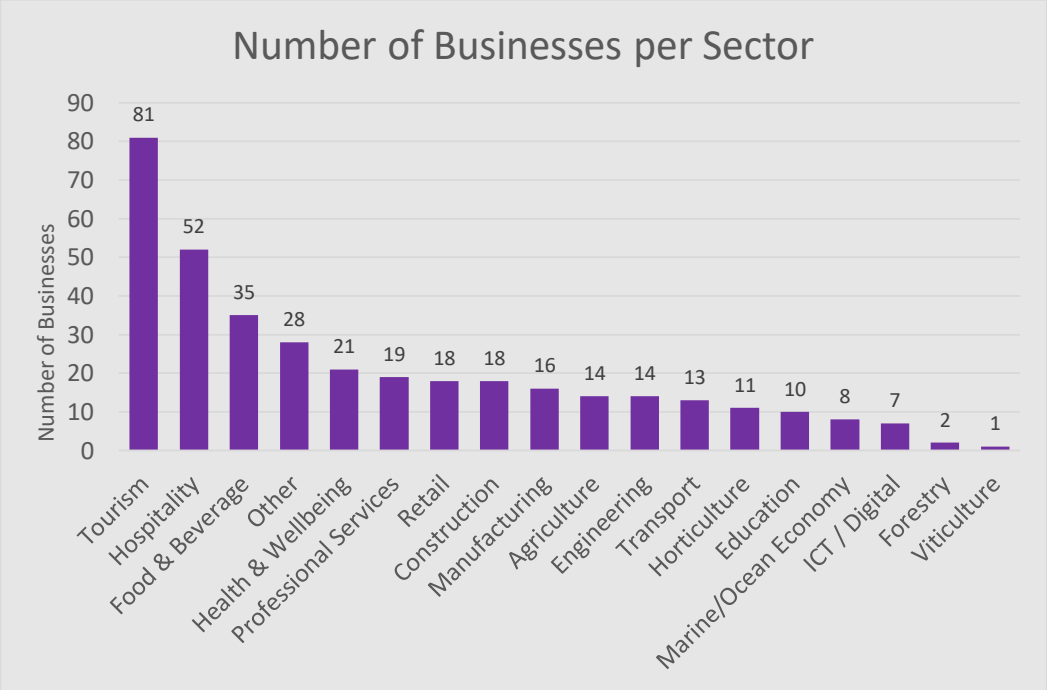
Tourism

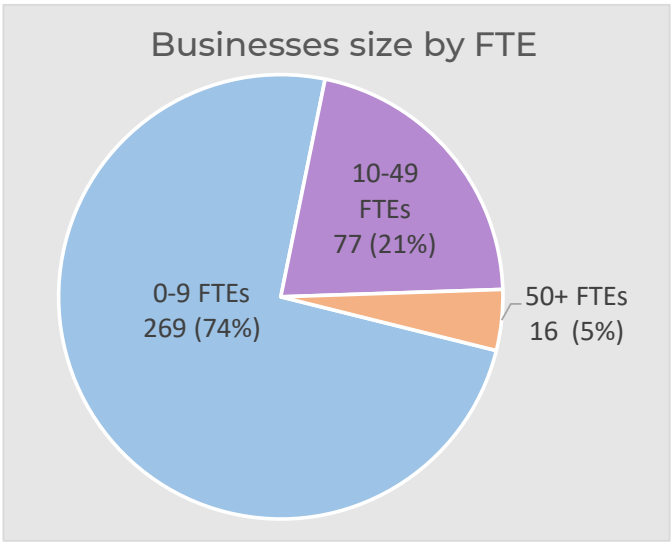
- Rent issues continue to be the biggest concern. This is the most significant overhead for many operators.
- There are concerns about the knock-on effects of larger tourism businesses outside of the region who are scaling back operations. The tourism sector is highly collaborative, and regions promote each other as part of itinerary planning.
- Campgrounds and holiday parks are feeling positive about being well-positioned to cater to domestic travellers. High end operators also feel that the top end of the market will return to leisure travel first. Those caught in the middle are less optimistic and many are considering putting their business into "hibernation" for the winter months. Some businesses are also pivoting their businesses utilising their skills and contacts.
- The challenge for domestic tourism will be competing with regions with larger companies that were particularly strong in International (E.g. Rotorua and Queenstown) who will now turn all attention to domestic.
- We have heard of a NZ family planning to return to NZ from the UK ASAP to open a luxury lodge in Nelson City (they already own the building). There could be an opportunity of others wishing to re-establish themselves in NZ and invest here.
- Confirmation of a 40pax conference in April 2021 is a small win for the sector.
- The sentiment of 1000 New Zealanders was captured through an online survey powered by Dynata (www.dynata.com) from 17 – 20 April. Nelson/Marlborough was the second most popular destination (after Central Otago incl. Wanaka and Queenstown) when participants were asked "if you were to choose where you could holiday in NZ … and cost wasn't a barrier, where would you choose?".

Business Survey Insights

Types of Businesses

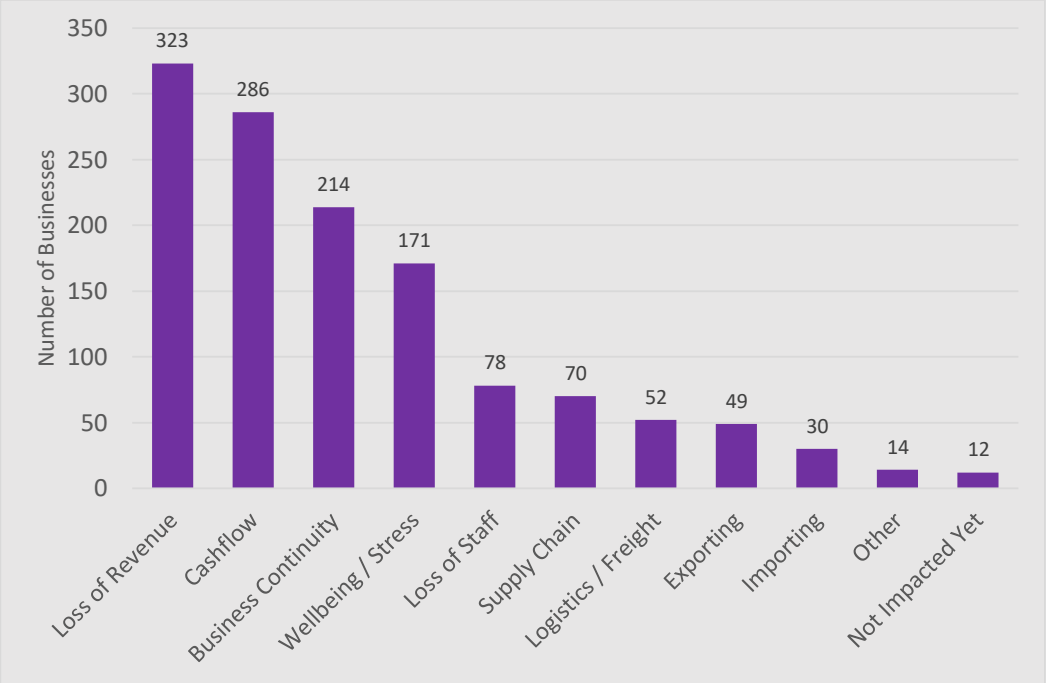
- 369 respondents.
- 22% from Tourism sector, 14% Hospitality and 9% F&B.
- 74% of businesses have 1-9 employees.
- The respondents reflect the large number of SMEs in the region.





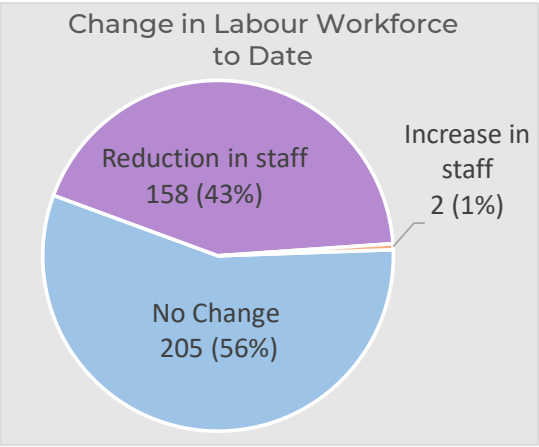
Main areas of impact

- Loss of Revenue (88%), Cashflow (78%) and Business Continuity (58%).
- Stress and wellbeing also a concern for 46% of the businesses.



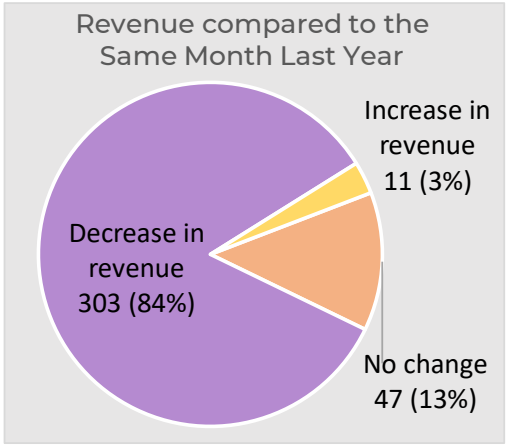
Impact on Employment

- 56% reported no change in staff and 43% have reduced staff.
- Over the next 3 months 80% predict they will reduce staff, 79% of them by 1-2 FTEs.



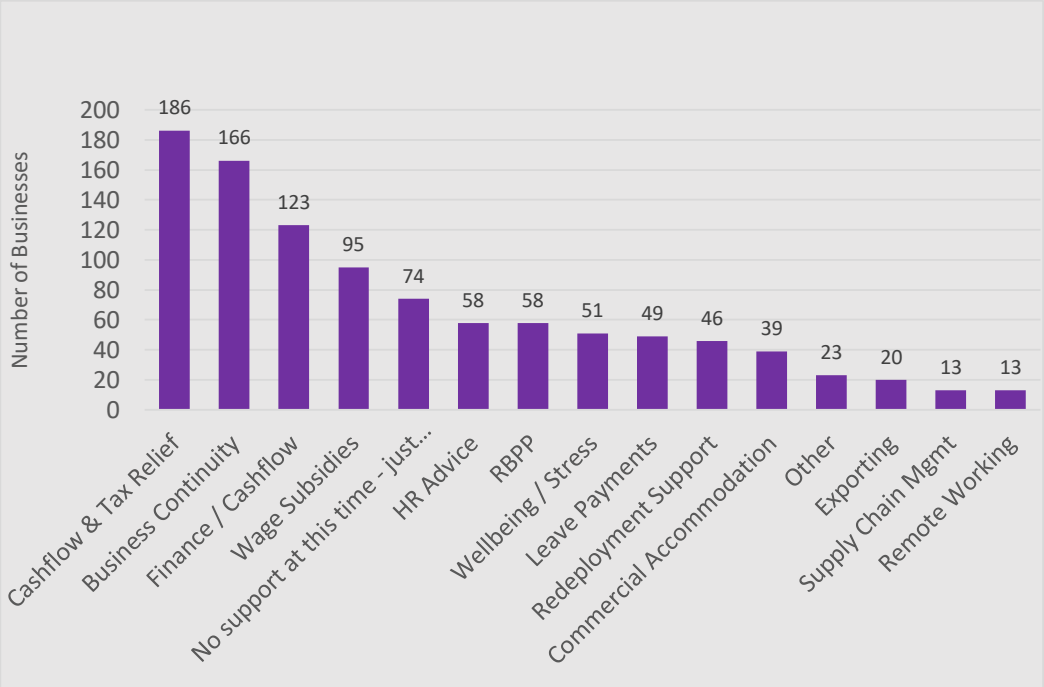
Impact on Revenue

- 82% have had a decrease in revenue with an average decrease of 66%. Only 3% reported an increase.
- 75% expect revenue to decrease further in the next 3 months.



Support Requested

- Support requested reflects the main areas of impact with two clear priority areas.
- Cashflow/tax relief (50%) and finance/cashflow (33%) together give a total of 83% of businesses needing this support. Business continuity (45%) is the second highest area.



Te Kaupapa: Risk Register

1. PURPOSE:

Function:	For Information
Nā:	Liam Sloan, Chief Executive
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is: To provide the Board with a copy of the Top 9 identified risks as well as the full Risk Register for their information.
Recommendation(s):	It is recommended that that the Board receive the Risk Register.

2. SUMMARY:

The Risk Register provides a high level overview of risks that the Management Team focus on in their daily operations. The reviewed regularly and monitored in Executive Team meetings.

Covid-19 is the largest risk that NMIT is dealing with at the moment and will have a financial impact in 2020 and potentially, beyond. Financial forecasting is currently being modelled.

- No new risks have been added to the risk register since the last meeting
- No risks from the previous register have been removed
- The top-9 risks remain the same but have been reviewed.

Note: Future reporting will show movement of residual risk ratings to indicate if the risk has reduced, remained the same or increased since the last reporting period.

ATTACHMENTS:

- Risk Register: Top 9 risks
- Full Risk Register

NMIT TOP 9 RISKS

NMIT TOP NINE RISKS

		Pre-Treatment			Management & actions	Post-treatment				Residual Risk	So What?
No.	Description of Risk	Likelihood	Consequence	Risk	Risk Treatment/Mitigation	Likelihood	Consequence	Progress	Who		Consequences
1	Impact to NMIT as COVID-19 escalates in NZ	Likely	Major	Extreme	Ensure pandemic plan is prepared which includes the following: Academic programme delivery Financial issues Student support Staff support Infrastructure Communications Decision making Connectivity with MOH, NZDHB, TEC	Almost certain	Major	May: Established communications with all students NMIT operating under level 3 All staff working from homes Providing online learning for students Communicating with all staff Providing online training for staff Established communication portal on Polly Establishing processes for Level 2 Presenting Covid-19 paper for May Board meeting providing high level overview and assurances to Board members	GK	High	Need to consider possible lag in overseas students attendance/enrolments. Students delayed progression in study, which will affect NMIT course and qualification completion. Staff start to self isolate, impacting delivery and support Stress on staff
2	RoVE announcement may have a significant impact on ITP sector credibility, therefore impacting the reputation of NMIT for future domestic and international enrolments, staff retention, stakeholder engagement etc.	Almost certain	Major	High	Obtain clear direction communication strategy / direction from Council Develop a robust communication strategy to address media coverage / headlines. Prepare internal communications plan Prepare key stakeholder communications plan Engage with key educational stakeholders to gauge possible direction of announcement	Almost certain	Major	May: Enquiries continue to be positive which is surprising in light of Covid-19. In 2020 overall EFTS are down with Degree programmes being affected most (See EFTS report in finance pack). Communications with international partners continues to be a priority to ensure they are clear on operating position so as to mitigate potential long-term impact of reduced numbers. Internal communication continues to be strong following a number of medium. On 1 April 2020, NMIT became a subsidiary of NZIST. NMIT's new legal name is Nelson Marlborough Institute of Technology Limited. The inaugural Board meeting of the new Directors took place on	LS	High	Higher than usual levels of staff turnover. Team members become dis-engaged. Inability to attract talent to fill vacancies. Leadership, Management and Team NMIT lose determination and drive whilst there is uncertainty.
Student issues/Support											
3	Decline and/or collapse of international market segment.	Possible	Major	Extreme	NMIT's International Development strategy aims to diversify markets, products and recruitment pipelines, to reduce the 'boom and bust' pattern of recruitment from the two big markets India and China. Build existing relationships and explore other opportunities Collaborate with other influential partners e.g. ENM, ENZ Persist with new markets and continue to implement international development strategy, with new markets, products and recruitment pipelines. Implement current marketing plan, targeting recruitment from priority markets. Collaborate with Education New Zealand and others where appropriate to leverage opportunities.	Possible	Major	May: It is unlikely that the international recruitment for May, July and September will not meet targets. NMIT has applied to NZQA for offshore online delivery for all programmes delivered to international students. We still await a response. The international team have not travelled but are continuing to speak with agents, prospective international students and give webinars.	SS	High	Team members become dis-engaged. Team members fear job security, concerned they could lose their jobs.
Financial risks											
4	We fail to deliver the 2020 approved budget.	Almost certain	Major	High	2020 Enrolments are varied compared to budget, with Bachelor first year enrolments being lower than expected/budgeted with the exception of Nursing. We are adjusted some curriculum offerings (electives) y to minimise impact, and now looking to Semester two options as well.	Almost certain	Major	May: Due to Covid-19 it is unlikely budget will be met - a range of financial forecast has been presented to Council and a new update within NZIST scenarios is now being prepared ready for discussion early May. The Executive Team have been working with Directors on applications and enrolments for Semester 2 intakes. We will continue to monitor progress against targets as business as usual	VB	High	Reputation of NMIT will be at risk. Media coverage is inevitable. Questions will arise about our ability to forecast and manage costs. Learners and Team members will panic. Staff attraction, retention and engagement levels will be impacted
Human Resource risks											

NMIT TOP 9 RISKS

7	Insufficient and ineffective Professional Developmental opportunities that work towards addressing lack of succession planning.	Possible	Moderate	High	Key individuals to be identified via Talent Management Matrix; develop differential plan for each to ensure retention and growth opportunities; review on a regular basis. Formal Succession Plan to be discussed, agreed and documented; to be reviewed on a regular basis. Provide a structured formal leadership programme (Emerging Leaders) and informal leadership development, including cross-institute mentoring & coaching opportunities; review progress on a regular basis via performance discussions. Identify and agree on development plan as part of regular performance discussions. Assess progress on a regular basis. Set aside specific budget allocation for leadership development (2019?).	Unlikely	Moderate	May Lack of potential capacity at Executive Level is a concern. A workshop has taken place with a subcommittee of previous Council Members to support the CE in developing a proposal for consideration in relation to a new tier 2 structure. A number of in-house PD training sessions have taken place virtually, for all Team NMIT colleagues, while working from home. These sessions included the use of Zoom, Skype for Business and Microsoft Teams for teaching and non-teaching colleagues; staying safe online; using YouTube in Moodle; Assessment discussions; tech tips and many more. A 'Connect & Share' site has been set-up on Moodle, where academic colleagues can promote good practice and share tips and ticks for teaching online. Work continues to further improve and target Professional Development activities across NMIT. A full staff PD day is scheduled for September.	LS	High	Loss of key talent will impact on ability to deliver and quality of delivery. Inability for NMIT to attract key talent to fill vacancies across the institute. Executive and ILT members remain to be highly operational and less strategic. Leadership, Management and Team NMIT lose determination and drive whilst there is uncertainty.
Academic and Quality risks											
12	NMIT loses CAA Part 147 accreditation.	Almost certain	Major	Extreme	Review and establish appropriate resources. Establish process and implement plan to meet CAA requirements Train relevant staff	Unlikely	Major	May: Progress continues with training of new Woodbourne staff including upskilling of existing staff on CAA part 145 & 100 On track to finalise SMS manual to transition to CAA part 100 Establishing audit plan as required under CAA part 100 Submitted to CAA draft Part 100 for feedback, early in the process CAA have committed to review the document. Application for senior person ready for submission.	GK	Low	Loss of revenue. Incur significant costs to regain accreditation. Staff costs. Unable to deliver programmes. Loss of NZDF contracts. Loss of reputation
13	NMIT fails to deliver adequate pastoral care to students, resulting in individual student(s) suffering catastrophic consequences.	Possible	Moderate	Moderate	Ensure ongoing comms and inspections with Nikau Apartments. Maintain close relationship with SANITI to jointly support students.	Unlikely	Moderate	May: There has been an increase in students seeking pastoral care (increased by 1/3). NMIT staff have been extremely vigilant during the Covid-19 lockdown contacting every student more than once, helping those in hardship, providing counselling when required.	SS	Low	Could result in preventable loss of life. NMIT suffers reputational loss for a perceived lack of care. Declining enrolments following reputational loss.
Physical Resource risks											
16	Business continuity planning is inadequate.	Almost Certain	Catastrophic	Extreme	Review existing continuity plan and develop a comprehensive action process to enable NMIT to implement a robust business continuity plan. Regularly review and progress check plan to ensure timely completion.	Unlikely	Catastrophic	May: Review of existing continuity plan underway with an expected completion September/October 2020. COVID-19 has and will influence the BCP planning.	GK	Extreme	In the event of a disaster continuity is not immediately possible. Systems and processes fail and NMIT is not in a position to effectively operate business as usual. Risk to resources (Human and Physical). Reputational damage. Learners are not able to complete their qualification within agreed timeframe. Learners are unable to progress, to University for example, due to qualification non-completion.
17	NMIT experiences a significant cyber security incident.	Possible	Major	High	Tighten current security protocols inc 2 Factor Authentication for High Risk / High Value accounts. Continue security awareness raising programme for staff & students with self help resources. Access exemplars from other ITPs to share practice and knowledge. Identify an operational lead to then develop an action plan (including communication plan) for implementation. Create a Cyber Security Policy and Incident Response Plan. Cross-NMIT Governance Group determines business requirements balance of security and convenience, continuity & cost.	Possible	Moderate	May: Development continues on IT security policies to ISO standards and identify where NMIT is not compliant (if identified) with prioritised recommendations to sort. Identifying opportunities of possible collaboration with Ara. All staff working from home has increased the risk however IT are continuing upgrades and have communicated with all staff the need for extra vigilance and protocols.	GK	Moderate	In the event of a breach some IT systems are not usable for a length of time Systems and processes fail and NMIT is not in a position to effectively operate business as usual. Reputational damage. Legal liability from disclosed or breached information.

NMIT Full Risk Register

		Pre-Treatment			Management & actions	Post-treatment					Residual Risk	So What?
No.	Description of Risk	Likelihood	Consequence	Risk	Risk Treatment/Mitigation	Likelihood	Consequence	Risk	Progress	Who		Consequences
Strategic risks												
1	Impact to NMIT as COVID-19 escalates in NZ	Likely	Major	Extreme	Ensure pandemic plan is prepared which includes the following: Academic programme delivery Financial issues Student support Staff support Infrastructure Communications Decision making Connectivity with MOH, NZDHB, TEC	Almost certain	Major	High	May: Established communications with all students NMIT operating under level 3 All staff working from homes Providing online learning for students Communicating with all staff Providing online training for staff Established communication portal on Polly Establishing processes for Level 2 Presenting Covid-19 paper for May Board meeting providing high level overview and assurances to Board members.	GK	High	Need to consider possible lag in overseas students attendance/enrolments. Students delayed progression in study, which will affect NMIT course and qualification completion. Staff start to self isolate, impacting delivery and support Stress on staff
2	RoVE announcement may have a significant impact on ITP sector credibility, therefore impacting the reputation of NMIT for future domestic and international enrolments, staff retention, stakeholder engagement etc.	Almost certain	Major	High	Obtain clear direction communication strategy / direction from Council Develop a robust communication strategy to address media coverage / headlines. Prepare internal communications plan Prepare key stakeholder communications plan Engage with key educational stakeholders to gauge possible direction of announcement	Almost certain	Major	High	May: Enquiries continue to be positive which is surprising in light of Covid-19. In 2020 overall EFTS are down with Degree programmes being affected most (See EFTS report in finance pack). Communications with international partners continues to be a priority to ensure they are clear on operating position so as to mitigate potential long-term impact of reduced numbers. Internal communication continues to be strong following a number of medium. On 1 April 2020, NMIT became a subsidiary of NZIST. NMIT's new legal name is Nelson Marlborough Institute of Technology Limited. The inaugural Board meeting of the new Directors took place on 3 April 2020. NMIT is working through a number of formalities to update our legal name with for example banks and also reviewing delegations under the new structure. Sue Smart has been appointed onto the Academic Board of NZIST for a two-year tenure. Fortnightly conference calls with the Establishment Board Chair have ceased with regular newsletters now being circulated as the main form of	LS	High	Higher than usual levels of staff turnover. Team members become dis-engaged. Inability to attract talent to fill vacancies. Leadership, Management and Team NMIT lose determination and drive whilst there is uncertainty.
Student issues/ support												
3	Decline and/or collapse of international market segment.	Possible	Major	Extreme	NMIT's International Development strategy aims to diversify markets, products and recruitment pipelines, to reduce the 'boom and bust' pattern of recruitment from the two big markets India and China. Build existing relationships and explore other opportunities Collaborate with other influential partners e.g. ENM, ENZ Persist with new markets and continue to implement international development strategy, with new markets, products and recruitment pipelines. Implement current marketing plan, targeting recruitment from priority markets. Collaborate with Education New Zealand and others where appropriate to leverage opportunities.	Possible	Major	High	May: It is unlikely that the international recruitment for May, July and September will not meet targets. NMIT has applied to NZQA for offshore online delivery for all programmes delivered to international students. We still await a response. The international team have not travelled but are continuing to speak with agents, prospective international students and give webinars.	SS	High	Team members become dis-engaged. Team members fear job security, concerned they could lose their jobs.
4	We fail to deliver the 2020 approved budget.	Almost certain	Major	High	2020 Enrolments are varied compared to budget, with Bachelor first year enrolments being lower than expected/budgeted with the exception of Nursing. We are adjusted some curriculum offerings (electives) y to minimise impact, and now looking to Semester two options as well.	Almost certain	Major	Moderate	May: Due to Covid-19 it is unlikely budget will be met - a range of financial forecast has been presented to Council and a new update within NZIST scenarios is now being prepared ready for discussion early May. The Executive Team have been working with Directors on applications and enrolments for Semester 2 intakes. We will continue to monitor progress against targets as business as usual and will make recommendations as appropriate.	VB	High	Reputation of NMIT will be at risk. Media coverage is inevitable. Questions will arise about our ability to forecast and manage costs. Learners and Team members will panic. Staff attraction, retention and engagement levels will be impacted negatively

		Pre-Treatment			Management & actions	Post-treatment					Residual Risk	So What?
No.	Description of Risk	Likelihood	Consequence	Risk	Risk Treatment/Mitigation	Likelihood	Consequence	Risk	Progress	Who		Consequences
5	Domestic recruitment does not hit projected forecast for February 2020	Almost certain	Major	High	A marketing plan has been shared with Executive for 2020. This is being proactive and includes additional events that were added at the last minute in January. For example, spot at Nelson Market, pop up shop in Richmond Mall and also includes more events in Marlborough.	Almost certain	Major	High	May: Events such as Information Evenings, school visits have all been cancelled until mid June and are being reviewed constantly. The marketing team have launched several campaigns online/Facebook concentrating on new recruits, those rethinking their career and businesses wishing to upskill their employees. Events cancelled due to Covid-19 are likely to affect EFTS. Domestic EFTS funding has been secured for 2020 although any other recruitment will affect fees income.	SS	High	This would have an impact on the financial bottom line and increase the projected deficit. Less positive experience for learners, if classes are too small or programmes don't run which could lead to negative word of mouth, that impacts on future recruitment.
6	NMIT fails to diversify income streams and continues to be heavily reliant on TEC funding.	Almost certain	Major	Extreme	Important role of Executive Director - SES to identify and develop additional revenue streams by setting challenging and aspirational targets around commercialisation and income generation. Encourage, empower and expect managers to operate commercially by regularly challenging and supporting open discussions at Performance Panels and with Executive Director - SES. Regularly review and monitor progress holding individuals to account for progress and achievement.	Unlikely	Major	High	**May**: Continuing reviewing opportunities at Marlborough campus This includes MRC and BRI. Supporting tenants with a rent holiday is intended to ensure they are an ongoing concern rather than going out of business and adversely affecting income.	GK	High	NMIT will no longer be sustainable. Redundancies will be inevitable. Regional delivery will be significantly at risk. Large focus will be on Executive Team and Council accountability. Contribution levels will decline. NMIT is viewed as 'reliant' as opposed to being innovative, income generating, entrepreneurial, commercially focussed and user-savvy.
Human Resource risks												
7	Insufficient and ineffective Professional Developmental opportunities that work towards addressing lack of succession planning.	Possible	Moderate	High	Key individuals to be identified via Talent Management Matrix; develop differential plan for each to ensure retention and growth opportunities; review on a regular basis. Formal Succession Plan to be discussed, agreed and documented; to be reviewed on a regular basis. Provide a structured formal leadership programme (Emerging Leaders) and informal leadership development, including cross-institute mentoring & coaching opportunities; review progress on a regular basis via performance discussions. Identify and agree on development plan as part of regular performance discussions. Assess progress on a regular basis. Set aside specific budget allocation for leadership development (2019?).	Unlikely	Moderate	Moderate	**May** Lack of potential capacity at Executive Level is a concern. A workshop has taken place with a subcommittee of previous Council Members to support the CE in developing a proposal for consideration in relation to a new tier 2 structure. A number of in-house PD training sessions have taken place virtually, for all Team NMIT colleagues, while working from home. These sessions included the use of Zoom, Skype for Business and Microsoft Teams for teaching and non-teaching colleagues; staying safe online; using YouTube in Moodle; Assessment discussions; tech tips and many more. A 'Connect & Share' site has been set-up on Moodle, where academic colleagues can promote good practice and share tips and ticks for teaching online. Work continues to further improve and target Professional Development activities across NMIT. A full staff PD day is scheduled for September. Conversations with team members about their PD aspirations for 2020 will be taking place in early 2020 (if not done at the end of 2019) when performance targets and objectives are set. Chief Executive tendered resignation May 2020 and therefore plans need	LS	High	Loss of key talent will impact on ability to deliver and quality of delivery. Inability for NMIT to attract key talent to fill vacancies across the institute. Executive and ILT members remain to be highly operational and less strategic. Leadership, Management and Team NMIT lose determination and drive whilst there is uncertainty.
8	Levels of team engagement do not continue to improve at the current rate.	Possible	Moderate	High	Identify the three key Areas for Improvement (AfI) from the most recent Gallup survey; develop targeted plan to address; seek feedback on effectiveness. Address concerns around internal communications to ensure teams are involved, aware, up-to-date and informed on a regular basis. Continue to hold Staff Forums, regularly update POLLY etc. Increase the presence of Directorate Team members across NMIT. Continue to implement Business Improvement review processes. Re-assess team engagement towards the end of 2018. Encourage and support leaders to regularly recognise and reward top performance and appropriately address poor performance. Introduce regular pulse-surveys on specific topics; provide feedback on outcome and agreed action plan to address if needed. Re-assess organisational & team engagement annually; develop active action plans; assess progress regularly and amend if appropriate. Introduce culture survey (2019?) (every 3 to 5 years) to identify push/pull factors impacting on the development of a high-performing, customer focussed culture; develop action plan to address and assess effectiveness.	Unlikely	Moderate	Moderate	May: Managers have reported a marked level of increased engagement during the time of the COVID-19 lockdown. This was somewhat surprising, however, we are keen to continue what we have learnt during this time to keep Team NMIT engaged. Examples of this is having over 130 colleagues attend CE forums online, where we wouldn't see these numbers when meeting face-to-face. NMIT has scheduled two Engaging with Team NMIT events for 2020, as well as three new team member welcome afternoon teas throughout the year. There will also be opportunities to engage with each other at the two scheduled PD days and the end of year Christmas get-together. The CE has decided to increase the number of Staff Forums held throughout the year from 3 to 5. At end of April we launched a pulse survey to monitor team engagement levels (see Covid-19 report for results).	LS	High	Increased staff turnover and difficulty to attract and retain key talent; ability to implement critical change will become increasingly more difficult

		Pre-Treatment			Management & actions	Post-treatment					Residual Risk	So What?
No.	Description of Risk	Likelihood	Consequence	Risk	Risk Treatment/Mitigation	Likelihood	Consequence	Risk	Progress	Who		Consequences
9	Workload continues to be a major concern for some colleagues across NMIT.	Almost Certain	High	High	Ensure understanding and commitment to key strategic direction to ensure all activities are aligned to common purpose. Introduce and embed principles of Lean; develop avenue to capture business improvement suggestions/input/feedback from team members; report on and assess effectiveness. Review organisational design, identify areas of overlap and inefficient workflows; develop improvement plan, implement and review. Review roles and responsibilities (job design); develop up-to-date job descriptions and build centralised job description library (one source of truth). Undertake job analysis and evaluation of all roles to ensure optimal understanding and efficiencies. Build team members resilience through performance discussions and appropriate PD opportunities.	Possible	Moderate	High	May: Workload continues to be voiced as a concern across the institute. Before COVID-19 we did managed to fill some vacancies, however, since lockdown, we have suspended all recruitment until further notice unless it's business critical, which requires CE approval before going to market. Colleagues did acknowledge the decision that was made early on to suspend all delivery, while we transitioned into wholly online delivery to be one they really appreciated. These 10 days helped them to develop/upload resources online, prior to learning commencing which made for a smoother transition. Discussions are taking place to ensure business critical tasks aren't impacted where there are vacancies, however, there is also a need to look at what could be put on hold in order to prioritise the teams effort. Tutors report that they feel their workload has increased as a result of adapting to and adopting on-line learning with regards to preparation and the different challenges presented as a result of adopting a different approach to T&L. Part of the challenge is associated to team members dealing with home schooling; sole parenting etc.	LS	Extreme	Increased stress levels Reduced team engagement Increased levels of sick leave Loss of good people and teams Senior managers viewed as detached, unaware or unable or worse unwilling to respond. Low levels of engagement and commitment to future direction and critical change needed.
Academic and Quality risks												
10	NMIT fails to respond to the mega-trends affecting learning and teaching delivery.	Likely	High	High	Alternative approaches to learning practice, following NMIT's 2018 Merging with the Future project and other drivers, will be reinforced in 2019. Sharing successful and innovative delivery andragogy (adult learning and teaching) across more of NMIT's curriculum areas aligning to strategic priorities. Ongoing professional development and training opportunities will be implemented across NMIT. Executive Directorate role, with a focus on exceptional vocational opportunities strategy will ensure NMIT is abreast of recent and potential development and therefore is responsive. NMIT Strategic priorities will make sure NMIT has a Unique Selling Point (USP) and therefore becomes a destination of choice.	Unlikely	Major	High	**May:** Work continues in this area. Late last year a MOU was signed between NMIT and MIT to review Maritime curriculum and delivery. This is likely to result in streamlining and more resource sharing.	LS	High	Recruiting quality industry savvy teaching staff continues to increase costs against a buoyant employment market and consequently fall below Tribal benchmarks. Contributions decline and fail to deliver sustainable surpluses NMIT is viewed as 'stuck in the dark ages' We are unable to attract 'great' team members Learners vote with their feet and enrolments decline - rather then being 'first choice'. We continue to maintain high operational costs.
11	The quality and robustness of assessment at Post-Degree level is insufficient and therefore puts reputation of NMIT at risk.	Possible	Major	Extreme	Establish moderation plans and processes to ensure appropriate assessment at post degree level. A&Q will include in internal review process. Curriculum Area Managers will be accountable and monitored through Performance Panels.	Unlikely	Major	High	May: The focus for 2020 is to continue to maintain robust moderation and assessment. Moderation will continue to be reviewed at performance panels.	SS	Moderate	If poor results for moderation occur and are noted by NZQA and/or TEC this could result in an in-depth investigation into the robustness of NMIT's quality assurance.
12	NMIT loses CAA Part 147 accreditation.	Almost certain	Major	Extreme	Review and establish appropriate resources. Establish process and implement plan to meet CAA requirements Train relevant staff	Unlikely	Major	Low	**May:** Progress continues with training of new Woodbourne staff including upskilling of existing staff on CAA part 145 & 100 On track to finalise SMS manual to transition to CAA part 100 Establishing audit plan as required under CAA part 100 Submitted to CAA draft Part 100 for feedback, early in the process CAA have committed to review the document. Application for senior person ready for submission.	GK	Low	Loss of revenue. Incur significant costs to regain accreditation. Staff costs. Unable to deliver programmes. Loss of NZDF contracts. Loss of reputation
13	NMIT fails to deliver adequate pastoral care to students, resulting in individual student(s) suffering catastrophic consequences.	Possible	Moderate	Moderate	Ensure ongoing comms and inspections with Nikau Apartments. Maintain close relationship with SANITI to jointly support students.	Unlikely	Moderate	Low	May: There has been an increase in students seeking pastoral care (increased by 1/3). NMIT staff have been extremely vigilant during the Covid-19 lockdown contacting every student more than once, helping those in hardship, providing counselling when required.	SS	Low	Could result in preventable loss of life. NMIT suffers reputational loss for a perceived lack of care. Declining enrolments following reputational loss.
Physical Resource risks												
14	Base Woodbourne facilities rental not financially viable and therefore need to consider alternatives.	Possible	Moderate	High	Contract with NZDF to be negotiated and finalised. Explore opportunities for Nelson-based non-military provision that could provide NMIT managed facilities with new aviation plant and equipment providing cost effective solutions for domestic and international learners.	Unlikely	Moderate	Moderate	**May:** Reviewing new facilities agreement received from NZDF. NZDF have asked if NMIT could deliver additional training, this is being reviewed as the delivery would be by staff from Nelson	GK	Moderate	Need to identify alternative site for delivery of Aviation Engineering. Potential loss of NZDF contract to train in Marlborough region. Potential set up and initial investment required for new site.

		Pre-Treatment			Management & actions	Post-treatment					Residual Risk	So What?
No.	Description of Risk	Likelihood	Consequence	Risk	Risk Treatment/Mitigation	Likelihood	Consequence	Risk	Progress	Who		Consequences
15	NMIT fails to invest resource ensuring that its campus is fit for purpose by choosing not to implement CAM plan (Campus Strategy).	Possible	Major	Extreme	Develop a robust strategy to ensure alignment with CAM Plan philosophy. Engage with internal and external stakeholders to ensure campuses are fit for purpose. Regularly review and monitor progress against implementation plan.	Unlikely	Major	High	**May:** Provided an overview of "Shovel Ready" projects for NMIT. This included Nelson and Marlborough campuses	GK	High	Inefficiencies continue Campus operating costs continue to increase The atmosphere of our campus declines No one has a cause to visit the campus Commercial and other opportunities are missed
16	Business continuity planning is inadequate.	Almost Certain	Catastrophic	Extreme	Review existing continuity plan and develop a comprehensive action process to enable NMIT to implement a robust business continuity plan. Regularly review and progress check plan to ensure timely completion.	Unlikely	Catastrophic	Extreme	**May**: Review of existing continuity plan underway with an expected completion September/October 2020. COVID-19 has and will influence the BCP planning.	GK	Extreme	In the event of a disaster continuity is not immediately possible. Systems and processes fail and NMIT is not in a position to effectively operate business as usual. Risk to resources (Human and Physical). Reputational damage. Learners are not able to complete their qualification within agreed timeframe. Learners are unable to progress, to University for example, due to qualification non-completion.
17	NMIT experiences a significant cyber security incident.	Possible	Major	High	Tighten current security protocols inc 2 Factor Authentication for High Risk / High Value accounts. Continue security awareness raising programme for staff & students with self help resources. Access exemplars from other ITPs to share practice and knowledge. Identify an operational lead to then develop an action plan (including communication plan) for implementation. Create a Cyber Security Policy and Incident Response Plan. Cross-NMIT Governance Group determines business requirements balance of security and convenience, continuity & cost.	Possible	Moderate	Moderate	**May:** Development continues on IT security policies to ISO standards and identify where NMIT is not compliant (if identified) with prioritised recommendations to sort. Identifying opportunities of possible collaboration with Ara. All staff working from home has increased the risk however IT are continuing upgrades and have communicated with all staff the need for extra vigilance and protocols.	GK	Moderate	In the event of a breach some IT systems are not usable for a length of time Systems and processes fail and NMIT is not in a position to effectively operate business as usual. Reputational damage. Legal liability from disclosed or breached information.
18	Fraud, bribery or corruption event	Possible	Major	low	Regular questions to teams and individuals on risk of fraud, bribery or corruption, include in legislative compliance	Possible	Moderate	low	May: No issues reported for 2019 or for beginning of 2020. A new fraud questionnaire will be distributed to Council in May	VB	low	Legislative Compliance to be updated to reflect Public Legislation and Education Amendment Act once policies have been reviewed.

Ranking	Likelihood	Description	Frequency Criteria
5	Almost Certain	The event is expected to occur in most circumstances	Will occur more than once per year
4	Likely	The event will probably occur in most circumstances	Will occur once per year
3	Possible	The event should occur at some time	Will occur once every 5 years
2	Unlikely	The event could occur at some time	Will occur once every 10 years
1	Rare	The event may occur only in exceptional circumstances	Less than once in 30 years

5	**Catastrophic** (strategic-acute)	• Academic Performance • Personal Injury • Financial • Reputational • Environmental • Business Interruption • Regulatory	• Student failure rate of 30%+ • Multiple deaths &/or multiple serious injuries • Loss of assets of $10m or revenues exceeding NZ$5m • International TV news headlines and/or government investigation - long-term impact on public memory • Catastrophic, long term environmental harm • Total service cessation for a full semester / 4 months • Statutory administrator appointed
4	**Major** (strategic-chronic)	• Academic Performance • Personal Injury • Financial • Reputational • Environmental • Business Interruption • Regulatory	• Student failure rate of 20 -30%+ • Single death and/or multiple injuries • Loss of assets or revenues NZ$2.5m - NZ$5m • Local TV news and/or regulator investigation – medium-term impact on public memory • Significant long term environmental harm • Total service cessation for 2 – 4 months • Crown observer appointed
3	**Moderate** (high-end efficiency)	• Academic Performance • Personal Injury • Financial • Reputational • Environmental • Business Interruption • Regulatory	• Student failure rate of 10 – 20% • Individual serious injury or recurring minor injuries • Loss of assets or revenues NZ$500,000 – NZ$2.5mio • Local press attention (not front page) and/or regulator inquiry • Significant release of pollutants with mid term recovery • Total service cessation for 1 – 2 months • Demand of increased reporting and disclosure to Crown
2	**Minor** (low-end efficiency)	• Academic Performance • Personal Injury • Financial • Reputational • Environmental • Service delivery • Regulatory	• Student failure rate of 5 – 10% • First Aid injuries only • Loss of assets or revenues of up to NZ$500,000 • Local press attention - short-term impact on public memory • Transient environmental harm • Business interruption of 1 week to 1 month • Formal notice of Requested Improvement
1	**Insignificant**	• Academic Performance • Personal Injury • Financial • Reputational • Environmental • Service delivery • Regulatory	• No Impact • No requirement for treatment • No impact • Limited press attention - no impact on public memory • Minor transient environmental harm • Minor service disruption • Minor legal proceedings

The Risk Matrix The risks identified in the workshop have been prioritised in terms of the Risk Assessment Matrix as follows.

Qualitative risk assessment matrix

Consequences

Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
5 Almost Certain	H	H	E	E	E
4 Likely	M	H	H	E	E
3 Possible	L	M	H	E	E
2 Unlikely	L	L	M	H	E
1 Rare	L	L	M	H	H

E Extreme risk – should be brought to the attention of Directors and continuously monitored H High risk – requires attention of Managing Director/CEO and General Managers M Moderate risk – appropriately monitored by middle management L Low risk – monitored at supervisory level

Te Kaupapa: Fraud Risk Assessment

1. PURPOSE:

Function:	For Information
Nā:	Vicki Bryson, Director Finance, Compliance and Business Intelligence
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is: To provide Council with an assessment of fraud risks within NMIT and management's response to them.
Recommendation(s):	It is recommended that that the Board receives the Fraud Risk Assessment as tabled.

2. ATTACHMENT:

- Fraud Risk Register

Fraud risk assessment – Direct enquiry areas

Fraud enquiries: Management

Specific questions

Suggested questions	Response
How are fraud risks identified? What fraud risks have been identified? Have any disclosures been identified where there is a potential risk of fraud?	A risk assessment is performed by management. No fraud risks have been identified, therefore no disclosures are required.
Has a formal fraud risk assessment been completed? If so, what procedures were performed and what were the results of this process? How often is this undertaken? Who is involved in this process?	Yes – A risk assessment is performed by management and a risk register is completed by the council. This is updated as and when risks are identified. The last formal fraud risk assessment was in 2017, (NIL 2010).
Areas susceptible to a risk of material misstatement due to fraud	
What is management's assessment of the risk that the financial statements could include a material misstatement due to fraud? Where could this occur?	There are tight restrictions over individuals' purchasing power (e.g. if a director is on leave, the approval will route to the CE; CE spending approved by the Chair; Chair will go through CE credit card statements and query purchases with the CE). There is also a quality management system which assesses policies, procedures and legislative compliance of NMIT. Policies are reviewed on a rotational basis.
Communication about fraud	
How are fraud risks and the responses communicated to those charged with governance? Are those charged with governance involved in the risk assessment process?	A schedule (risk register) is provided to TCWG at every council meeting. TCWG will question the contents of the register at the meetings where applicable.
How are expectations of appropriate business practice and ethical behaviour communicated to employees? What is done if employees are not behaving appropriately?	As part of the QMS and policy management. There is also a fraud policy in place. Disciplinary action will be taken commensurate with the level of inappropriate behaviour

Suggested questions	Response
Actual, suspected, or alleged frauds	
Have any frauds been identified or are there any suspected or alleged frauds?	No
What has been the result of any fraud investigations? How did the fraud occur? How was it identified? What happened to fraudster, how much was involved and were any monies or assets recovered? Please provide copies of any investigation reports for these.	N/A – no fraud identified.

Fraud enquiries: Those charged with governance

Specific enquiries

Suggested questions	Response
Role in relation to fraud	
What role do those charged with governance] have in monitoring management's exercise of its fraud prevention responsibilities?	The Council perform a governance role in monitoring management's exercise of its fraud prevention responsibilities.
How does management communicate identified fraud risks? How do they provide assurance that anti-fraud controls are in place and operating?	A schedule of risks is provided to the Council at every meeting. Mitigating actions are included on the register. The Council ensure that the Fraud Policy is in place and adhered to.
If a fraud risk assessment has been completed, what input did those charged with governance have? Do you consider that the fraud risk assessment was a robust process?	The risk register is presented to the Council for comments and approvals. Yes – the tone from the top assists with instilling a culture of integrity.
How are those charged with governance informed of actual, suspected or alleged frauds?	Management informs the Council of actual, suspected or alleged fraud.
Actual, suspected, or alleged frauds	
Have any frauds been identified or are there any suspected or alleged frauds?	No
For any identified frauds, were these investigated by management and have the results of the investigation been reported to those charged with governance? How did the fraud occur? How was it identified? What happened to fraudster, how much was involved and were any monies or assets recovered?	N/A – no fraud identified.

Te Kaupapa: Auditors' Report to NMIT Council 31 December 2019

1. PURPOSE:

Function:	For Information
Nā:	Vicki Bryson, Director Finance, Compliance and Business Intelligence
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is: The report sets out the audit findings and highlights areas of the Institutes performance in 2019, together with the auditor's conclusions on risks relevant to the Institute and education sector.
Recommendation(s):	It is recommended that that the Board receives the Audit Report for the year ended 31 December 2019.

2. SUMMARY:

The auditors have issued an unmodified opinion at 27 March 2020, confirming their view that the Institute's and group's financial statements and performance information fairly reflect the activity for the year and their financial position at the end of the year.

3. ATTACHMENT:

- Report to the Council on the audit of Nelson Marlborough Institute of Technology and Group for the year ended 31 December 2019.

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Report to the Council on the audit of

Nelson Marlborough Institute of Technology and Group

For the year ended 31 December 2019

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Key messages

We have completed the audit for the year ended 31 December 2019 of Nelson Marlborough Institute of Technology (the Institute) and its subsidiaries (the Group), consisting of Nelson Polytechnic Educational Society Incorporated (the Society) and the Nelson Marlborough Institute of Technology Research Fund for the year ended 31 December 2019. This report sets out our findings from the audit and draws attention to areas where the Institute is doing well and our conclusion on risks relevant to the Institute and sector.

Audit opinion

We have issued an unmodified audit opinion dated 27 March 2020. This means we are satisfied that the financial statements and performance information fairly reflect the Institute and the group's activity for the year and their financial position at the end of the year.

Our opinion also included two emphasis of matter paragraphs in relation to uncertainties that arise from the proposed merger of all polytechnics and institutes of technology and the uncertainties around the impact of Covid-19 pandemic.

The financial statements and performance information are free from material misstatements, including omissions. During the audit, we discussed with management any misstatements that we found, other than those which were clearly trivial.

Matters identified during the audit

Reform of Vocational Education – Government's recent proposal to merge the 16 polytechnics was passed into law in February 2020. We are satisfied that information and disclosures around the reform and the disestablishment basis of the preparation of the financial statements are appropriate and adequate. We are also satisfied that the disestablishment has had no impact on the measurement and classification of the financial statements – refer to section 3.3 of this report.

Performance information – Tertiary Education Institutes' (TEIs) performance information is required to comply with GAAP from the year ended 31 December 2019, onwards. We performed detailed testing on significant performance measures and ensured that the performance information includes all measures included in the Society's approved Investment Plan. We concluded that the performance information in the Annual Report fairly reflects the actual performance of the group for the year. We have made some recommendations for enhancement of current performance measures towards telling a more complete performance story – refer to section 3.4 of this report.

Assets fair value assessment – We reviewed the Society's assessment of asset carrying values to ensure these values did not differ materially from fair value. We confirmed the Society's assumptions and supporting information were reasonable. Our work identified no issues to bring to your attention. We accept that the assessment is appropriate - refer to section 3.2 of this report.

Impacts of Covid-19 – Based on information and actions to date related to the Covid-19 pandemic we assessed that readers of the annual financial statements would reasonably expect that Covid-19 will have a significant impact on TEIs. We considered that the impact and associated risks would

influence the decisions of the readers, regardless of the quantitative impact on the financial statements. We reviewed the financial statements disclosures and are satisfied that the uncertainties related to the impacts of Covid-19 on NMIT are sufficiently disclosed.

Thank you

We would like to thank the Council, management and wider staff for their positive engagement and assistance during the final audit.

John Whittal
Appointed Auditor
29 April 2020

1 Recommendations

Our recommendations for improvement and their priority are based on our assessment of how far short current practice is from a standard that is appropriate for the size, nature, and complexity of your business. We use the following priority ratings for our recommended improvements.

Priority	Explanation
Urgent	**Needs to be addressed *urgently*** These recommendations relate to a significant deficiency that exposes the Institute to significant risk or for any other reason need to be addressed without delay.
Necessary	**Address at the earliest reasonable opportunity, *generally within six months*** These recommendations relate to deficiencies that need to be addressed to meet expected standards of best practice. These include any control weakness that could undermine the system of internal control.
Beneficial	**Address, *generally within six to 12 months*** These recommendations relate to areas where the Institute is falling short of best practice. In our view it is beneficial for management to address these, provided the benefits outweigh the costs.

1.1 New recommendations

We have raised the following new recommendations based on the audit completed.

The following table summarises our recommendations and their priority.

Recommendation	Reference	Priority
The process and controls around the payment of scholarships within NPES to be documented and improved.	4.1	Beneficial
All interest are declared and maintained in the Interest register	4.2	Beneficial
NMIT update their Procurement and Purchasing policy to be more reflective of actual business practice.	4.3	Beneficial

1.2 Status of previous recommendations

Set out below is a summary of the action taken against previous recommendations. Appendix 1 sets out the status of previous recommendations in detail.

Priority	Priority			
	Urgent	Necessary	Beneficial	Total
Open		1		**1**
Implemented or closed		1	3	**4**
Total		**2**	**3**	**5**

2 Our audit report

2.1 We issued an unmodified audit report

We issued an unmodified audit report on 27 March 2020. This means we were satisfied that the financial statements and statement of service performance present fairly the Institute and Group's activity for the year and its financial position at the end of the year.

Emphasis of matter in relation to merger of the polytechnics and institutes of technology

We included an emphasis of matter paragraph in our audit report in relation to Annual Report being prepared on the disestablishment basis of accounting. This emphasis of matter paragraph does not impact the audit opinion and is included in the auditor's report to refer the reader to a matter appropriately presented or disclosed in the financial statements that, in the our judgement, is of such importance that it is fundamental to readers' understanding of the financial statements.

This is further discussed in section 3 along with other matters we considered in forming our opinion.

Emphasis of matter in relation to COVID-19 disclosed in Subsequent events

We included an emphasis of matter paragraph in our audit report in relation to impact that COVID-19 may potentially have on the business and the disclosure required to be presented in the Annual Report under Subsequent events. This emphasis of matter paragraph does not impact the audit opinion and is included in the auditor's report to refer the reader to a matter appropriately presented or disclosed in the financial statements that, in the our judgement, is of such importance that it is fundamental to readers' understanding of the financial statements.

2.2 Uncorrected misstatements

The financial statements are free from material misstatements, including omissions. During the audit, we discussed with management any misstatements that we found, other than those which were clearly trivial.

All significant misstatements identified during the audit have been corrected in the financial statements.

2.3 Uncorrected disclosure deficiencies

All disclosure deficiencies identified during the audit have been corrected.

2.4 Uncorrected performance reporting misstatements

There were no significant statement of service performance reporting misstatements identified during the audit that have not been corrected.

2.5 Quality and timeliness of information provided for audit

Management needs to provide information for audit relating to the Annual Report of the Institute and Group. This includes the draft Annual Report with supporting working papers. We provided a listing of information we required to management on 24 January 2020. This included the dates we required the information to be provided to us.

The information required was provided on time, and was of a good quality. Management's level of preparedness for the audit helped to ensure the audit was completed effectively and efficiently. All our enquiries were dealt with professionally, openly and in a positive manner.

3 Matters raised in the Audit Plan

In our Audit Plan dated 10 December 2019, we identified the following matters as the main audit risks and areas of focus:

Audit risk for the Institute and the Group	Outcome
3.1 The risk of management override of internal controls	
There is an inherent risk in every organisation of fraud resulting from management override of internal controls. Management are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Auditing standards require us to treat this as a risk on every audit.	We tested the appropriateness of the selected journal entries and other adjustments made in the preparation of the financial statements. We also reviewed the accounting estimates for indications of bias. There were no issues in our testing and review. We also evaluated the related party transactions and we are not aware of any unusual or one-off transactions. Overall, we are satisfied that there were no indications of controls override.

Areas of focus for the Institute	Outcome
3.2 Assessment of fair value in a non-revaluation year	
PBE IPSAS 17, Property, Plant and Equipment, requires that valuations be conducted with sufficient regularity to ensure that the carrying amount does not differ materially from fair value. Based on the adopted accounting policy, the Institute revalues its land and buildings every three years. The last revaluation was performed in the 2018 financial year. Where evidence of material movement exists, a full revaluation is required to comply with the Accounting Standard.	We reviewed the Institute's fair value assessment, which will include evaluating the assumptions applied and information to support the assessment. Based on our review, we are satisfied that the management's assessment is reasonable. We are also satisfied that there is no material variance between assessed fair value and the carrying value.
3.3 Vocational Education Sector Reform	
The Minister of Education, Hon Chris Hipkins, announced the Government's decisions on the Reform of Vocational Education proposals on 1 August 2019.	The Institute prepared the financial statements on a disestablishment basis but did not change the measurement basis and classification of the assets and liabilities. This

Areas of focus for the Institute	Outcome
The proposal reform will not come into effect until the Bill is passed by Parliament into law. The Bill is not expected to be passed into law until after February 2020. However, based on the information available to the Group now, we would expect them to prepare their financial statements on a non-going concern basis of accounting. It is expected that guidance relating to the transition arrangements for financial and performance information reporting will be provided by the new institute, and any impact on the audit will be determined once further clarity is known. With any significant change programme there is inherent risks associated including potential impact on stakeholders, staff, control environment and internal controls (including processes and policies).	is in line with our understanding and sector guidance. We also reviewed the information and disclosures in financial statements with respect to the reform and the preparation basis. We assessed them as reasonable and adequate. We substantively tested the severance/termination payments as part of our payroll expense audit work. There were no issues noted in our testing. We also did not notice any other unusual or issues of waste and probity in other work sections. Overall, we are satisfied with the preparation of the financial statements and disclosures with respect to the reform.
3.4 Performance reporting	
The Education (Tertiary Education and other matters) Amendment Act 2018 amended section 220 of the Education Act 1989 to provide that the statement of service performance included in the Institution's Annual Report has to be prepared in accordance with Generally Accepted Accounting Practice (new section 220(2C)). This applies to the 2019 financial year. The relevant standard under GAAP is IPSAS 1, Presentation of Financial Statements, paragraphs 150.1 to 150.10.	We have reviewed the performance information of the Society for compliance with the relevant requirements of IPSAS 1. We have worked with management to ensure the appropriate disclosures have been implemented for compliance with IPSAS 1. We have made recommendations for further enhancing performance reporting, this includes: • the Society look to include new measures to sufficiently cover all attributes of good performance reporting (timeliness, quality and quantity) – such as improving existing survey measures of students and graduates to provide better insight into what is being measured, teaching, learning, residence etc; • in addition, ensure that significant stakeholders such as employers are considered for future surveys;

Areas of focus for the Institute	Outcome
	• the Society should ensure that each measure should have a target that is specific and measurable; • refining the impact/outcome reporting and considering how this impact will be demonstrated over time; and • the Society measures show clear linkages across the performance reporting, between the Society's outputs and outcomes. We have reviewed other aspects of the performance reporting presentation and we are satisfied that it fairly reports, in all material respects, the performance of the Society.

4 Other matters arising from the audit

In this section we have detailed our key findings from the audit, in order of significance:

4.1 Documentation and controls around the processes related to bursaries require improvements

The documentation and controls around the award and payment of scholarships within NPES needs to be documented and improved. A lack of adequate documentation to support payments of bursary awards by the Society was noted in that not all payments made are supported by an official letter from the Society. We also noted that general systems controls such as registers of scholarship holders and amounts funded were not evident.

We recommend the process and controls around the payment of scholarships within NPES to be documented and improved.

Management comment

The process for the awarding, recording and payment of scholarships, bursaries and other awards is currently under management review. This will result in a documented procedure that identifies the responsibilities and actions required by marketing, enrolments and finance for all awards being made by NMIT, NPES or third party sponsors.

4.2 Completeness of Interest Register

During testing performed, we identified three instances where we found interest links to the various key management personnel that were not included in the interest register. We were able to confirm that although these interests were not disclosed, there was no evidence that these entities were loaded as a vendor on the financial information management system.

We recommend all interest are declared and maintained in the Interest register.

Management comment

The Interest Register has been updated and the three individuals concerned reminded of their responsibilities to disclose any directorships or shareholdings they may hold in companies or other business entities.

4.3 Sensitive expenditure: Update the Procurement and Purchasing Policy

During our sensitive expenditure testing we noted expenses that occurred outside of the scope of the current policy. We were able to confirmed that this expenditure appeared

reasonable and was business related, however, the nature of the expenditure itself was not defined within the policy and therefore no guidance relating to this spend was available.

We recommend that NMIT update their Procurement and Purchasing policy to be more reflective of actual business practice.

Management comment

Management will consider the audit recommendation noted and review the wording of the Procurement and Purchasing policy to ensure it is reflective of actual business practice at its next scheduled update.

5 Assessment of internal control

The Council, with support from management, is responsible for the effective design, implementation, and maintenance of internal controls. Our audit considers the internal control relevant to preparing the financial statements and the service performance information. We review internal controls relevant to the audit to design audit procedures that are appropriate in the circumstances. Our findings related to our normal audit work, and may not include all weaknesses for internal controls relevant to the audit.

5.1 Control environment

The control environment reflects the overall attitudes, awareness and actions of those involved in decision-making in the organisation. It encompasses the attitude towards the development of accounting and performance estimates and its external reporting philosophy, and is the context in which the accounting system and control procedures operate. Management, with the oversight of the Council, need to establish and maintain a culture of honesty and ethical behaviour through implementation of policies, procedures and monitoring controls. This provides the basis to ensure that the other components of internal control can be effective.

We have performed a high level assessment of the control environment, risk management process, and monitoring of controls relevant to financial and service performance reporting. We considered the overall attitude, awareness, and actions of the Council and management to establish and maintain effective management procedures and internal controls.

The elements of the control environment provide an appropriate foundation for other components of internal control.

5.2 Internal controls

Internal controls are the policies and processes that are designed to provide reasonable assurance as to the reliability and accuracy of financial and non-financial reporting. These internal controls are designed, implemented and maintained by the Council and management.

We reviewed the internal controls, in your information systems and related business processes. This included the controls in place for your key financial and non-financial information systems.

The controls in each system are capable collectively of preventing or detecting and correcting material misstatements.

6 Group audit

The group comprises:

- Nelson Marlborough Institute of Technology (the parent).
- Nelson Polytechnic Educational Society Incorporated (100% owned subsidiary).
- NMIT Research Trust (100% owned subsidiary).

We have not identified any of the following during our audit for the year ended 31 December 2019:

- Limitations on the group audit.
- Fraud or suspected fraud involving group management, component management, employees with significant roles in group-wide controls, or others where the fraud resulted in a material misstatement of the group financial statements.

7 Useful publications

Based on our knowledge of the Institute, we have included some publications that the Institute and management may find useful.

Description	Where to find it
Client updates	
In March and April 2019, we hosted a series of client updates. The theme was "Improving trust and confidence in the public sector". These included speakers from both Audit New Zealand and external organisations.	On our website under publications and resources. Link: Client updates
Model financial statements	
In July 2019, we issued updated model financial statements for Crown entities. The update primarily focuses on the early adoption of PBE IFRS 9 Financial Instruments for a tier 1 or tier 2 entity. We also issued updated model financial statements for a Tier 3 entity, using the public benefit entity (PBE) simple format reporting accrual (public sector) standard. Our model financial statements reflect best practice we have seen. They are a resource to assist in improving financial reporting. This includes: • significant accounting policies are alongside the notes to which they relate; • simplifying accounting policy language; • enhancing estimates and judgement disclosures; and • including colour, contents pages and subheadings to assist the reader in navigating the financial statements.	On our website under publications and resources. Link: Model Financial Statements
Tax matters	
As the leading provider of audit services to the public sector, we have an extensive knowledge of sector tax issues. These documents provide guidance and information on selected tax matters.	On our website under publications and resources. Link: Tax Matters

Description	Where to find it
Client Substantiation File	
When you are fully prepared for an audit, it helps to minimise the disruption for your staff and make sure that we can complete the audit efficiently and effectively. We have put together a tool box called the Client Substantiation File to help you prepare the information you will need to provide to us so we can complete the audit work that needs to be done. This is essentially a tool box to help you collate documentation that the auditor will ask for.	On our website under publications and resources. Link: Client Substantiation File
Severance payments	
Because severance payments are discretionary and sometimes large, they are likely to come under scrutiny. The Auditor-General has released updated good practice guidance on severance payments. The guide is intended to help public sector employers when considering making a severance payments to a departing employee. It encourages public organisations to take a principled and practical approach to these situations. The update to the 2012 good practice guidance reflects recent case law and changes in accounting standards.	On the OAG's website under 2019 publications. Link: Severance payments
Matters arising from the 2017/18 audits	
The OAG has published a report on the results of the 2017/18 audits for the sector.	On the OAG's website under publications. Links: Tertiary (2017)
Good practice	
The OAG's website has been updated to make it easier to find good practice guidance. This includes resources on: • audit committees; • conflicts of interest; • discouraging fraud; • good governance; • service performance reporting; • procurement; • sensitive expenditure; and • severance payments.	On the OAG's website under good practice. Link: Good practice

Description	Where to find it
Reporting fraud	
The OAG have released data from 2012-2018 on fraud in public entities. This includes how the fraud was detected, the type of fraud and the methods and reasons for the fraud. The graphs show the high-level sector, and this can be broken down further into sub-sectors by opening the spreadsheets available.	On the OAG's website under data. Link: Reporting Fraud

Appendix 1: Status of previous recommendations

Open recommendations

Recommendation	First raised	Status
Necessary		
Performance reporting We identified the following areas where there are opportunities for further development: • Management should also consider measures on student achievement, student and employer satisfaction and post-study outcomes to support how the Institute is providing high quality courses, qualifications and teaching. • Management should consider how these will be reported in their 2019 Annual Report to ensure that they have satisfied the GAAP requirement to provide a complete description of delivery of each output reported.	2018	**In progress.** We understand management are in the process of updating their performance reporting framework to take into account our recommendations.

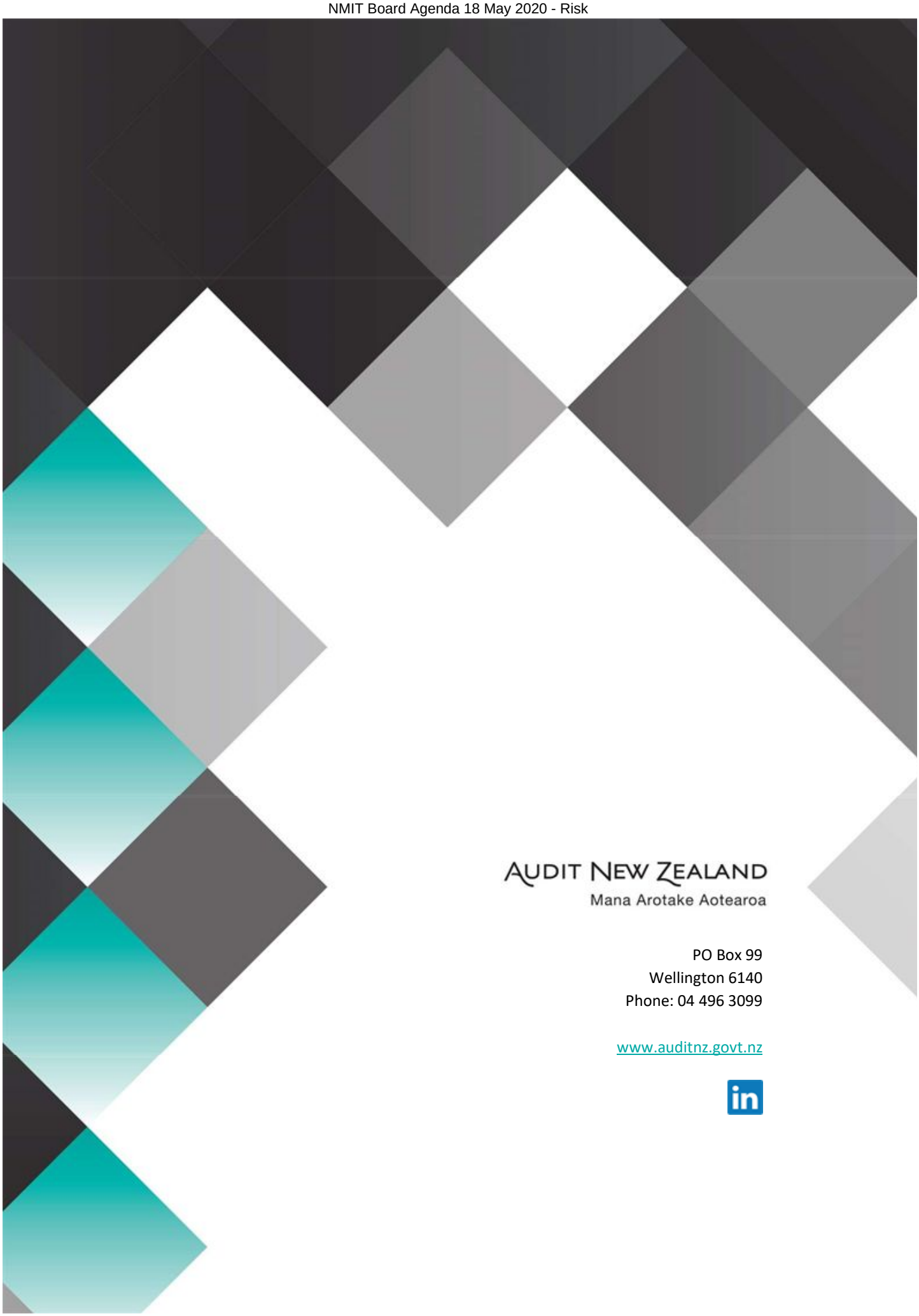
Implemented or closed recommendations

Recommendation	First raised	Status
Carrying value and useful lives of Property, Plant and Equipment We recommended that the management should review the residual values and useful lives of their assets relative to the asset's performance at least annually. If the fully depreciated assets are no longer in use, we recommend that these be disposed of and removed from the fixed asset register. If the assets are in use, consideration should be given as to whether the initial depreciation rates and useful life estimates are still appropriate.	2018	**We consider this matter closed.** Based on work on PPE disposals and discussions with Finance Manager, they have reviewed the FAR and have disposed of and removed the assets with low or zero carrying values.

Recommendation	First raised	Status
Private use of the Institute's travel management provider We recommend that the Institute update their current policy to provide clarity over the use of the Orbit for personal use. We also recommend that if personal use is acceptable, that detailed procedures and approvals are included to provide guidance to staff.	2018	**We consider this matter closed.** The Travel Policy has been updated to address this matter. We confirmed this through our review of the approved/updated policy.
Delegated Authorities The Institute should consider the adoption of a delegation policy covering the general responsibilities of the authorised users and the delegation limits for staff who are given the delegated authority to approve purchase orders, contracts, credit notes etc.	2017 and prior	**We consider this matter closed.** Updated finance policies were approved by the Institute's Executive Team in February 2019 and are now available on Institute's website.
Review of policies and procedures Policies should be reviewed and updated when required, in a timely manner. This includes the implementation of a policy for expenditure incurred for entertainment and the provision of gifts. The policy should follow the OAG guidelines.	2017 and prior	**We consider this matter closed.** The updated Procurement and Purchasing Policy was approved by the Institute's Executive Team in February 2019 and now available on Institute's website.

Appendix 2: Disclosures

Area	Key messages
Our responsibilities in conducting the audit	We carried out this audit on behalf of the Controller and Auditor-General. We are responsible for expressing an independent opinion on the financial statements and performance information and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001. The audit of the financial statements does not relieve management or the Council of their responsibilities. Our Audit Engagement Letter contains a detailed explanation of the respective responsibilities of the auditor and the Council.
Auditing standards	We carried out our audit in accordance with the Auditor-General's Auditing Standards. The audit cannot and should not be relied upon to detect all instances of misstatement, fraud, irregularity or inefficiency that are immaterial to your financial statements. The Council and management are responsible for implementing and maintaining your systems of controls for detecting these matters.
Auditor independence	We are independent of the Institute and Group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 (Revised): *Code of Ethics for Assurance Practitioners,* issued by New Zealand Auditing and Assurance Standards Board. Other than the audit, we have no relationship with, or interests in, the Institute or its subsidiaries.
Fees	The audit fee for the year is $96,613 (the Institute) and $3,664 (the Society) as detailed in our Audit Proposal Letter. No other fees have been charged in this period.
Other relationships	We are not aware of any situations where a spouse or close relative of a staff member involved in the audit occupies a position with the Institute or its subsidiaries that is significant to the audit. We are not aware of any situations where a staff member of Audit New Zealand has accepted a position of employment with the Institute or its subsidiaries during or since the end of the financial year.



AUDIT NEW ZEALAND
Mana Arotake Aotearoa

PO Box 99
Wellington 6140
Phone: 04 496 3099

www.auditnz.govt.nz

Corporate Governance Code of Practice and Board Sub-Committee Composition

1. PURPOSE:

Function:	For Approval
Nā:	Daryl Wehner, Chair
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is For approval. To seek the Board's approval adopting the Corporate Governance Code of Practice and instituting the Audit and Risk and Remuneration and Appointments board sub-committees.
Recommendation(s):	It is recommended that directors resolve to; a. Approve the Corporate Governance Code of Practice; and b. Approve the appointment of respective directors to the board sub-committees.

2. Corporate Governance Code of Practice

2.1. The proposed Corporate Governance Code of Practice is attached.

3. Audit and Risk Board Sub-Committee

3.1. Composition

Kathy Grant (Chair)
Toni Grant
Tracy Johnston
Charles Newton

3.2. Terms of Reference

The Audit and Risk Terms of Reference form part of NMIT's Corporate Governance Code of Practice as Schedule 1.

4. Remuneration and Appointments Board Sub-Committee

4.1. Composition

Patrick Smith (Chair)
Joannie Wilson
Daryl Wehner

4.2. Terms of Reference

The Remuneration and Appointments Terms of Reference form part of NMIT's Corporate Governance Code of Practice as Schedule 2.

5. NMIT Health and Safety Committee Board Representation

5.1. Although not a board sub-committee, Judene Edgar will represent the NMIT board on NMIT's Health and Safety Committee.

CORPORATE GOVERNANCE CODE OF PRACTICE

INTRODUCTION

This Code of Practice applies to directors of Nelson Marlborough Institute of Technology Limited ("NMIT") Board of Directors ("the Board").

Its purpose is to guide the standards of behaviour that are expected from Board directors.

It is not intended to be an exhaustive statement of all responsibilities which directors must observe, but merely highlight certain standards of appropriate conduct and practice.

The object of the Code of Practice is to ensure that the Board:

a. acts in a manner consistent with the need for NMIT to both maintain the highest ethical standards and to permit public scrutiny to ensure the maintenance of those standards as required by all relevant legislation;

b. acts in a manner consistent with the need for accountability by NMIT and the proper use of resources allocated to it as required by all relevant legislation; and

c. enhances mutual trust and respect between Board directors and between Board directors and staff and students of NMIT.

Relevant legislation includes:

a. Education Act 1989 (the Education Act);

b. Crown Entities Act 2004 (the Crown Entities Act);

c. State Sector Act 1988 (the State Sector Act);

d. Public Finance Act 1989 (the Public Finance Act); and

e. Local Government Official Information and Meetings Act 1987 (LGOIMA).

This Code of Practice continues in force until amended by the Board.

CODE OF PRACTICE

This part of the code sets out the Board's agreed standards of behaviour and practice.

Duty to Uphold the Law

Board directors must comply with all relevant statutory and other legal obligations in discharging their responsibilities as a director.

Honesty and Integrity

Board directors should not place themselves in situations in which their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

Ethics

The Board seeks to promote the highest standards of ethical conduct amongst its directors. Board directors should make all decisions on merit including decisions in relation to Board membership, awarding contracts, or recommending individuals for rewards or benefits. Board directors should not confer any reward or advantage, financial or otherwise, on themselves or anyone else, by virtue of their Board position. Accordingly, directors must:

- claim only for legitimate travel and childcare expenses (section 179 of the Education Act provides that a director of Board may be paid allowances for travel and childcare expenses).
- not influence, or attempt to influence, any NMIT employee to take actions that may benefit the director, or the director's family or business interests.
- not use NMIT’s resources for their personal business.
- not solicit, demand, or request any gift, reward or benefit by virtue of their position and notify the Chief Executive if any gifts are accepted. Refer CP0012.04 Conflict of Interest.

Accountability

Board directors should be as open as possible about their actions and those of the Board and should be prepared to justify their actions. Board directors should be accountable to the public for their actions and the manner in which they carry out their responsibilities and should cooperate fully and honestly with the scrutiny appropriate to Board directors.

Personal Judgment

Board directors can and will take account of the views of others but should reach their own conclusions on the issues before them, and act in accordance with those conclusions.

Respect for others

Board directors should promote equality by not discriminating unlawfully against any person and by treating people with respect regardless of their race, age, religion, gender, sexual orientation, or disability.

Disclosures of Interest

Board directors must maintain a clear separation between their personal interests and their duties as a director of the Board. This is to ensure that Board directors undertake their responsibilities free from bias (whether real or perceived).

Directors should familiarise themselves with section 175 of the Education Act concerning conflicts of interest and understand the effect of that section in relation to dealings with NMIT, and in particular, their ability to be present at, and to vote and take part in, NMIT Board meetings.

Where any conflict of interest (whether actual or potential) arises that is not subject to section 175 of the Education Act, the appropriate way of dealing with it will depend on the nature and extent of the conflict. In some cases, a declaration of interest coupled with voluntarily abstaining from involvement in the matter will be appropriate.

Standard of Care and Skill

Board directors must discharge their Board duties with a high standard of professional care and skill. Board directors should devote time, thought and studies to their duties and responsibilities as a director. Board directors must discharge their duties diligently and competently, act with integrity, loyalty and trustworthiness, and be open and honest in relation to all matters involving NMIT.

Act in good faith and generally in the best interests of the company

The Directors are committed to the proper and responsible fulfilment of their duties and responsibilities to the Company and Shareholders.

Holding of Other Offices of the Company by a Director

The Board may authorise any Director to act individually, or as a member of that Director's firm in a professional capacity for the Company, provided that role is not an audit role for the Company. The authorising Directors must sign a certificate stating that, in their opinion, entering such a contract is fair to the Company and their grounds for that opinion. The particulars of such a contract are to be entered into the Company's Interests Register. Payment for professional services will be provided at market rates as agreed by the Board at the time of authorisation.

Indemnities and Insurance

The Company is to indemnify Directors upon joining the Board pursuant to the Deed of Indemnity.

The Company is to effect and maintain directors and officers liability insurance cover for the benefit of Directors. The insurance cover will continue to apply, after a Director ceases his or her office as director, to any liability arising out of any actual or alleged act or omission of the Director in his or her capacity as a director prior to the date of ceasing office.

Resigning Director

A Director who resigns before the expiry of his or her term is to identify to the Board his or her reasons for early retirement.

Claims

Board directors must advise the Chief Executive or Chair of Board as soon as they become aware of any claim, whether actual or potential, or any circumstances which might lead to such a claim, against, or in any way involving, NMIT.

Relationships with Other Directors

Successful teamwork is a critical element in the success of any organisation. No team will be effective unless mutual respect exists between directors. With this in mind, Board directors will conduct themselves in ways that:

- maintain public confidence in the Board
- are open and honest
- allow Board directors the ability to express honestly held views during debate on any issue
- focus on issues rather than personalities
- avoid aggressive, offensive or abusive conduct.

Relationships with Staff

The effective performance of the Board also requires a high level of cooperation and mutual respect between Board directors and staff. To ensure that level of cooperation and trust is maintained Board directors must:

- recognise that the Chief Executive is the employer of NMIT's employees, and as such only the Chief Executive may hire, dismiss, instruct or censure an employee;
- make themselves aware of the obligations that the Chief Executive has as an employer and observe those requirements at all times;
- observe any guidelines that the Chief Executive puts in place regarding contact with employees;
- treat all employees with courtesy and respect (including the avoidance of aggressive, offensive or abusive conduct towards employees);
- respect the impartiality and integrity of NMIT's staff and not do anything which compromises, or could be seen as compromising, the impartiality of an employee;
- avoid publicly criticising any employee in any way, but especially in ways that reflect on the competence and integrity of the employee; and
- raise concerns about employees only with the Chief Executive, and concerns about the Chief Executive only with the Board.

Board directors should be aware that any breach of this section of the Code may compromise NMIT's obligation to act as a good employer and may expose NMIT to civil litigation and audit sanctions.

Encourage openness, challenge and independent thinking in board composition and decision-making

The Board is to take such steps as may be appropriate to ensure that the Board maintains an openness to new ideas and a willingness to critically examine its performance.

Recognise the appropriate division between Board and management

The Board is to provide high level counsel to the CEO, to constantly monitor the performance of the CEO against the Board's requirements and expectations and to take timely action if the objectives of the Institute are not being achieved or a correction to management is required.

The Board recognises that all Board directors should have access to the CEO and, with the CEO's knowledge, to senior management. Each Board director is to respect the division of responsibility between Board and management. The Board is to review its relationship with management annually.

Concern for the public interest and students' wellbeing

The Board has a duty in the performance of its functions and the exercise of its powers to ensure proper standards of concern for the public interest and the wellbeing of students attending NMIT are maintained.

Safety, health and wellbeing

Safety, Health and wellbeing is a priority for the Board. The Board will take a leading role in health & safety by reviewing and approving the safety management plan and understanding the effectiveness of the Institutes systems and performance. Further the Board supports the "Health and Safety Guide: Good Governance for Directors" produced by the Institute of Directors and the Ministry of Business, Innovation and Employment.

Act in NMIT's Best Interests

Board directors must act in the best interests of NMIT, free of conflicting or compromising responsibilities, influences and loyalties. Board directors must act in good faith and give undivided loyalty to, and serve the interests of, NMIT when carrying out their role as Board directors.

Board directors must abide by majority decisions of the Board and shall support the decisions of the Board by observing the principle of collective responsibility. [There is an expectation that] Board directors will not publicly express views contrary to the decisions of the Board.

Contact with the Media

The media plays an important role in ensuring the accountability of the Board and in maintaining required standards of integrity. In order to carry out this role the media needs access to accurate, timely information about the affairs of the Board.

- The Chairperson is the first point of contact for the Board's view on any issue. Where the Chairperson is absent, any matters will be referred to the Deputy Chairperson or relevant Committee Chairperson.
- The Chairperson may refer any matter to the relevant committee Chairperson or to the Chief Executive for comment.
- Comments to the media must not breach this Code of Practice or the Standing Orders. For example, no Board director may disclose confidential information, or compromise the impartiality or integrity of staff.

Confidential Information

In the course of their duties Board directors will from time to time receive information that may need to be treated as confidential. This will generally be information that is either commercially sensitive or is personal to a particular individual or organisation. Board directors must not use or disclose confidential information for any purpose other than the purpose for which the information was supplied to the Board director.

Board directors should be aware that failure to observe these provisions will impede the performance of the Board by inhibiting information flows and undermining public confidence in the Board. Failure to observe these provisions may also expose the Board to action under the Privacy Act 1993 and civil litigation.

This duty of confidentiality does not extend to information received by a Board director in open meeting, or information that is made available publicly or is classified as no longer confidential by NMIT.

Breach of Code of Practice

Where a Board director breaches this Code of Practice the Chairperson may take whatever action he or she regards as appropriate.

If the Board regards a breach of this Code as serious, it may convene a Standing Orders Committee to investigate the matter.

Engage in the development, approval and monitoring of the Institute’s strategy

Recognise and manage risk through identification, monitoring and control.

The Board is to develop processes to identify and manage potential and relevant risks to the Institute through the Audit Committee. Identified material risks, changes to the risk profile of the Institute and any outstanding controls are to be reported to Board at each meeting.

Monitor and regularly evaluate Board and management performance

The Board is to establish and review from time to time performance criteria for itself and individual Board directors including the Chair and review performance against those criteria at least annually.

Encourage efficiency in the Board and the Institutes operations and in the Institute's operating environment

The Chairperson is to be responsible for ensuring that Board meetings are sufficiently well-planned and conducted in a manner that ensures the most effective and efficient use of Board time and energy. The Chairperson is to take particular responsibility for leading the Board and setting the tone for the conduct of its meetings and the way in which issues are debated. The Chairperson is to be responsible for ensuring that adequate minutes of the proceedings of meetings of the Board are taken.

Ensure that the shareholders are treated fairly according to their respective rights

The Board is to comply with the Companies Act and the Constitution and, in particular, make decisions relating to the operation of the Company pursuant to the authority of the Board in accordance with the Constitution, legislation and Charter.

Recognise and respect the legitimate interests of stakeholders

The Board acknowledges the public nature of the Shareholders and is to respect the interests of the stakeholders whom those Shareholders represent.

Foster constructive relationships with shareholders that encourage them to engage with the company

Appointment of Directors by Shareholders

Directors are appointed by the Shareholders pursuant to their policies and procedures.

Rights of Shareholders

The Board acknowledges the rights of shareholders as are referred to in the Companies Act and the Constitution.

Ensure the quality and independence of the external audit processes and other key functions through the efficient use of Board sub-committees

Committees of the Board

The Board is to use committees to allow areas requiring detailed consideration to be dealt with separately by Directors with specialist knowledge and experience thereby enhancing the efficiency and effectiveness of the Board. However, the Board is to retain ultimate responsibility for the functions of its committees and is to determine their responsibilities. The Board is to remain collectively responsible for all decisions made or recommended by the committees.

Standing Committees

The Board has resolved to have two standing Committees being the Audit & Risk Committee and the Remuneration and Appointments Committee. From time to time the Board may constitute an *ad hoc* committee to deal with a particular issue facing it which requires specialist knowledge and experience.

Committee Terms of Reference

Each standing Committee has terms of reference. The terms of reference are set out in schedule 1 (Audit & Risk Committee Terms of Reference) and schedule 2 (Remuneration and Appointments Committee Terms of Reference). Any changes to the terms of reference are to be approved by the

Board. Any *ad hoc* committee is to conduct its proceedings as directed by the Board and otherwise as it thinks fit.

Schedule 1 – Audit & Risk Committee Terms of Reference

I. Constitution

The Constitution of Nelson Marlborough Institute of Technology Limited ("NMIT") endorses the Audit & Risk Committee.

II. Interpretation

Unless the context requires, in these terms of reference terms have the same meaning as in the Code of Practice.

III. Purpose

The purpose of the Audit & Risk Committee is;

a. To assist the Board in discharging its responsibilities relating to financial and non-financial reporting and regulatory compliance.

b. To serve as a focal point for communication between the Board, the external auditors, financial and risk advisors and management.

c.To assist the Board in fulfilling its responsibilities by providing an in-depth review of financial and non-financial reporting and risk management, by satisfying itself as to the effectiveness of the Company's internal controls and as to the sufficiency of the external advisors and auditors.

IV. Responsibilities

The responsibilities of the Audit & Risk Committee are to:

a. Review the management of material risk within the business, changes to the risk profile of NMIT, any outstanding controls and report at least annually to the Board on such matters;

b. Recommend to the Board the adoption of the NMIT Treasury Policy and objectives contained within;

c. Review management of risk within the Treasury Policy;

d. Consider the performance of the external auditors and approve the audit fee;

e. Review with management the external audit and the adequacy of the Company's policies and procedures regarding internal controls;

f. Be familiar, through the individual efforts of its members, with the financial reporting principles and practices applied by the Company in preparing its financial statements;

g. Before its commencement, review the scope of the external audit, including the engagement letter (such review to include an understanding from the external auditors of the factors considered by them in determining their audit scope);

h. Review the annual report prior to approval by the Board;

i. Review the draft representation letter prior to approval by the Board;

j. Discuss with the external auditors any relevant recommendations arising from the audit and review the draft management letter including management's responses to any points raised;

k. Discuss with management the scope and quality of systems of internal control with specific reference to the Treasury Policy, Regulatory Compliance Framework and Risk Management Framework;

l. Review the findings of internal investigations into any suspected frauds or irregularities or failure of internal controls or infringements of laws, rules and regulations;

m. Apprise the Board of significant developments in the course of performing the above duties;

n. Recommend to the Board any appropriate extensions or changes in the duties of the Audit & Risk Committee;

o. Report to the Board annually, addressing the work and findings of the Audit & Risk Committee during the year;

p. Preview for accuracy the statement in the Company's annual report about the composition, role and activities of the Audit & Risk Committee during the financial period.

V. Membership

The members of the Audit & Risk Committee will be Directors and be appointed and removed by the Board.

The Audit & Risk Committee will comprise of not less than three members.

The Chairman will act in an ex officio capacity should a member be absent.

At least one member will be a Chartered Accountant or have other financial expertise deemed satisfactory by the Board.

The Chairperson of the Audit & Risk Committee will be appointed by the Board and shall not be unless expressly required by the Board, the same as the Chairperson.

VI. Meetings

A quorum of members of the Audit & Risk Committee shall be all or at least two members.

All or any of the members of the Audit & Risk Committee may participate in a meeting using telephone conference or any communication equipment which allows all persons are participating in the meeting to hear each other. A person so participating shall be deemed to be present in person at the meeting and shall be entitled to vote.

If a member of the Audit & Risk Committee is not available for a critical meeting the Committee may co-opt another Director for that particular meeting, should the board Chairman also not be available.

Directors who are not members of the Audit & Risk Committee may attend meetings of the Audit & Risk Committee.

The Audit & Risk Committee may have in attendance at its meetings such members of management and such other persons, including external advisers, as it considers necessary to provide appropriate information and advice as may be invited from time to time.

Reasonable notice of meetings and the business to be conducted shall be given to the members of the Audit & Risk Committee, all other members of the Board, the CEO and to such other persons as the Board directs.

The Audit & Risk Committee shall meet on such occasions as the Chairperson considers necessary (and at least once a year with the external auditors without the CEO or management present).

The chairperson of the Audit & Risk Committee or Board may request a meeting at any time if they consider it necessary.

The Committee shall appoint a Secretary to the meeting, and the Company Secretary shall be made available for this purpose.

The agenda and Committee papers will be prepared and may be circulated to all Directors, including members of the Audit & Risk Committee, prior to the meetings.

VII. Authorities

The Audit & Risk Committee is authorised to investigate any activity covered by these terms of reference, and all Employees are directed to co-operate as requested by members of the Audit & Risk Committee. The Audit & Risk Committee will have unrestricted access to and direct communication with the internal and external auditors where it deems it necessary to carry out its function.

The Audit & Risk Committee is authorised to obtain, at the Company's expense, outside legal or other independent professional advice and to arrange for the attendance at meetings, at the Company's expense, of outside parties (including representations of external auditors and financial and risk advisers) with relevant experience and expertise that it considers necessary for carrying out its responsibilities.

The Audit & Risk Committee shall report to the Board any suspected frauds or irregularities, failures of internal control or suspected infringements of laws, rules and regulations which come to its attention.

VIII. Reporting

After each Audit & Risk Committee meeting the chairperson of the Audit & Risk Committee will update the Chairperson on the Audit & Risk Committee's activities and make recommendations to the Board as may be appropriate.

The minutes of all Audit & Risk Committee meetings will be prepared and circulated to all members of the Audit & Risk Committee and other members of the Board. Minutes shall include the proceedings and resolutions of each meeting including the names of all those present. Extracts from the minutes will be made available to such other persons as the Board directs, as may be necessary to enable those people to properly carry out their functions.

The chairperson of the Audit & Risk Committee will present an annual report to the Board summarising the Audit & Risk Committee's activities during the year and any related significant results and findings. The annual report shall provide sufficient information to the Board for the Board to be able to report annually to Shareholders on risk identification and management procedures and relevant internal controls of the Company.

IX. Accountability

The Board reviews annually the Audit & Risk Committee's performance against these terms of reference. The Board reviews annually these terms of reference.

Schedule 2 – Remuneration & Appointments Committee Terms of Reference

I. Constitution

The Constitution of Nelson Marlborough Institute of Technology Limited ("NMIT") endorses the Remuneration & Appointments Committee.

II. Interpretation

Unless the context requires, in these terms of reference terms have the same meaning as in the Code of Practice and "Senior Management" means those Employees who:

a. Have the potential, under their current or proposed contract, in any given financial year to accrue taxable earnings greater than $100,000;

b. Otherwise, regularly attend meetings of the Board; or

c. Are determined, by the Board, to be Senior Management, however, excludes non-executive Directors.

III. Purpose

The purpose of the Remuneration and Appointments Committee is to;

a. Determine and review the Company's policy on remuneration, including the overall Company policy on remuneration, the specific remuneration packages of Senior Management and remuneration of the Board, so as to ensure that Employees, Senior Management and Directors are fairly rewarded for their contributions to the Company's overall performance.

b. Review and approve the policies on career development, performance management and succession planning.

IV. Responsibilities

The responsibilities of the Remuneration & Appointments Committee are to determine and agree with the Board the framework or broad policy for the remuneration of the Employees, with particular regard to Senior Management.

The Remuneration & Appointments Committee shall, in determining the policy:

a. Take into account all factors that it deems necessary with the objective being to ensure that Employees and Senior Management are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their contributions to the success of the Company;

b. Determine targets for any performance related pay schemes operated by the Company;

c. Determine the policy for and scope of service agreements for Senior Management, termination payments and compensation commitments, and ensure the legality of the preceding.

The Remuneration and Appointments Committee shall determine and review (unless exceptional circumstances apply) annually following the end of each financial year the remuneration of individual Employees, in the following manner:

a. The Senior Management shall determine the remuneration of Employees other than Senior Management having regard to the policy laid down by the Remuneration and Appointments Committee;

b. Remuneration of Senior Management shall be subject to the approval of the Remuneration and Appointments Committee having regard to the recommendation to the Remuneration and Appointments Committee by the CEO;

c. Remuneration of the CEO shall be determined solely by the Board having regard to the recommendation of the Remuneration and Appointments Committee, within the terms of the agreed policy; and

d. No Director or manager shall be involved in any decisions as to his or her own remuneration.

The Remuneration and Appointments Committee shall determine, prior to the start of each financial year, the details of any performance related pay set either on a Company-wide basis or for Senior Management. Following each financial year, the Remuneration and Appointments Committee shall review the performance against these targets.

The Remuneration and Appointments Committee Remuneration and Appointments Committee shall also consider such other topics as directed to by the Board.

V. Membership

The members of the Remuneration and Appointments Committee will be Directors and be appointed and removed by the Board.

The Remuneration and Appointments Committee will comprise at least two members, who will be non-executive Directors and free from any business or other relationship which could interfere with the exercise of their independent judgement.

The chairperson of the Remuneration & Appointments Committee will be appointed by the Board and will not be the same as the Chairperson.

VI. Meetings

A quorum of members of the Remuneration and Appointments Committee shall be all or at least two members.

All or any of the members of the Remuneration & Appointments Committee may participate in a meeting of the Committee by means of telephone conference or any communication equipment which allows all persons participating in the meeting to hear each other. A person so participating shall be deemed to be present in person at the meeting and shall be entitled to vote.

If a member of the Remuneration & Appointments Committee is not available for a critical meeting the Committee may co-opt another Director for that particular meeting.

All Directors shall be entitled to attend meetings of the Remuneration and Appointments Committee provided that executive Directors shall not be entitled to attend meetings where they are conflicted for personal reasons.

The Remuneration & Appointments Committee may have in attendance such members of management and such other persons, including external advisers, as it considers necessary to provide appropriate information and advice as may be invited from time to time.

Reasonable notice of meetings and the business to be conducted shall be given to the members of the Remuneration and Appointments Committee and all other members of the Board and such other persons as the Board directs.

The Remuneration & Appointments Committee will meet at least twice per year having regard to when Director and executive remuneration is due for review in terms of the Company's remuneration policies. A meeting of the Remuneration and Appointments Committee may be

requested by the chairperson of the Committee or the Board at any time if they consider it necessary.

The Committee shall at each meeting appoint a Secretary to the meeting by vote and the Company Secretary shall be made available for this purpose.

The agenda and Committee papers will be prepared and may be circulated to all Directors, including members of the Remuneration and Appointments Committee, prior to the meetings.

VII. Authorities

The Remuneration & Appointments Committee is authorised to investigate any activity covered by these terms of reference. The Remuneration and Appointments Committee members may communicate with any Employee, with the knowledge of the CEO, to seek any information they require in order for the Remuneration and Appointments Committee to carry out its role.

The Remuneration & Appointments Committee is authorised to obtain, at the Company's expense, outside legal or other independent information and professional advice (including independent remuneration consultants, market surveys and reports), and to consult with such management and executive search consultants and other outside advisers and organisations with relevant experience and expertise, as it thinks necessary for carrying out its responsibilities.

VIII. Reporting

After each Remuneration & Appointments Committee meeting the chairperson of the Remuneration & Appointments Committee will report the Remuneration and Appointments Committee's findings and recommendations to the Board.

The minutes of all Remuneration & Appointments Committee meetings will be prepared and circulated to members of the Remuneration and Appointments Committee and other members of the Board. Minutes shall include the proceedings and resolutions of each meeting including the names of all those present. Extracts from the minutes may be made available to such other persons as the Board directs, as may be necessary to enable them to properly carry out their functions.

The chairperson of the Remuneration & Appointments Committee will present an annual report to the Board summarising the Remuneration and Appointments Committee's activities during the year and any related significant results and findings.

IX. Accountability

The Board reviews annually the Remuneration & Appointments Committee's performance against these terms of reference. The Board reviews annually these terms of reference.

Te Kaupapa: Financial Statements and EFTS Report to 31 March 2020

1. PURPOSE:

Function:	For Information
Nā:	Vicki Bryson, Director Finance, Compliance and Business Intelligence
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is: To provide the Board with a Financial and EFTS update as at 31 March 2020. The Board receives Financial and EFTS reports at each meeting. The reports provide a dashboard and commentary analysis on budget and Mix of Provision status at NMIT.
Recommendation(s):	It is recommended that that the Board receives the Financial and EFTS Updates as at 31 March 2020.

2. SUMMARY:

NMIT's surplus for the three months ended 31 March 2020 is $17.7m compared to budget of $14.5m. Revenue is $2.2m favourable to budget, with operating expenditure and staffing costs also favourable to budget, down $0.2m and $0.8m respectively. These accounts are for management reporting purposes only and have not been audited.

3. ATTACHMENTS:

- EFTS Reporting to 31 March 2020
- Financial Reporting and Analysis for period ending 31 March 2020.

Nelson & Marlborough Institute of Technology

EFTS Reporting 31 March 2020

EFTS Reporting

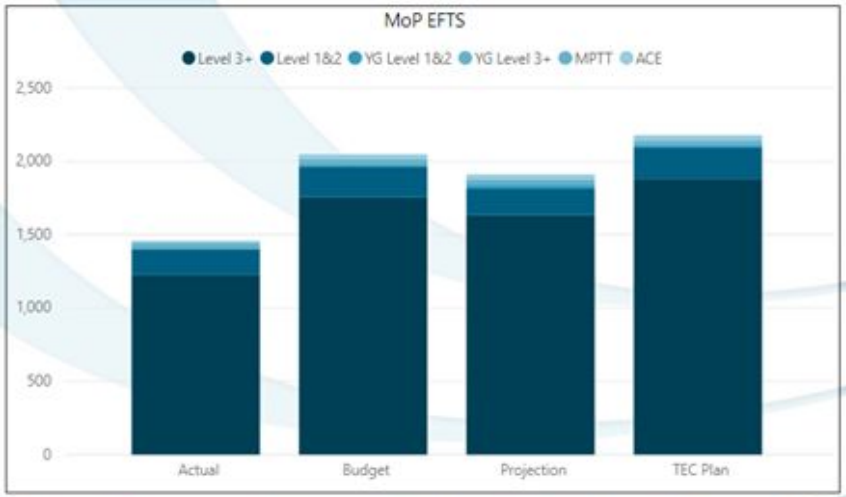
2020 Actual EFTS vs Budget by Source of Funding

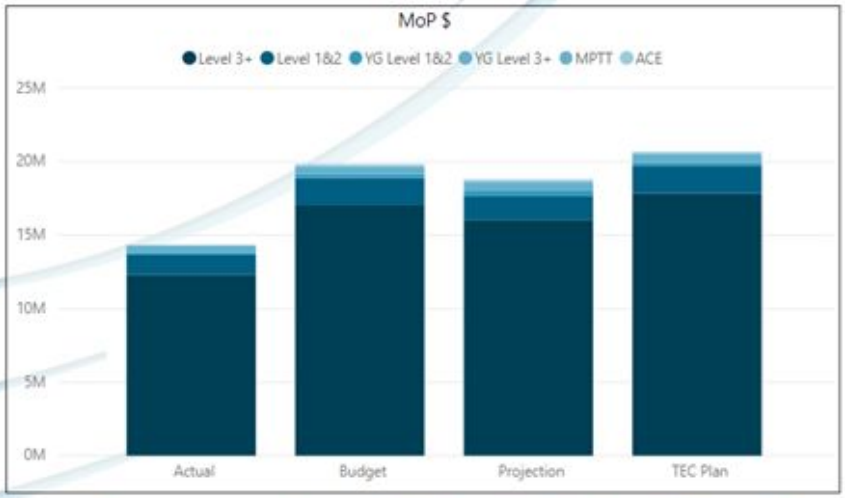
Programme Area	Learner Count*	Actual SAC	Actual Int	Actual ITO	Actual YG	Actual STAR	Actual Other	Actual MPTT	Actual ACE	Actual Total	Budget SAC	Budget Int	Budget ITO	Budget YG	Budget STAR	Budget Other	Budget MPTT	Budget ACE	Budget Total	Budget Variance
Applied Business & English Language	715	108.85	277.90				24.86			411.61	204.40	319.50				51.00			574.90	-163.29
Aviation	245	93.81	1.16				6.68		0.29	101.93	139.50	2.00				10.00			151.50	-49.57
Dean International Curriculum	302		27.25						0.36	27.61		176.00						0.80	176.80	-149.19
Digital Technologies, Arts & Media	543	157.62	50.94						10.53	219.08	279.37	59.92						24.80	364.09	-145.00
Engineering & Construction	305	122.46	9.25	2.84	28.50				0.42	163.47	199.00	12.00	18.10	20.00		1.00		2.50	252.60	-89.13
Health & Fitness	241	176.54	16.00				0.22			192.76	158.00	38.14				0.50			196.64	-3.88
Hospitality, Service Sectors & Pathways	447	67.42	4.05	4.33	16.50	40.35			0.38	133.03	119.60	2.00	6.00	29.40	51.28	1.89		3.09	213.26	-80.24
Learner Services																0.50			0.50	-0.50
Maritime, Aquaculture & Conservation	659	209.92	51.50				6.01	0.11	0.05	267.59	330.33	36.53				23.00	0.11	0.88	390.85	-123.26
Research & Innovation	15	5.00								5.00	3.50								3.50	1.50
Social Sciences	418	221.85	0.58							222.44	259.62	1.00							260.62	-38.19
Te Toki Pakohe	382	181.77								181.77	207.10							2.00	209.10	-27.33
Viticulture, Wine & Horticulture	137	55.74	12.25					0.17		68.16	64.50	21.00							85.50	-17.34
Total	4348	1,400.98	450.88	7.17	45.00	40.35	37.76	0.28	12.03	1,994.45	1,964.92	668.09	24.10	49.40	51.28	87.89	0.11	34.07	2,879.86	-885.42

2020 Actual EFTS vs Forecast by Source of Funding

Programme Area	Learner Count*	Actual SAC	Actual Int	Actual ITO	Actual YG	Actual STAR	Actual Other	Actual MPTT	Actual ACE	Actual Total	Forecast SAC	Forecast Int	Forecast ITO	Forecast YG	Forecast STAR	Forecast Other	Forecast MPTT	Forecast ACE	Forecast Total	Forecast Variance
Applied Business & English Language	715	108.85	277.90				24.86			411.61	179.50	349.76				51.00			580.26	-168.65
Aviation	245	93.81	1.16				6.68		0.29	101.93	140.79	1.50				6.68			148.97	-47.04
Dean International Curriculum	302		27.25						0.36	27.61		176.00						0.80	176.80	-149.19
Digital Technologies, Arts & Media	543	157.62	50.94						10.53	219.08	253.70	57.04						26.83	337.57	-118.48
Engineering & Construction	305	122.46	9.25	2.84	28.50				0.42	163.47	164.96	9.25	18.10	28.50		1.00		2.50	224.31	-60.83
Health & Fitness	241	176.54	16.00				0.22			192.76	172.92	25.76				0.50			199.18	-6.42
Hospitality, Service Sectors & Pathways	447	67.42	4.05	4.33	16.50	40.35			0.38	133.03	77.83	4.07	6.00	33.63	50.39	1.89		3.09	176.90	-43.87
Learner Services																0.50			0.50	-0.50
Maritime, Aquaculture & Conservation	659	209.92	51.50				6.01	0.11	0.05	267.59	326.24	60.80				23.00	0.11	0.88	411.03	-143.44
Research & Innovation	15	5.00								5.00	5.00								5.00	0.00
Social Sciences	418	221.85	0.58							222.44	242.64								242.64	-20.20
Te Toki Pakohe	382	181.77								181.77	179.65							2.00	181.65	0.12
Viticulture, Wine & Horticulture	137	55.74	12.25					0.17		68.16	71.21	14.25					0.17		85.63	-17.46
Total	4348	1,400.98	450.88	7.17	45.00	40.35	37.76	0.28	12.03	1,994.45	1,814.43	698.43	24.10	62.13	50.39	84.57	0.28	36.11	2,770.43	-775.98

EFTS Reporting – Mix of Provision





EFTS	Level 3+	Level 1&2	YG Level 1&2	YG Level 3+	MPTT	ACE
Actual	1,224.82	174.27	13.80	33.50	0.28	12.13
Budget	1,754.82	210.10	18.00	31.40	0.11	34.07
Projection	1,633.44	179.98	25.63	36.50	0.28	36.11
TEC Plan	1,881.58	210.10	18.00	32.72	0.11	36.11

$	Level 3+	Level 1&2	YG Level 1&2	YG Level 3+	MPTT	ACE
Actual	12,299,213	1,355,694	151,717	487,630	1,128	53,921
Budget	17,036,707	1,853,524	237,470	548,508	440	151,408
Projection	16,053,208	1,593,892	338,066	637,597	1,107	160,456
TEC Plan	17,848,947	1,853,524	237,470	571,566	440	160,456

	Level 3+	Level 1&2	YG Level 1&2	YG Level 3+	MPTT	ACE
Act vs. Bud	-530.00	-35.83	-4.20	2.10	0.17	-21.94
Act vs. Bud %	69.8%	82.9%	76.7%	106.7%	256.4%	35.6%
Act vs. Proj	-408.62	-5.71	-11.82	-3.00	0.01	-23.97
Act vs. Proj %	75.0%	96.8%	53.9%	91.8%	101.9%	33.6%
Act vs. Pln	-656.76	-35.83	-4.20	0.78	0.17	-23.97
Act vs. Pln %	65.1%	82.9%	76.7%	102.4%	256.4%	33.6%
Proj vs. Pln	-248.14	-30.12	7.63	3.78	0.17	0.00
Proj vs. Pln %	86.8%	85.7%	142.4%	111.6%	251.5%	100.0%

	Level 3+	Level 1&2	YG Level 1&2	YG Level 3+	MPTT	ACE
Act vs. Bud $	-4,737,494	-497,829	-85,753	-60,877	688	-97,487
Act vs. Bud $ %	72.2%	73.1%	63.9%	88.9%	256.4%	35.6%
Act vs. Proj $	-3,753,995	-238,198	-186,348	-149,966	21	-106,535
Act vs. Proj $ %	76.6%	85.1%	44.9%	76.5%	101.9%	33.6%
Act vs. Pln $	-5,549,734	-497,829	-85,753	-83,936	688	-106,535
Act vs. Pln $ %	68.9%	73.1%	63.9%	85.3%	256.4%	33.6%
Proj vs. Pln $	-1,795,739	-259,632	100,595	66,031	667	0
Proj vs. Pln $ %	89.0%	86.0%	142.4%	111.6%	251.5%	100.0%

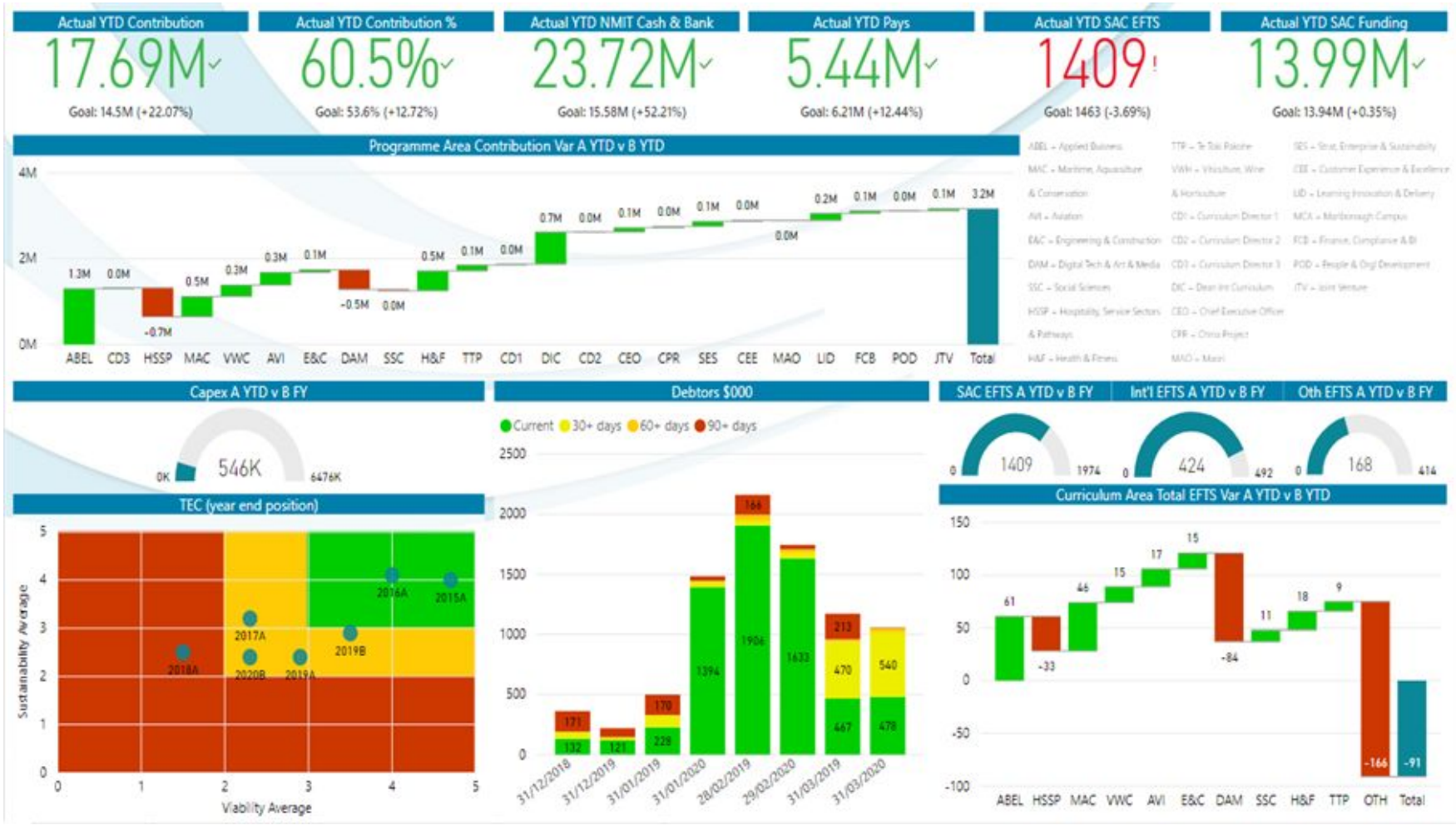
Nelson & Marlborough Institute of Technology

Financial Reporting & Analysis

For Period Ending 31 March 2020

Vicki Bryson: Executive Director Finance, Compliance & Business Intelligence

NMIT Executive Summary



NMIT Financial Operating Statement
For the period ending 31 March 2020

Category Description	Year to Date				Full Year		
($000's)	Actual	Budget	$ Variance	%+(-)Variance	Budget	2019	2018
Income							
TEC Funding	14,044	14,009	34	0%	19,703	18,843	18,073
Youth Guarantee	639	549	90	16%	786	818	1,530
ITO	21	71	(50)	(70)%	239	179	225
Star & Trades Academy	202	494	(292)	(59)%	545	569	460
Student Fees - Domestic	5,180	5,685	(504)	(9)%	7,594	7,027	7,161
Student Fees - International	6,998	5,131	1,867	36%	8,278	7,667	8,187
Interest & Dividends	139	121	18	15%	485	628	743
Other Income	2,037	959	1,078	112%	4,371	4,711	5,350
Total Income	**29,261**	**27,020**	**2,241**	**8%**	**42,001**	**40,441**	**41,729**
Expenditure							
Class Resources	453	616	163	27%	2,274	1,991	2,341
International Commissions	1,763	1,275	(489)	(38)%	2,252	1,969	1,854
Curriculum Support	5	5	(1)	(19)%	15	106	54
Information Technology	359	391	32	8%	1,564	1,394	1,192
HR & Training	139	169	30	18%	664	570	762
Marketing & Promotions	130	125	(5)	(4)%	501	490	841
Admin & Support	642	364	(278)	(76)%	1,486	1,525	2,861
Facilities	570	618	49	8%	2,641	2,511	3,203
Interest Expense	-	-	-	0%	-	-	4
Depreciation, Amortisation & Impairment	1,172	1,200	28	2%	4,800	4,805	4,170
JV/TANZ Costs	896	1,554	657	42%	2,537	2,032	1,798
Total Opex Expenses	**6,129**	**6,316**	**186**	**3%**	**18,729**	**17,394**	**19,081**
Academic Pay	2,776	3,279	503	15%	13,674	12,574	13,224
Support Staff Pay	2,661	2,930	270	9%	12,077	11,092	11,274
Total Staffing Costs	**5,437**	**6,209**	**772**	**12%**	**25,752**	**23,665**	**24,498**
Total Expenditure	**11,566**	**12,525**	**958**	**8%**	**44,480**	**41,059**	**43,579**
Contribution	**17,695**	**14,496**	**3,199**	**22%**	**(2,479)**	**(618)**	**(1,850)**
Contribution %	**60%**	**54%**			**(6)%**	**(2)%**	**(4)%**

NMIT's YTD surplus of $17.7m is $3.2m favourable to YTD budget of $14.5m. Revenue is $2.2m favourable to budget, with the main favourable variances in international student fees (EFTS excl In China delivery are 112 higher than budget), and other income (SSL $0.2m contra expense; In China $0.7m and ELTO $0.1m - both timing). Operating costs are under budget, with lower JV/TANZ costs (lower JV EFTS) and lower class resources (travel & accommodation $0.1m (In China), partly offset by higher international commissions (contra higher revenue) and higher Admin & Support costs (SANITI SLA $0.2m contra revenue, 20% share of Seymour St sale proceeds paid to the Crown $0.1m).

Income : variance explanation

Category Description	Year to Date				Full Year		
($000's)	Actual	Budget	$ Variance	%+(-)Variance	Budget	2019	2018
Income							
TEC Funding	14,044	14,009	34	0%	19,703	18,843	18,073
Youth Guarantee	639	549	90	16%	786	818	1,530
ITO	21	71	(50)	(70)%	239	179	225
Star & Trades Academy	202	494	(292)	(59)%	545	569	460
Student Fees - Domestic	5,180	5,685	(504)	(9)%	7,594	7,027	7,161
Student Fees - International	6,998	5,131	1,867	36%	8,278	7,667	8,187
Interest & Dividends	139	121	18	15%	485	628	743
Other Income	2,037	959	1,078	112%	4,371	4,711	5,350
Total Income	**29,261**	**27,020**	**2,241**	**8%**	**42,001**	**40,441**	**41,729**

Income is $2.2m (8%) favourable to budget.

- ✓ TEC funding is on budget despite TEC funded EFTS overall being below budget.This is due to a different EFTS mix.
- ✓ Youth Guarantee funding is favourable to budget, with YTD EFTS 19% ahead of YTD budget.
- x ITO revenues are below budget, particularly from Competenz, due to the timing of course commencements compared to budget phasing.
- x Star & Trades Academy revenues are below budget due to budget phasing of revenues.This variance will reduce over the course of the year.
- × Domestic student fees are unfavourable to budget, with lower fees from both self-funded courses (China project mentoring fees $0.1m) & TEC funded courses (different EFTS mix).
- ✓ International student fees are favourable to budget with112 more EFTS (excluding In China delivery) delivered compared to YTD budget. The major favourable variances are in BCom $0.4m, MAM $1.1m, PGDipSCM $0.2m, and NZDip Nautical Science $0.1m.
- ✓ Interest & dividend income is slightly ahead of budget due to higher than budgeted cash & investments balances.
- ✓ Other income is favourable to budget due to higher than budgeted revenue from student services levy $0.2m (contra expense), and higher revenues than budgeted from In China delivery $0.7m (budget phasing) and ELTO contract $0.1m (timing).These variances will reduce during the year.

Operating Expenditure - variance explanation

Category Description	Year to Date				Full Year		
($000's)	Actual	Budget	$ Variance	%+(-)Variance	Budget	2019	2018
Expenditure							
Class Resources	453	616	163	27%	2,274	1,991	2,341
International Commissions	1,763	1,275	(489)	(38)%	2,252	1,969	1,854
Curriculum Support	5	5	(1)	(19)%	15	106	54
Information Technology	359	391	32	8%	1,564	1,394	1,192
HR & Training	139	169	30	18%	664	570	762
Marketing & Promotions	130	125	(5)	(4)%	501	490	841
Admin & Support	642	364	(278)	(76)%	1,486	1,525	2,861
Facilities	570	618	49	8%	2,641	2,511	3,203
Interest Expense	-	-	-	0%	-	-	4
Depreciation, Amortisation & Impairment	1,172	1,200	28	2%	4,800	4,805	4,170
JV/TANZ Costs	896	1,554	657	42%	2,537	2,032	1,798
Total Opex Expenses	**6,129**	**6,316**	**186**	**3%**	**18,729**	**17,394**	**19,081**

YTD Opex of $6.1m is 3% favourable.

Significant variances include**:**

- ✓ Class Resources - $0.2m favourable overall due to lower cost of sales in Cafe Ake Ake (contra revenue), and lower than budgeted course travel & accommodation costs across a range of programmes including In China delivery (cancellation of tutor travel due to Covid-19 pandemic), and Bachelor of Nursing.
- x International Commissions – unfavourable variance due to higher international revenues.
- x Curriculum Support – small unfavourable variance in research costs (timing).
- ✓ Information Technology – favourable variance in licence fees for BCGI (timing), and internet (timing).
- ✓ HR & Training – favourable variance in registration fees from curtailment of international marketing activities due to Covid-19 pandemic.
- x Marketing & Promotions – unfavourable variance due to higher than budgeted international education export levy due to higher international fee revenues (timing).

Operating Expenditure - variance explanation cont'd

Category Description	Year to Date				Full Year		
($000's)	Actual	Budget	$ Variance	%+(-)Variance	Budget	2019	2018
Expenditure							
Class Resources	453	616	163	27%	2,274	1,991	2,341
International Commissions	1,763	1,275	(489)	(38)%	2,252	1,969	1,854
Curriculum Support	5	5	(1)	(19)%	15	106	54
Information Technology	359	391	32	8%	1,564	1,394	1,192
HR & Training	139	169	30	18%	664	570	762
Marketing & Promotions	130	125	(5)	(4)%	501	490	841
Admin & Support	642	364	(278)	(76)%	1,486	1,525	2,861
Facilities	570	618	49	8%	2,641	2,511	3,203
Interest Expense	-	-	-	0%	-	-	4
Depreciation, Amortisation & Impairment	1,172	1,200	28	2%	4,800	4,805	4,170
JV/TANZ Costs	896	1,554	657	42%	2,537	2,032	1,798
Total Opex Expenses	**6,129**	**6,316**	**186**	**3%**	**18,729**	**17,394**	**19,081**

- x Admin & Support – unfavourable variance overall with unfavourable variances in SANITI SLA costs (contra revenue) and miscellaneous ($72k payment to the Crown on sale of Seymour St property) partly offset by favourable variances in consultants fees (timing), and admin travel & accommodation (cancellation of International Marketing trips & all domestic air travel from mid-March).
- ✓ Facilities Costs – favourable variance in repairs & maintenance costs (timing) and energy costs (timing). NMIT campuses were closed from 25th March.
- ✓ Depreciation expense – small favourable variance due to timing of capital expenditure spend.
- ✓ JV/TANZ costs – favourable variance due to lower eCampus & ATMC EFTS (contra revenue).

Pays - variance explanation

Category Description	Year to Date				Full Year		
($000's)	Actual	Budget	$ Variance	%+(-)Variance	Budget	2019	2018
Academic Pay	2,776	3,279	503	15%	13,674	12,574	13,224
Support Staff Pay	2,661	2,930	270	9%	12,077	11,092	11,274
Total Staffing Costs	**5,437**	**6,209**	**772**	**12%**	**25,752**	**23,665**	**24,498**

Academic pays

- ✓ Savings against budget of $0.5m in total, with favourable variances across most programme areas - Applied Business (lower spend on contractors in MAM, PGDip LSCM), Aviation (NZ Cert Aero Eng (DARS)), In China (lower spend on contractors) & China NZ (lower spend on mentors for China project students), Social Sciences, Health & Fitness (lower spend on contractors for health short courses, & part-time staff for BN Year 2).
- ✓ Salary increases due under TEU collective agreement were processed in March.

Support Staff pays

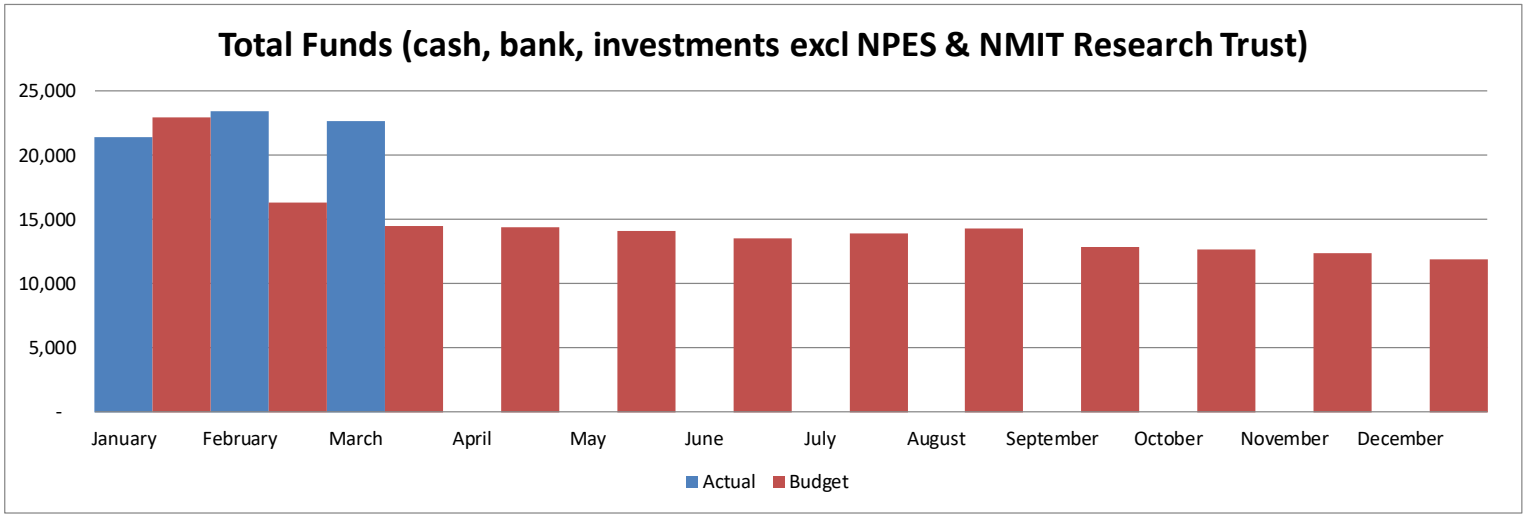
- ✓ Favourable to budget by $0.3m, with savings from vacant positions across a range of business support areas including CEO Admin, Business Intelligence, IT Services, Health & Fitness (vacant CM position), POD.

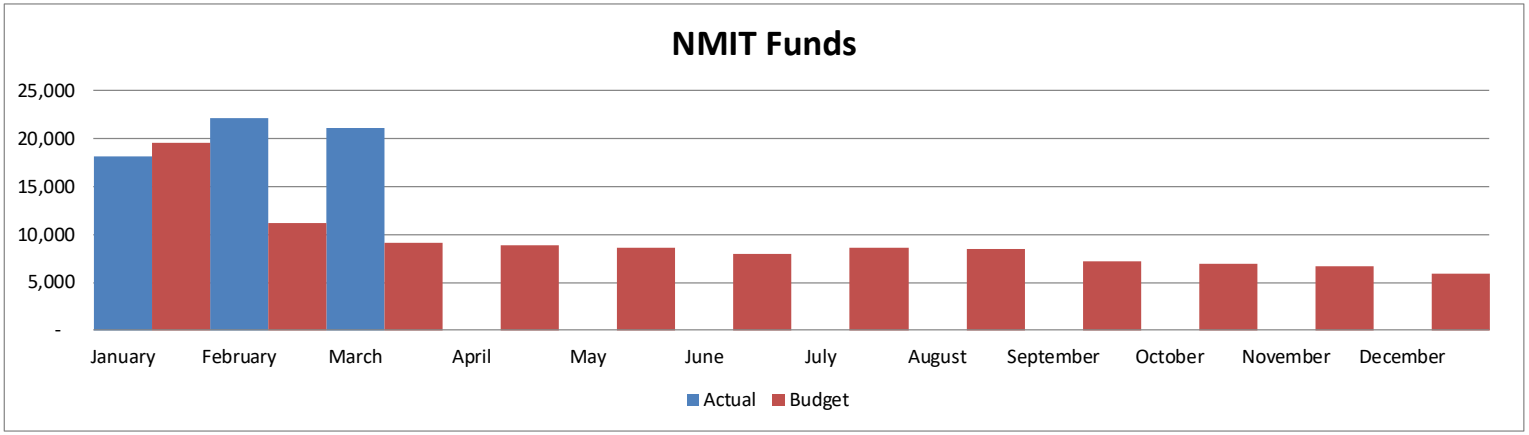
Capital Expenditure as at 31 March 2020

	2020 YTD Actual	2020 Original Budget	2019 Carry Forward	Balance To Spend	%
Land	-	-	-	-	0%
Buildings	79	3,597	-	3,518	2%
Art	-	-	-	-	0%
Computers	97	1,474	85	1,462	6%
Programme Development	9	383	-	374	2%
Plant & Equipment	25	736	-	711	3%
Vehicles	132	182	-	51	72%
Books	9	105	-	96	9%
Work in progress movement	196	-	-	(196)	0%
Total	**546**	**6,476**	**85**	**6,014**	**8%**

- $84,591 approved budget from 2019 has been carried forward to 2020. This is for the replacement of obsolete PCs, purchase of a mobile phone for new CM, and firewall implementation.
- 8% of the full year capex budget (including carry forward) has been spent YTD.
- Items in work in progress include Aviation programme development $51k, purchase of a replacement van $43k, full brake test lane for Automotive Engineering programmes $30k, and purchase of mobile devices (in response to Covid-19 shutdown & working from home requirement) $62k. These will be allocated to the relevant asset categories once transferred to the asset register.

Cash flow Graph





NMIT funds at 31 March 2020 are $21.1m, $12.0m ahead of budget. This is due to a combination of factors including higher opening cash & investments than budgeted ($2.7m), lower YTD capital expenditure ($5.9m - timing), and lower than budgeted student fees in advance ($3.7m - timing).This variance will reduce throughout the year.

NMIT Statement of Financial Position
As at 31 March 2020

	Institute Actual 31st March 2020 ($000)	Budget 31st March 2020 ($000)	Actual 31st March 2019 ($000)
Assets			
Current assets			
Cash and cash equivalents	3,470	2,059	1,697
Debtors and other receivables	11,701	12,708	11,128
Investments	20,250	13,525	19,250
Prepayments	695	675	750
Total current assets	36,116	28,967	32,825
Non-current assets			
Investments	1,095	1,160	1,160
Property, plant and equipment	88,139	93,576	91,492
Intangible assets	1,862	2,862	2,414
Total non-current assets	91,096	97,598	95,066
Total assets	127,212	126,565	127,891
Liabilities			
Current liabilities			
Creditors & other payables	3,422	2,934	4,162
Revenue received in advance	2,542	6,250	3,165
Provisions	1,454	1,201	2,100
Other financial liabilities	1,456	1,298	1,473
Total current liabilities	8,874	11,683	10,900
Non-current liabilities			
Provisions	231	225	222
Total non-current liabilities	231	225	222
Total liabilities	9,105	11,907	11,122
Net assets	**118,107**	**114,658**	**116,769**
Equity			
Capital introduced	29,039	29,039	29,039
Accumulated funds	32,763	29,314	31,425
Revaluation reserves	53,450	53,450	53,450
Capital reserves	2,855	2,855	2,855
Total equity	**118,107**	**114,658**	**116,769**

- NMIT's net assets / total equity are $3.4m favourable to YTD budget.
- Cash & investments are up $8.1m against budget due to the budgeted timing of capital expenditure, and higher than budgeted opening balances.
- Non-current assets are $6.5m unfavourable to budget due to a combination of lower opening balances than budgeted and the timing of current year capital expenditure.
- Current liabilities are $2.8m favourable to budget due to lower student fees in advance, partly offset by higher than budgeted creditors & other payables (international commissions).
- Working capital remains strong at 4.1:1, with NMIT easily able to meet current financial commitments.

NMIT Financial Statement of Cashflows
For the period ending 31 March 2020

	Institute Actual 31st March 2020 ($000)	Budget 31st March 2020 ($000)	Actual 31st March 2019 ($000)
Cash flows from operating activities			
Receipts from government grants	5,689	3,708	5,644
Receipts from tuition fees	5,226	9,771	5,890
Receipts from other income	2,003	1,949	1,863
Interest & Dividend income received	189	121	162
Payments to employees	(5,872)	(6,868)	(4,935)
Payments to suppliers	(3,451)	(4,290)	(3,121)
GST (net)	40	61	34
Net cash flows from operating activities	3,823	4,451	5,536
Cash flows from investing activities			
Realisation of investments	-	1,700	-
Purchase of property, plant and equipment	(95)	(5,507)	(783)
Purchase of intangible assets	(8)	(639)	(19)
Acquisition of investments	(4,450)	-	(5,150)
Net cash flows from investing activities	(4,553)	(4,446)	(5,951)
Net increase/(decrease) in cash and cash equivalents	(731)	6	(415)
Cash and cash equivalents at beginning of year	4,201	2,053	2,113
Closing cash and cash equivalents	**3,470**	**2,059**	**1,697**

- Net cash flows from operating activities are $0.6m unfavourable to budget due to lower receipts from tuition fees (lower international fees received in advance than was budgeted).These are partly offset by lower than budgeted payments to suppliers and employees, together with higher than budgeted receipts from government funding.
- Net cash flows from investing are on budget, with lower than budgeted capital expenditure offset by higher than budgeted placement of term investments.
- Cash and cash equivalents are $1.4m favourable to budget due to a higher than budgeted opening balance combined with lower YTD cash flows from operating activities.

2020 Live Budget

Category Description	Year to Date			Full Year			
	Actual	Budget	% Achieved	Actual	Budget	% Achieved	Live Budget	% Achieved
Income							
TEC Funding	14,683	14,559		14,683	20,489		19,425	
Fees	12,179	10,816		12,179	15,872		15,778	
Interest & Dividends	139	121		139	485		485	
Other Income	2,260	1,525		2,260	5,155		5,150	
Total Income	**29,261**	**27,020**		**29,261**	**42,001**		**40,838**	
Operating Expenditure							
Class Resources	453	616		453	2,274		2,238	
International Commissions	1,763	1,275		1,763	2,252		2,367	
Curriculum Support	5	5		5	15		15	
Information Technology	359	391		359	1,564		1,569	
HR & Training	139	169		139	664		681	
Marketing & Promotions	130	125		130	501		495	
Admin & Support	642	364		642	1,486		1,462	
Facilities (Site)	570	618		570	2,641		2,644	
JV/TANZ Costs	896	1,554		896	2,537		2,292	
Depreciation, Amortisation & Impairment	1,172	1,200		1,172	4,800		4,800	
Interest Expense	-	-		-	-		-	
Total Opex	**6,129**	**6,316**		**6,129**	**18,729**		**18,557**	
Academic Staff Costs	2,776	3,279		2,776	13,674		13,574	
Support Staff Costs	2,661	2,930		2,661	12,077		11,758	
Total Staffing Costs	**5,437**	**6,209**		**5,437**	**25,752**		**25,332**	
Total Expenditure	**11,566**	**12,525**		**11,566**	**44,480**		**43,889**	
Contribution	**17,695**	**14,496**		**17,695**	**(2,479)**		**(3,051)**	
Contribution %	**60%**	**54%**		**60%**	**(6)%**		**(7)%**	

NMIT is forecasting an increased deficit of $3.1m, compared to a budget deficit of $2.5m. TEC funding is forecast to reduce by $1m with decreases across most programme areas, notably Engineering & Construction (NZ Dip Civil Eng, NZ Cert Mech Eng, & NZ Cert Construction Trade Skills), Hospitality, Service Sectors & Pathways (NZ Cert Cookery, NZ Cert Foundation Skills, Tourism), DTAM (BAM), Applied Business (MAM, BCom), TTP programmes. This is due to reduced EFTS. The reduction in revenue is partly offset by small reductions in opex and staffing costs.

Financial Forecast as at 26 March 2020 (covid-19 high level assumptions)

(000's)	NMIT	
Category Description	Full Year	
	Budget	Live Budget
Income		
TEC Funding	20,489	18,827
Fees	15,872	15,498
Interest & Dividends	485	435
Other Income	5,155	4,956
Total Income	**42,001**	**39,716**
Operating Expenditure		-
Class Resources	2,274	1,896
International Commissions	2,252	2,331
Curriculum Support	15	15
Information Technology	1,564	1,574
HR & Training	664	679
Marketing & Promotions	501	482
Admin & Support	1,486	1,462
Facilities (Site)	2,641	2,640
JV/TANZ Costs	2,537	2,292
Depreciation, Amortisation & Impairment	4,800	4,760
Interest Expense	-	-
Total Opex	**18,729**	**18,130**
Academic Staff Costs	13,674	13,699
Support Staff Costs	12,077	11,705
Total Staffing Costs	**25,752**	**25,404**
Total Expenditure	**44,480**	**43,534**
Contribution	**(2,479)**	**(3,818)**
Contribution %	**(6)%**	**(10)%**

Main assumptions:

- NMIT is closed for 1 month, including 2 weeks of suspended delivery, which will be caught back up before the end of the academic/financial year.
- TEC funding remains the same, on EFTS basis. International EFTS have already been impacted but online options continue where possible.
- All short courses including ACE, STAR, FCR are cancelled for month. This includes ELTO and CAP with April/May starts due to Immigration requirements.
- Defence force deliveries may be impacted longer which will extend study in to following financial year.
- China programmes (offshore) continue and will be delivered within year.
- There are some operational savings (e.g. power, travel) but equally some additional costs such as online licences. CAM is delayed.
- Recruitment freeze remains for one month, all existing personnel are retained.
- These high level assumptions give a full year forecast of $(3.8)m compared to a full year budget of $(2.5)m.

Nelson & Marlborough Institute of Technology

Investments

Investments as at 31 March 2020

a) Summary

Bank	Rating	31 March 2020 Amount	31 March 2020 Average Rate	31 March 2020 Average Term	29 February 2020 Amount	29 February 2020 Average Rate	Change Value	Change Average Rate
ANZ	AA-	-	0.000%	0.00	650,000	2.900%	(650,000)	(2.90)%
BNZ	AA-	2,050,000	2.709%	206.40	2,050,000	2.709%	-	0.00%
SBS	BBB	13,000,000	2.783%	174.67	10,400,000	2.867%	2,600,000	(0.08)%
Westpac	AA-	5,200,000	2.705%	138.09	6,300,000	2.706%	(1,100,000)	(0.00)%
Total		**$20,250,000**	**2.756%**	**158.27**	**$19,400,000**	**2.993%**	**$850,000**	**(0.24)%**

b) Other Cash not on deposit	$ 3,470,049	$ 5,140,856	(1,670,807)
c) New Deposits during Month	$ 5,200,000	$ 4,450,000	750,000
d) Deposits broken in month	$ -	$ -	-
e) Due Repayment coming month	$ 3,400,000	$ 4,350,000	(950,000)

Te Kaupapa: Safety Health and Wellbeing Report March to April 2020

1. PURPOSE:

Function:	For Information
Nā:	Grant Kerr, Executive Director – Strategy, Enterprise and Sustainability
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is: To update Board on safety, health and wellbeing (SHW) performance for the current reporting period.
Recommendation(s):	It is recommended that that the Board receives this report for their information.

2. SUMMARY:

Board receives the safety, health and wellbeing report at each meeting. Typically, the report provides a dashboard and commentary analysis on lead and lag indicators. Given the current circumstances a report has not been compiled for this period. However key points to note are:

- The following report is the report from November 2019, this has been included as information for the Board as an overview of the standard report.
- In the two days prior to lockdown, NMIT provided all staff the opportunity to identify and take home relevant key office equipment that would enable them to operate at home.
- A home H&S self-assessment form was established and this has been completed by over 250 staff. The H&S Advisor has reviewed every single assessment and has followed up with staff who had requested additional resources i.e. monitors, keyboards, chairs etc.
- Campus services and IT organised a pick-up process (once we came out of Level 4) where staff could collect pre-requested items from campus while maintaining social distancing.
- Under Alert Level 3, any staff wishing to access the campuses are required to complete a comprehensive application form, this is required to be approved by the CE (attached).
- Prior to any work to be undertaken a risk assessment is required to be completed (attached).
- Prior, during and after work a COVID-19 check list is required to be completed (attached).
- Currently finalising a Covid-19 Safety Plan.

3. ATTACHMENTS:

- Safety, Health and Wellbeing Report (September 2019) prepared for the NMIT Council meeting held on 7 November 2019.
- Campus access application
- Risk assessment
- COVID-19 checklist

SAFETY, HEALTH AND WELLBEING DASHBOARD: SEPTEMBER 2019

KEY PERFORMANCE INDICATORS

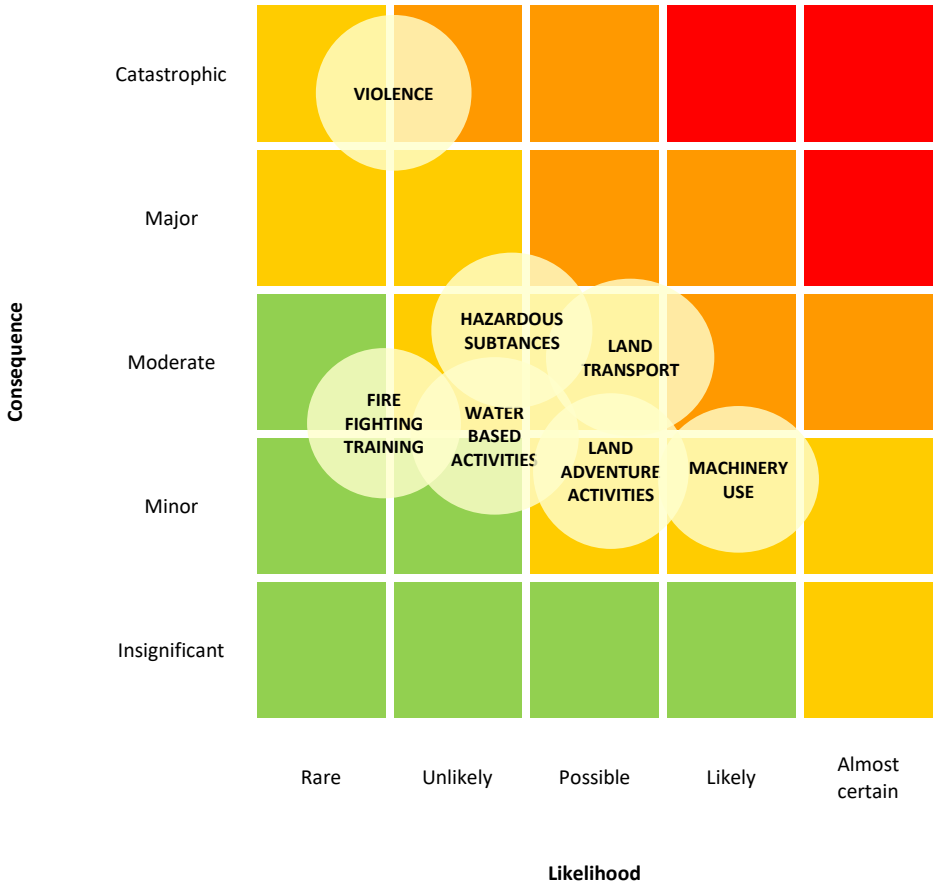
The next section contain key health and safety performance measures for NMIT for the third quarter (**1 July to 30 September 2019**). Trends compare to the previous quarter.

H&S FRAMEWORK	KEY PERFORMANCE INDICATOR	CURRENT QUARTER			PERFORMANCE		
		Activity	Compliant	Actual %	Target %	Key	Trend %
1. Hazard & Risk management	New work risks have been eliminated or minimised by implementing control measures	21	15	71	100		↑ +26
	Planned area inspections completed *(15 per quarter)*	Under development					
2. H&S Event management	Notifiable events are notified to WorkSafe as soon as possible after becoming aware of the event.	0	0	0	100		NA
	H&S events are investigated within 2 weeks of being reported (near misses, accidents, pain & discomfort)	44	21	48	80		↑ +3
3. Training	New NMIT team members have completed a job/site specific H&S induction	61	39	64	100		↑ +16
4. Emergency Management	Fire drills at Nelson, Marlborough and Woodbourne were conducted within the last six months	3	2	67	100		↓ -33
5. Working with other organisations	Regular maintenance type contractors working on **Nelson Campus** are registered on SiteWise prequalification or other accredited system	28	18	64	80		↓ -3
	Quarterly H&S meetings held with key Stakeholders partners on Campus	1	1	100	100		→ 0
6. Wellbeing initiatives and support	Wellbeing activities/initiatives available to staff to access as per wellbeing calendar *(February to November, at least 1 per month)*	7	7	100	100		→ 0
	Wellbeing activities/initiatives available to students as per annual SANITI calendar			100	100		→ 0
7. Worker and Student participation	Monthly H&S committee meetings held *(May to December)*	3	3	100	100		NA
	H&S Representative coverage across NMIT	12	10	83	100		→ 0
8. Monitoring, and Continuous Improvement	Planned internal Audits completed *(one per quarter)*	1	1	100	100		→ 0
9. Governance and Leadership	Institute of Directors' 'diagnostic questions' discussed at SHW Leadership meetings *(starting June)*	3	0	0	100		↓ -100
	Planned safety walks completed (*Q2&4 – 4 per quarter, Q3 – 8 per quarter)*	8	8	100	100		→ 0

Key: Meets standard Working towards standard (50-99) Below standard (1-49) Not started/Developing/NA (0)

LEAD INDICATORS

RISK PROFILE



SUMMARY OF CRITICAL RISKS

Risk	Description	Management Overview	Level of assurance	Issues/Comments
Hazardous substance use	Use of multiple chemicals and compressed gasses for cleaning, maintenance, repair, laboratory, art, flares and contact with biohazards	Inventories reviewed annually and Safety Data Sheets (SDS) held and readily available.		Nothing new to report

Risk	Description	Management Overview	Level of assurance	Issues/Comments
Land transport	Vehicle fleet, including buses, vans, cars, trailers. Risk of vehicle / vehicle and person / vehicle collision in car parks used by students and team members	Safe Driving and Fleet Management Policy, Driver Approval form (including licence details) required to drive an NMIT vehicle (passenger licence to drive bus), car park permit system on Nelson campus, speed limit and judder bars. Voluntary driver assessments available to staff.		**Rear left tyre blew out on fleet vehicle driving up east side of the Whangamoa hills – see Event Learning and Improvement for more details.** **Fleet van scraped against truck as it was being parked.** **Bimini top folded back and broke stainless tubing when boat being transported in high winds. In future Bimini top to be removed for long drives.**
Machinery use	Use of multiple machines in Automotive, Engineering, Carpentry, Aviation, Arts & Media, Campus Services workshops.	Audit of workshops, includes inspection of machine guarding. Hazard register maintained and reviewed annually. Exposure monitoring of workshops**.** On completion of new extraction systems in Nelson Engineering workshop another exposure monitoring report to be commissioned to gauge effectiveness of changes made in Building Barn, Engineering, Automotive and Art & Media workshops.		Nothing new to report.
Water based activities	Vessel handling and fast rescue boat training, kayaking, white water rafting, water sampling.	Maritime Transport Operator Plan approved by Maritime NZ. Basic boat handling training pre-requisite for advanced training. Supervision by approved qualified Skippers. Hazard registers maintained and reviewed. Risk assessments and Intentions forms prior to activity.		Nothing new to report.
Land Adventure activities	Rock climbing, off track tramping, skiing, scrub clearing.	SOPs used and externally audited for high risk activities. Risk assessments and Intentions forms completed prior to activity. Call care used for overnight activities. Smartrak GPS satellite devices are available for emergency response for remote activities.		Nothing new to report.
Fire fighting training	Advanced firefighting including use of Breathing Apparatus and controlled fires in specialist facility.	Medical examination required prior to training. Regular audit of fire training facility. Competent trainers. Regular equipment inspections.		Nothing new to report.
Violence	Potential for active shooter on or in vicinity of campus.	Lockdown procedures being developed and incorporated into Emergency Procedures flipchart.		**Student threw a pruning saw in the direction of another student– see Event Learning and Improvement for more details.**

Key: High Satisfactory Low

AUDITS AND INSPECTIONS

Type	Sep	YTD	YTD (last year)
Area Inspection	0	5	10
Audit - External	0	0	1
Audit - Internal	1	3	1
Emergency Drills	1	4	4
SHW Walks	8	17	11
Site Inspection	0	0	2
Total	**10**	**29**	**29**

SAFETY OBSERVATIONS

Type	Sep	YTD	YTD (last year)
Safe Practice	0	1	5
Unsafe Practice	8	81	100
Unsafe Conditions	3	40	49
Suggestion	1	23	17
Total	**12**	**145**	**171**

CONTRACTOR SAFETY MANAGEMENT

Type	Sep	YTD	Contractor monitoring findings
Inductions*	11	195	Contractor using scissorlift provided evidence of Elevated Work Platform (EWP) training prior to starting job. Danger tape was set up to isolate work area and spotter on the ground to ensure area kept clear.
Worker sign ins*	82	1,387	
No. of workers*	29	223	
No. of organisations*	19	71	
Permit to work issued	0	15	
Task Analysis reviewed	1	32	

* Nelson Campus only

HEALTH AND SAFETY WORK PLAN UPDATE

Objective	WorkSafe Focus	Status	Comments
1. Enhance reporting to NMIT Council	Leadership	🟢	Achieved.
2. Implement Chemwatch (inventory database for managing chemicals and Safety Data Sheets)	Risk Management	🟡	Work still in progress.
3. Increasing the number of H&S representatives (HSR) across NMIT to 26 and make sure they attend HSR training	Employee Engagement	🟡	Dates in November and December being looked at for HSR Representative training. Difficulty in getting sufficient numbers to run course. Will approach other organisations to see if they have people that may want to attend training.
4. Implement health and safety self-assessment tool for managers	Leadership	🟡	Work still in progress.
5. Implement trial with Aviation (Woodbourne) for a student portal to log Events and Safety Observations in Assura	Employee Engagement	🔵	As previously stated, this project is being postponed until 2020.
6. Increase the number of contractors accredited under SiteWise prequalification by 50% (currently 30)	Leadership	🟢	Achieved. Currently 46 NMIT contractors are registered with SiteWise.

Key: 🟢 Achieved 🟡 In progress – on track 🔴 In progress – at risk of not achieving 🔵 Not started

LEADERSHIP AND ENGAGEMENT

Action	Findings/outcomes/ issues raised
Safety, Health and Wellbeing Walks	**Marlborough Campus** – Good awareness and grasp of health and safety issues. Staff having to manage student mental wellbeing issues. **Campus Services** – procedures in place to mitigate hazards in storeroom and workshop. Good layout of office space. Walkways clear and not cluttered. Great to see the electronic 'sign in' screen. **Information and Enrolments Centre** – Openness of work space bright lively, colourful, accessible. Ongoing team concern with confidentiality and visibility of information to passers-by. **Information Technology Customer Service** – Workspace is clear, clean and appropriate. Job to be logged to fix fire door. **Maritime** – no observations recorded. **Nelson Engineering workshop** – Good awareness of safety requirements. Recent improvements made to extractor systems. Minor oil spill covered with sawdust. **Nelson Automotive workshop** – Clear layout and good housekeeping, and extraction systems all in use. Suggestion for additional signage for hearing protection and emergency procedures. **Library Learning Centre** – Modifications to shelving trolley has made it easier to operate and reduced double handling. Annual testing for fire extinguisher was out of date and request to get tested was actioned.
H&S Committee	A team was formed to do research on emergency kits to have on campus. Training on various aspects of Assura will be included in future meeting so that H&S reps are in a better position to promote using Assura and reporting incidents. Recommendation made to publish an article on intranet about the measles outbreak. Demonstration on how to upload induction checklists into Assura. There is a new article on Knowledge Base about Assura. Reminder to encourage Near Miss reporting. H&S Committee expressed concern and disappointment at how long it is taking to get a lockdown procedure implemented.

ACTIONS FROM PREVIOUS REPORTS

MEETING DATE	TASK	RESPONSIBLE	DUE DATE	STATUS
27/06/2019	Annual review of chemical inventories	Department HSNO key users	August 2019	In progress – 8 of 20 chemical inventories have been completed for 2019. Managers to follow up with HSNO key users to make sure review completed.
15/08/2019	Investigation into incident where team member caught arm on the sharp point of offcut when clearing out offcuts from drop zone.	Curriculum Manager	16 August	Investigation complete – metal protruding from top of bin. In future metal will be cut down so that no metal is protruding from bin.
03/10/2018	Investigation into incident where team member twisted knee when leg got caught between boat seat and console on Kura vessel during Fast Rescue Boat course	Curriculum Manager	2 October	Investigation in progress.

LAG INDICATORS

DASHBOARD

Events

#Reported

12 (17)

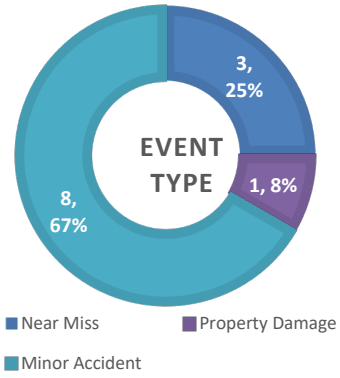
#Investigated

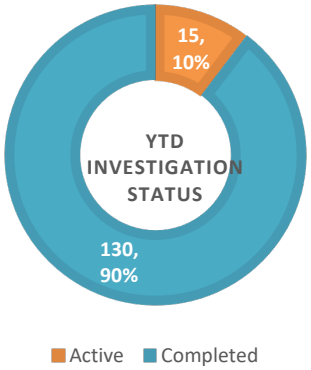
33 (12)

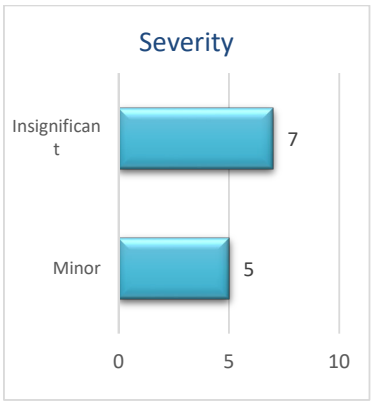
#Notifiable

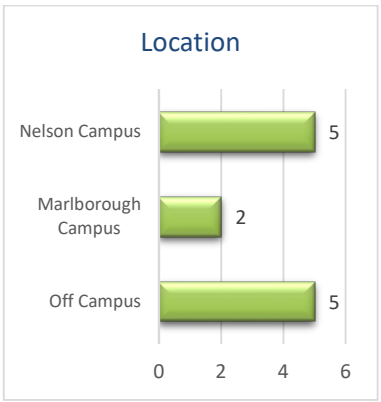
0 (0)

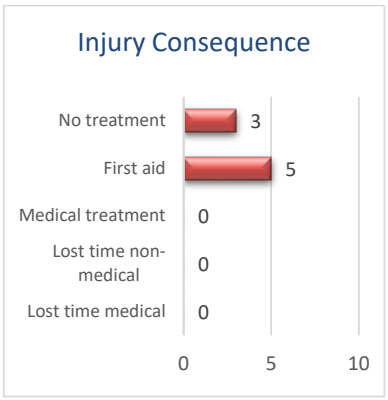
Key: (same period previous year)

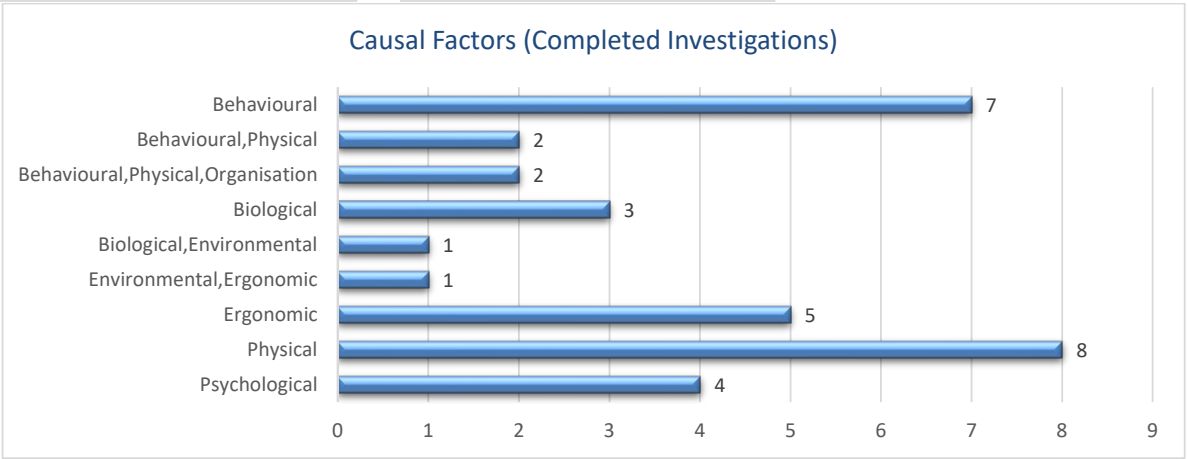




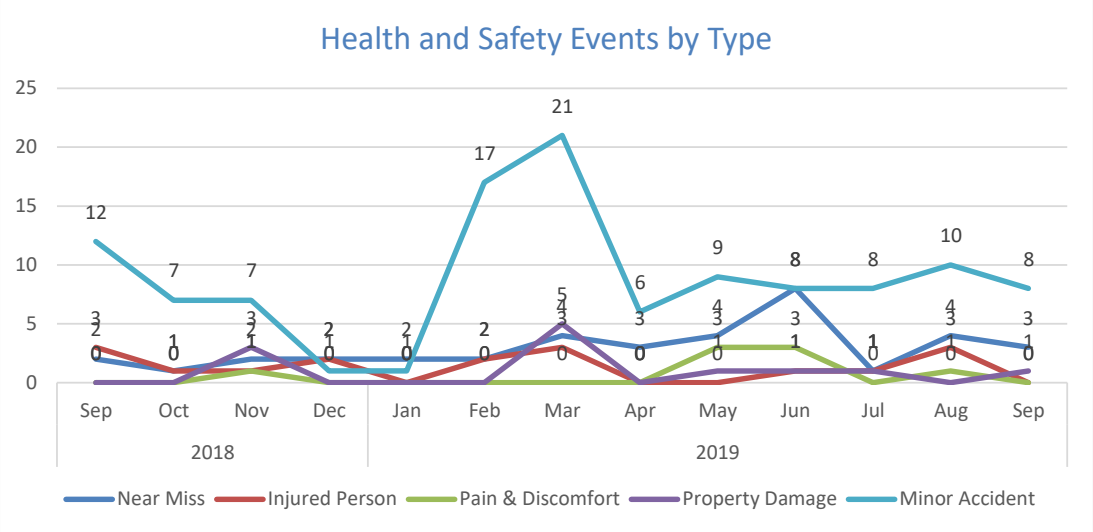








HEALTH AND SAFETY EVENTS SUMMARY



EVENT LEARNING AND IMPROVEMENT

Summary	Findings/Action taken following investigation	Level of assurance
Near miss – student threw a pruning saw in the direction of another student	**Main contributing factors were:** • Student interactions in and out of class time **Recommendations:** • Managed by formal complaints process • Student moved to online learning and has limited contact with other classmates • Student receiving anger management support	
Near miss – team member was travelling in NMIT fleet vehicle going approx. 70-80 km per hour up the east side of the Whangamoa hills, on a straight piece of road when the rear left tyre blew out. Driver was able to maintain control of vehicle, pulled over and got assistance from passerby to get tyre changed.	The person looking after Marlborough vehicle fleet is no longer employed by NMIT so unable to be interviewed for the investigation. **Main contributing factors were:** • Tyres were of poor quality and mismatched **Recommendations:** • Vehicle was fitted with four new tyres before the return trip back to Blenheim • Tyres on all Marlborough vehicles were checked for road worthiness	

APPLICATION TO ACCESS NMIT CAMPUS DURING COVID-19 ALERT LEVEL 3

This form must be completed and authorised by the Chief Executive of NMIT prior to any entry into any part of NMIT campuses. This is essential to keep people safe and to stop the spread of COVID-19. The threshold to get permission to access an NMIT site must be in line with COVID-19 guidelines. Access will only be considered by the CE upon receipt of application that clearly provides the following:

- What category i.e. Teaching & Learning, Conducting research, Accommodation & Pastoral support, Campus operations & management
- Why access is required
- Date and time of access
- Name and title of person(s) access
- Contact details
- What procedures will be implemented to ensure physical distancing and hygiene requirements will be met and maintained

<table>
<tr><th colspan="4">1. Details of Activity</th></tr>
<tr><td rowspan="4">Dates and times:
4 hours maximum for each workshop / class including set up and tidy up. This is to reduce the need for rest / lunch breaks where students may congregate.</td><td>Date</td><td>Start time</td><td>Finish time</td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>Category:
Choose an item.</td><td colspan="3">Activity:</td></tr>
<tr><td>What access to building facilities is required? (Campus, block, room etc.)</td><td colspan="3">What additional supplies are needed? (hand sanitiser, disinfectant spray, face masks and gloves for first aid kit etc.)</td></tr>
<tr><td colspan="4">Reason for access (why access to campus is needed and impact if access denied):</td></tr>
<tr><td>Students requiring access – name, contact details (max 10 per group, including NMIT staff):</td><td colspan="3">NMIT team members / contractors requiring access:
(specify name, position and contact details)</td></tr>
<tr><td colspan="4">Health and safety risks (see attached completed risk assessment form):
The risk assessment must include:
• Control measures to:
  ○ Prevent people who may have COVID-19 or been exposed to COVID-19 coming on campus
  ○ meet MoH guidelines for physical distancing and hygiene practices to minimise or eliminate the risk of transmission of the COVID-19 virus
• risks of the activity itself and impact of changes to work arrangements. Focus on risks than can cause death, serious injury or result in serious illness. Should there be a trained first aider within group
Note: Under no circumstances are vulnerable people (or those caring for/living with vulnerable people), or people that are unwell permitted on campus.</td></tr>
</table>

COVID-19 Safety Plan	
What will be done to manage risks from restarting the activity after lock-down?	
How will you ensure team members and students know how to keep themselves safe from exposure to COVID-19?	
How will you gather information on the wellness of team members and students to ensure that they are safe to come on campus?	
How will you operate your activity in a way that keeps workers and others safe from exposure to COVID-19?	
How will you manage an exposure or suspected exposure to COVID-19?	
How will you evaluate whether your work processes or risk controls are effective?	
How do these changes impact the risks of the activity?	
Completed by:	
Any other comments to support this application:	
Name, position, department:	**Date:** Click or tap to enter a date.

Sign off process
All completed applications must be approved by the applicant's Director (for curriculum areas) or relevant Executive Director before being submitted to the Chief Executive for final approval.
Director / Executive Director comments:
ED – SES comments:

Director / Executive Director Approval	CE Approval
Approved / Not Approved	**Approved / Not Approved**
Date:	Date:
Name:	Name:
Signature:	Signature:

RISK ASSESSMENT FOR ACTIVITIES ON NMIT CAMPUS DURING ALERT LEVEL 3

2. Details of Activity	
Risk assessment prepared by:	**Date:** Click or tap to enter a date.
Group:	**Campus:**
Activity Description:	

3. Identify the Hazards		
Biological (e.g. Hygiene, disease, infection)		
☐ Blood / Bodily fluid	☒ Virus / Disease	☐ Food handling
Other Details:		
Chemicals (refer to the label and Safety Data Sheet (SDS) for the classification and management of chemicals)		
☐ Non-hazards chemical(s)	☒ Hazardous chemical(s)	
Name of chemical(s) / Other Details: Disinfectant spray		
Critical Incident – resulting in:		
☐ Lockdown	☐ Evacuation	☐ Disruption
Other Details:		
Environment		
☐ Sun exposure	☐ Water (creek, river, beach, dam)	☐ Sound / Noise
☐ Animals / Insects	☐ Storms / Weather	☐ Temperature (heat, cold)
☐ Terrain	☐ Dust / Fumes	☐ Remoteness
Other Details:		
Machinery, Plant and Equipment		
☐ Machinery (fixed plant)	☐ Machinery (mobile)	☐ Vehicles / trailers
☐ Hand tools / Power tools	☐ Safety Equipment	☐ Boats / Kayaks
Other Details:		
Manual Tasks / Ergonomic		
☐ Lifting	☐ Repetitive tasks	☐ Working at heights
Other Details:		
People		
☐ Students	☐ Staff	☐ Parents / Others
☒ Physical – fitness, injury, illness	☐ Psychological / Fatigue / Stress	☐ Skills / Experience
Other Details:		
Other Hazards / Details:		

4. Assess the Risk Level

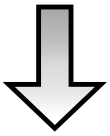
Consider the hazards identified and use the risk assessment matrix below as a guide to assess the risk level

	Consequence				
Likelihood *(Probability)*	**Insignificant** (no treatment required)	**Minor** (first aid treatment)	**Moderate** (medical treatment or lost time)	**Major** (specialist medical treatment or hospitalisation)	**Catastrophic** (death)
Almost Certain *(50%-100%)* (expected to occur in most circumstances)	Medium	Medium	Urgent	Extreme	Extreme
Likely *(25%-50%)* (will probably occur in most circumstances)	Low	Medium	Urgent	Urgent	Extreme
Possible *(10%-25%)* (might occur at some future date)	Low	Medium	Urgent	Urgent	Urgent
Unlikely *(5%-10%)* (could occur but doubtful)	Low	Low	Medium	Medium	Urgent
Rare *(0%-5%)* (may occur but only in exceptional circumstances)	Low	Low	Low	Low	Medium

Assessed Risk Level		Description	Actions
☐	**Low**	There would be little likelihood that an injury would result.	Undertake the activity with the existing controls in place. Review any changes / monitor.
☐	**Medium**	There would be some chance that an injury requiring first aid would result.	Additional controls may be needed. Regular review / monitoring required.
☐	**High**	An injury requiring medical treatment would likely result.	Additional controls will need to be in place before the activity is undertaken. Regular review / monitoring required.
☐	**Extreme**	Critical risk where there is immediate risk of serious injury (permanent, debilitating injury or death) or serious illness as a result of work would result.	Consider alternatives to doing the activity. Significant control measures will need to be implemented to reduce risk and ensure safety. Daily review / monitoring required.

5. Control the Risk

1. List the hazards / risks identified
2. Rate the risk level using risk assessment matrix above
3. Detail the control measures you will implement to eliminate or minimise the risk
   Note: Control measures should be implemented in accordance with the preferred hierarchy below.
4. Review risk level

Hierarchy of Control	
Most effective (High level)	**Eliminate**
	Elimination: remove the hazard completely from the workplace or activity
	Minimise
	**Substitution:** replace a hazard with a less dangerous one (e.g. a less hazardous chemical)
	Isolation: separate people from the hazard (e.g. safety barrier)
	Engineering Controls / Redesign: make machine or work process safer (e.g. raise bench to reduce bending)
	Administration: putting rules, signage or training in place to make a workplace safer (e.g. induction training, highlighting trip hazards)
Least effective (Low level)	**Personal Protective Equipment (PPE):** Protective clothing and equipment (e.g. gloves, hats)

The controls measures are examples only – please delete and add control measures applicable to your activity.

Focus on risks that can cause death, serious injury or result in serious illness. Consider how the changes in work arrangements affect the risks of doing the activity, e.g. is there a trained first aider within the group.

Description of Hazards / Risks (or attach risk register)	Initial Risk Level	Control Measures	Controlled Risk Level
Risk of exposure to COVID-19 resulting in infection, illness and possible death	**Urgent**	• NMIT staff complete sign in and out process • Tutor to complete Alert level 3 - Attendance record and COVID-19 checklist each time Group goes on campus • vulnerable people (or those caring for/living with vulnerable people) are not permitted on campus • Reminding students with flu-like symptoms to stay home • Encouraging students and staff who become unwell during workshop/class to go home • If person is unwell with flu-like symptoms while on campus give sealed information pack containing face mask, gloves, tissues and relevant information sheets • ensuring physical distancing by ….. • disinfecting surfaces, including …. • support good hygiene, including hand hygiene and good cough/sneeze etiquette by ….. • keeping records to facilitate contact tracing • where possible, keeping internal doors/gates open to reduce contact of door handles • where possible, do not share tools or equipment	
Risk of person administering first aid treatment being exposed to COVID-19 resulting in infection, illness and possible death		• first aid kits to contain gloves and face masks • wash or sanitise hands before administering first aid • wear gloves and face mask • dispose of any waste in sealed bag • wash or sanitise hands after administering first aid	
Risk from using hazardous chemicals such as disinfectants resulting in skin and eye irritations and respiratory illness from inhalation of chemical		• ensure Safety Data Sheet (SDS) is readily available • supply and correctly wear the PPE as detailed in SDS • keep all flammable chemicals away from hot surfaces or ignition sources • refer to SDS for first aid treatment, if required	

Other details:

6. Submission

This activity will be conducted in accordance with this risk assessment, implementing the control measures outlined. Changes will be made to an activity, if required, to manage any emerging risks to ensure safety.

Contact person:	**Date:** Click or tap to enter a date.

Indicate others involved in the preparation of this risk assessment.

Approved by:	**Position: Curriculum Manager (or delegate)**
Signature:	**Date:** Click or tap to enter a date.

7. Monitor and Review Controls

Complete during and/ or after the activity	Yes	No
1. Are the planned control measures sufficient and effective in minimizing the level of risk?	☐	☐
2. Have there been any changes to the planned control measures?	☐	☐
3. Are further control measures required in future?	☐	☐

Details:		
Reviewed by:		**Position:**
Signature:		**Date:** Click or tap to enter a date.

ALERT LEVEL 3 – ATTENDANCE RECORD AND COVID-19 CHECKLIST

Team member: Click or tap here to enter text.	**Department:** Click or tap here to enter text.	**Date:** Click or tap to enter a date.
Campus/Building:	**Group:**	**Time:**

This checklist combines as an attendance record and reminder of relevant guidelines and control measures required to prevent the transmission of COVID-19 virus.

Guidelines at Alert 3

- Stay home, if:
  - you are sick
  - you have a medical condition (e.g. respiratory disease, immunocompromised) which could put you at higher risk
  - you have a confirmed COVID-19 case or symptoms
  - you are a close contact of a symptomatic or confirmed COVID-19 case
  - you have arrived in NZ in the last 14 days
- Get tested for COVID-19 if you have flu like symptoms - call your GP or Healthline 0800 358 5453. You may also need to:
  - avoid close or prolonged contact with people you live with
  - stay off public transport
  - stay away from supermarkets and other businesses
- Vulnerable people (or those caring for/living with vulnerable people) are not permitted on campus for work or learning
- Any class, workshop etc. must be limited to 10 people or less (including the tutor)
- Any group is considered a 'bubble' and should not interact with any other staff/student 'bubbles'
- Students or staff usually part of more than one class must choose one 'bubble' and remain within that. They may not move on to multiple other classes with different groups.
- Physical distancing of 2m outside home, or 1m in controlled environments (e.g. schools, workplaces)
- Campus kitchen facilities are closed and not to be used
- NMIT must keep records of anyone entering campus facilities for contact tracing purposes
- Any educational facilities connected to a confirmed or probably case of COVID-19 must close on an individual or group basis for 72 hours to allow contact tracing, and then potentially for a further 14 days.

Attendance record – name and contact details

(recommend copying from Application to access campus then tick and cross out as applicable; take a photo when all students arrived and keep with attendance record)

NMIT team members:	Students:

Version 1.1, Last updated: 22 April 2020 Page 1 of 2

ALERT LEVEL 3 – ATTENDANCE RECORD AND COVID-19 CHECKLIST

COVID-19 Control measure checks

	Tick
1. Prior to workshop / class	
All students are aware of any access requirements or restrictions.	
All students have been informed of risks relating to activity including how they are able to keep themselves safe from exposure to COVID-19.	
2. When enter campus	
Complete sign in process	
Area, machinery and tools have been thoroughly cleaned with disinfectant.	
Adequate supplies of hand sanitiser and disinfectant (wipes or spray), PPE for cleaning products as detailed in SDS	
Room layout set up to support physical distancing., e.g. desk spacing, floor labels	
Adequate signage e.g. posters for cough etiquette, washing hands, how to protect against coronavirus	
Foot pedal rubbish bin or plastic bag for used tissues	
First aid kit contains face masks and gloves	
3. At beginning of workshop / class	
Ensure all students are fit and well and have washed/sanitised hands	
Remind students of controls in place to prevent exposure to COVID-19, including which toilet facilities they can use, hand hygiene, cough etiquette, physical distancing.	
4. During workshop / class	
Ensure good hygiene practices and cough etiquette maintained	
Ensure physical distancing maintained.	
Do not share tools if possible	
Clean tools before returning to storage	
5. At the end of workshop / class	
Ensure students clean any communal PPE, tools and equipment used	
Students and team members to take away their food / drink waste	
Remind students to advise tutor if they become unwell or become aware they have had contact with a suspected COVID-19 case	
Remind students to wash or sanitise hands as they leave and wash clothes and shower when they get home to protect their household 'bubble'	
Disinfect high touch surfaces, such as door handles, wash basins	

How well were good hygiene practices and physical distancing maintained?

What issues does your manager need to know?

Remember to:

1. Scan completed checklist and email to Curriculum Manager and Pam Graham, H&S Advisor before you leave campus
2. Complete the sign out process

Version 1.1, Last updated: 22 April 2020 Page 2 of 2

Te Kaupapa: Key Performance Indicators

1. PURPOSE:

Function:	For Information
Nā:	Liam Sloan – Chief Executive
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is: To provide an update on the progress against Key Performance Indicators (KPIs) as at 4 May 2020.
Recommendation(s):	It is recommended that: Board members note the current performance levels and provides feedback on appropriateness and suitability of topics covered in relation to suitability for future reporting.

2. SUMMARY:

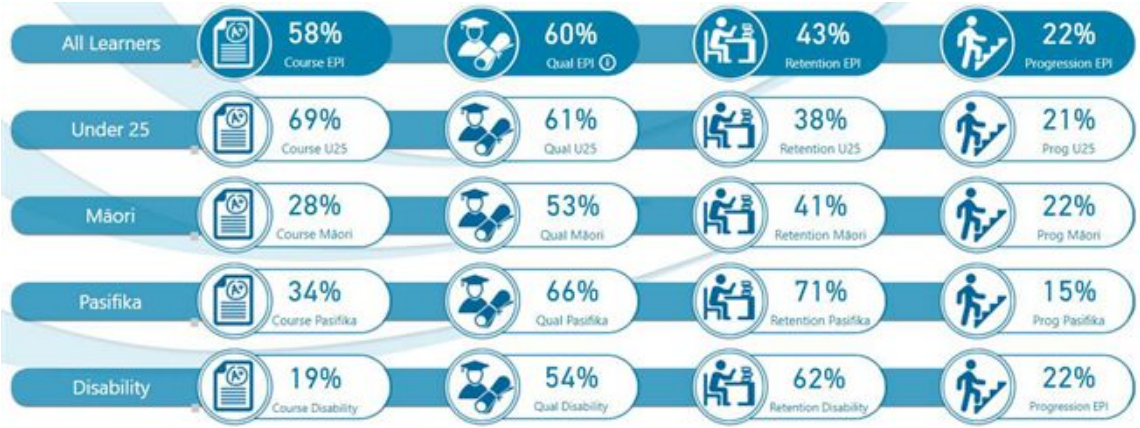
As a standing agenda item at Board meetings, there is a commitment to review and report on a number of KPIs that indicate progress towards supporting learner success and achieving some key education performance indicators (EPIs).

Top level commentary:

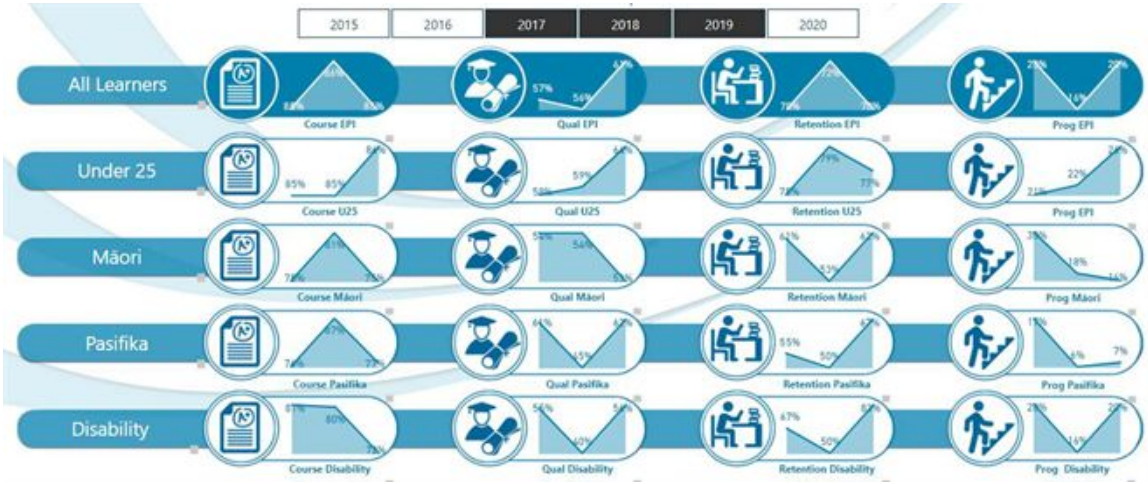
- To date no Performance Panels have occurred.
- he Executive Team intend to create a paired down version of a Performance Panel for implementationfrom week commencing 9 June 2020.
- At risk learners are being well managed and supported across NMIT.
- Overall domestic enrolments are down circa 5% when compared to 2019.
- Bachelor programmes are where we see the largest decline in enrolments.
- Programme withdrawals for 2020 are down compared to 2019.

3. ATTACHMENT:

- Key Performance Indicators

TOPIC	STATUS REPORT	COMMENTARY
Course retention and completion	**Current report – May 2020** 	Until the end of semester, this data does not show a picture that can be analysed effectively. We would expect this figure to increase as outstanding results are recorded. No information to date suggests we should be overly concerned about course completion rates. Qualification completions show full programmes of study that have ended only. Action plans and ongoing learner support is in place to ensure that Māori & Pasifika achievement gaps are being addressed. Business Intelligence team intend to take snapshots at the end of each month moving forward to ensure we have month by month comparison from 2021.

2017-2019 trends

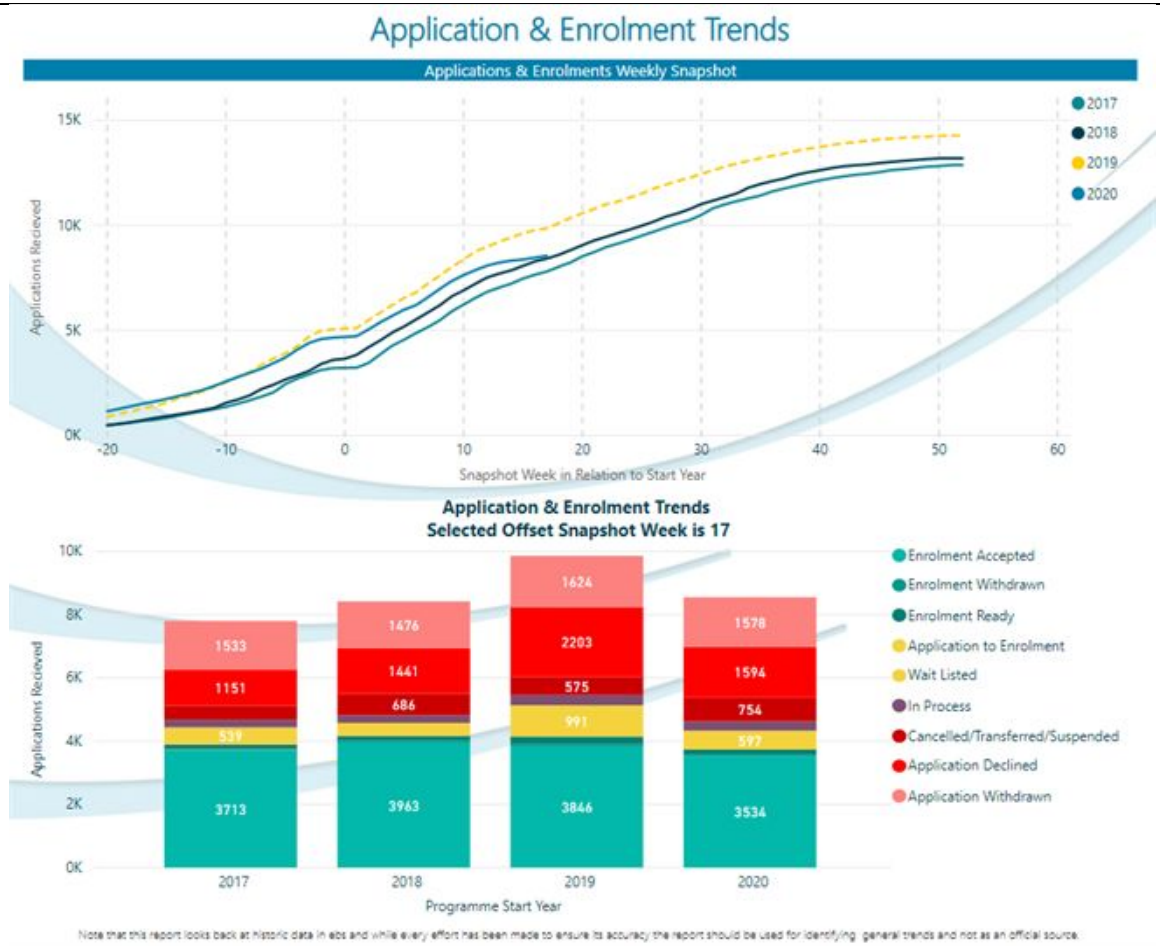


TOPIC	STATUS REPORT	COMMENTARY
'At Risk' Learners	 At risk learners will again be monitored by delivery teams and at Performance Panels. **'At Risk' learners** are those identified as: requiring additional learning support, not meeting requirements of the course/programme including failure to progress, consecutive non-attendance, individual health situations, personal issues and behavioural concerns. All at risk learners are supported, monitored and managed appropriately.	62 students in total have been identified 'at risk'. Poor attendance and poor results are the major areas of concern. Support to students has increased by 1/3 during lockdown. As mentioned in the COVID-19 update report, we have seen an increase in plagiarism during lockdown.

<table>
<tr><th>TOPIC</th><th>STATUS REPORT</th><th>COMMENTARY</th></tr>
<tr>
<td>Applications & Enrolments</td>
<td>
<table>
<tr><th>Domestic</th><th>Applications Received</th><th>Volume Percentage</th><th>Enrolment Accepted/Ready</th><th>Conversion Rate</th></tr>
<tr><td>2019</td><td>5,523</td><td></td><td>3,571</td><td>65%</td></tr>
<tr><td>2020</td><td>5,261</td><td>-5%</td><td>2,952</td><td>56%</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td></tr>
<tr><th>International</th><th>Applications Received</th><th>Volume Percentage</th><th>Enrolment Accepted/Ready</th><th>Conversion Rate</th></tr>
<tr><td>2019</td><td>4,336</td><td></td><td>517</td><td>12%</td></tr>
<tr><td>2020</td><td>3,291</td><td>-24%</td><td>501</td><td>15%</td></tr>
</table>
</td>
<td>Domestic Enrolments show that at the point this snapshot was taken we are 5% down on 2019. We still have May, July and September intakes that would normally see this figure increase.

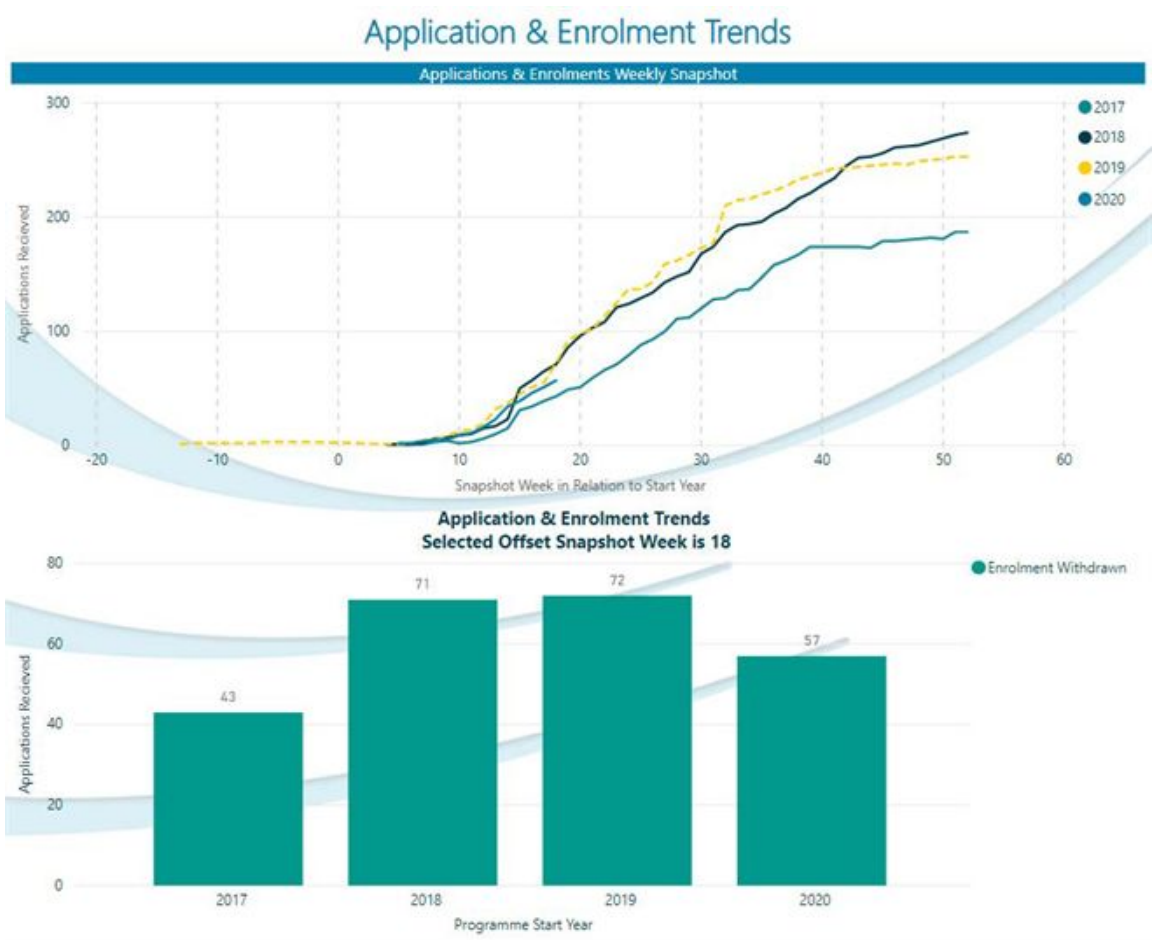
Bachelor degree programme enrolments dropped at the beginning of 2020 in comparison to 2019. This was a trend seen across the ITP sector with the uncertainty of RoVE/NZIST decisions and how these may affect the 3 or 4 year degrees.

With COVID-19, borders were closed to China in early February and self-isolation imposed in early March. Some offshore students who had returned to China and some who were due to commence studies were prevented returning to NZ. NMIT sought permission from NZQA to teach offshore online and this has</td>
</tr>
</table>



been happening since then. There were a few withdrawals as a result of this and some students deferred until Semester 2.

NMIT has submitted an application to NZQA to deliver offshore online. This will help with students already in the pipeline for July and September intakes

TOPIC	STATUS REPORT	COMMENTARY
Withdrawals		Programme withdrawals: May 2018: 71 May 2019: 72 19 from Te Toki Pakohe 13 from Digital Technologies, Arts and Media

<table>
<tr><th>TOPIC</th><th>STATUS REPORT</th><th>COMMENTARY</th></tr>
<tr><td>Complaints & Misconduct</td><td>
Complaints
<table>
<tr><td>Complaints received this period (1 April – 30 April 2020)</td><td>1</td></tr>
<tr><td>Complaints yet to be resolved (excluding those received this period)</td><td>1*</td></tr>
<tr><td>Complaints resolved/closed during report period</td><td>1</td></tr>
</table>
* Externally managed complaint

Student Misconduct (Non-academic)
<table>
<tr><td>Student Misconduct matters reported in this period (1 April- 30 April 2020)</td><td>0</td></tr>
<tr><td>Ongoing student misconduct investigations</td><td>0</td></tr>
<tr><td>Student misconduct investigations resolved/closed during report period</td><td>0</td></tr>
</table>
</td><td>

One complaint is in relation to insufficient orientation for semester two intake
One complaint from 2019 is being externally managed via Office of the Ombudsman (NB: No communication received since information request on 03.03.2020)

</td></tr>
</table>

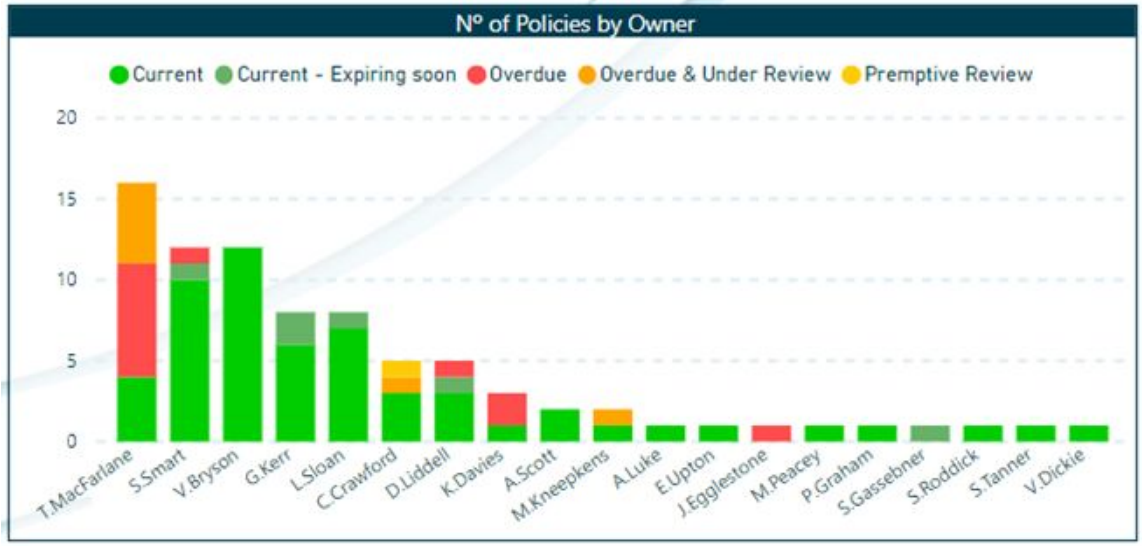
Te Kaupapa: Policy Update Report

1. PURPOSE:

Function:	For Information
Nā:	Vicki Bryson, Director – Finance, Compliance & Business Intelligence
Te rā:	May 18th 2020
Purpose:	The purpose of this paper is: To provide the Board with an update on policy status as at 10 May 2020. As a standing agenda item at Board meetings.
Recommendation(s):	It is recommended that that the Board receives this report for their information.

2. ATTACHMENTS:

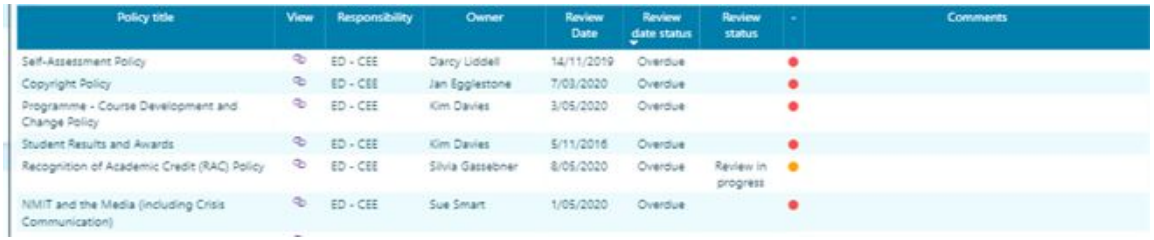
- Policy report

TOPIC	STATUS REPORT	COMMENTARY
Policies by Owner	**Current report – May 2020** Nº of Policies 82 Status / Count Current 56 Current - Expiring soon 5 Overdue 12 Overdue & Under Review 8 Premptive Review 1 Total 82 	There are 82 policies of which 61 are current, and 21 are either overdue or under review.

TOPIC	STATUS REPORT	COMMENTARY
Outstanding Policies by Owner		People & Organisation are focused on these 5 overdue policies. There are a further 7 overdue policies to be commenced.

Policy title	View	Responsibility	Owner	Review Date	Review date status	Review status	-
Eye Tests for team members		POD Manager	Tony MacFarlane	3/03/2018	Overdue	Review in progress	
Performance Appraisal		POD Manager	Tony MacFarlane	29/08/2018	Overdue	Review in progress	
Acting Management Appointments		POD Manager	Tony MacFarlane	3/11/2018	Overdue	Review in progress	
Leave Management		POD Manager	Tony MacFarlane	27/10/2019	Overdue	Review in progress	
Academic Employee Progression		POD Manager	Tony MacFarlane	15/11/2019	Overdue	Review in progress	

Policy title	View	Responsibility	Owner	Review Date	Review date status	Review status	-
Taxation Treatment for Team members and Contractors		POD Manager	Tony MacFarlane	9/03/2019	Overdue		
Staff Charter		Chief Executive	Tony MacFarlane	10/05/2019	Overdue		
Child Protection at NMIT		POD Manager	Tony MacFarlane	19/07/2019	Overdue		
Employee Assistance Programme (EAP)		POD Manager	Tony MacFarlane	12/10/2019	Overdue		
International Exchanges for Employees		POD Manager	Tony MacFarlane	20/10/2019	Overdue		
Employee Involvement in Consulting and Outside Business Activities		POD Manager	Tony MacFarlane	3/11/2019	Overdue		
Membership of Professional Organisations		POD Manager	Tony MacFarlane	3/11/2019	Overdue		

Outstanding Policies by Owner		Customer Experience & Excellence team members have 6 policies to update, one of which is already underway.

Policy title	View	Responsibility	Owner	Review Date	Review date status	Review status	-	Comments
Self-Assessment Policy		ED - CEE	Darcy Liddell	14/11/2019	Overdue			
Copyright Policy		ED - CEE	Jan Egglestone	7/03/2020	Overdue			
Programme - Course Development and Change Policy		ED - CEE	Kim Davies	3/05/2020	Overdue			
Student Results and Awards		ED - CEE	Kim Davies	5/11/2016	Overdue			
Recognition of Academic Credit (RAC) Policy		ED - CEE	Silvia Gassebner	8/05/2020	Overdue	Review in progress		
NMIT and the Media (including Crisis Communication)		ED - CEE	Sue Smart	1/05/2020	Overdue			

TOPIC	STATUS REPORT	COMMENTARY
Outstanding & Under Review by Owner		There are two other policies which are overdue and progress in underway.

Policy title	View	Responsibility	Owner	Review Date	Review date status	Review status	-
NMIT Code of Ethical Conduct for Research		Chief Executive	Carole Crawford	27/09/2019	Overdue	Review in progress	

Policy title	View	Responsibility	Owner	Review Date	Review date status	Review status	-
Industry Advisory Committees		ED - LID	Marja Kneepkens	24/11/2018	Overdue	Review in progress	

Te Kaupapa: Common Seal Usage

1. PURPOSE:

Function:	For Information
Nā:	Vicki Bryson – Director Finance, Compliance and Business Intelligence
Te rā:	May 18th 2020
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 March 2020 to 30 April 2020 and advise on the adoption of a new Seal for NMIT Ltd.
Recommendation(s):	It is recommended that the Board: 1. Receives this report for their information. 2. Adopts a Common Seal for Nelson Marlborough Institute of Technology Limited.

2. SUMMARY:

The Common Seal was not used during the above-mentioned reporting period.

NMIT's new statutory entity, as a limited company, may continue to use a seal on a contract (S.180(1A) Companies Act 1993). As NMIT's seal is used from time to time in this way it is recommended that the Board adopts a common seal for future use.

Cornelius Prinsloo

SANITI President's Report

Acknowledgement

I thought I would start by expressing my surprise at being asked to continue to produce these reports even though I am no longer on the Council and thank you for still extending this privilege to SANITI. I thoroughly enjoyed being part of it all and being able to gain both knowledge and experience whilst providing my student view. To those on Council who haven't met me I would be more than happy to have you pop by our SANITI office at any time to get a brief overview of who we all are and how we look after students in collaboration with NMIT. I hope everyone is doing well and have some normality returning to your lives!

Due to having been locked up in our homes since my last report SANITI has had to switch up how we operate, but I am happy to say that we continued our service provision in more unique ways.

STRATEGIC GOAL ONE: EVENTS AND CAMPUS CULTURE

It hasn't been possible to focus on campus culture in the same ways as before so instead we set up a separate SANITI social page where students could hang out and communicate socially while in their bubbles. We hosted movie nights, quizzes, and engagement events to boost community especially to those who were isolated from other young people. We also had a number of competitions for students to win Countdown vouchers which had a really successful engagement outcome. The team has also been working on what events will look like going forward, and how we will manage them while in level 2 and 1.

STRATEGIC GOAL TWO: SUPPORT, ADVOCACY, EMPLOYMENT

Our two advocates have been working non-stop during lockdown to provide advocacy and support to students who were studying online. This ranged from mental health support, issues within their course, difficulty engaging, lack of access to resources, course failure, and even misconduct. Although it has been challenging for most of us, for some students NMIT was not only a safe place, but often the only place they could escape their homes and family situations. We also saw many students not have access to the basics to study e.g. internet or electricity. The day before lockdown we handed out over a hundred go bags which had food provisions to see students through a week due to job losses and loss of access to food. Additionally, during this time SANITI provided about $3000 worth of food to students via countdown vouchers which we delivered as an essential service. We used up our hardship fund and reallocated some other funds to continue going with this initiative.

SANITI also helped some students with rent and accommodation issues and are working with students in Woodburn/Marlborough who are living in cars due to lack of access to accommodation.

The employment service has been incredibly busy with students needing more help than ever with C.V's to try and find work as many lost their jobs. Zoom has also been really effective in running the employment seminars.

STRATEGIC GOAL THREE: REPRESENTATION AND COLLABORATION

I attended a number of zoom meetings with Liam, where students could log in and ask questions. Feedback on these have been great and I would like to commend Liam for the initiative and his managing of it. SANITI has also run 3 Program Rep meetings via zoom, and are collating feedback and distributing it to the relevant areas. Overall students are happy with the exception of a few areas where course delivery hasn't been able to meet their expectations due to covid. All concerns are being managed and favourable outcomes on both sides seem likely.

SANITI has been actively involved in dealing with the Ministry of Education in trying to ensure students are being supported during this time and will continue to do so in the hope of getting all our students to graduation happy and healthy.

INDUCTION SCHEDULE

The Proposed Induction comprises:

1. Key procedures and policy within Diligent RESOURCE CENTRE
2. Zoom meetings with executive team
3. NMIT Nelson Campus 29 June 2020
4. NMIT Blenheim campus 17 August 2020

1. KEY PROCEDURES AND POLICY WITHIN DILIGENT RESOURCE CENTRE

Key Dates and Workplan

- 2020 Board Calendar
- 2020 NMIT Key dates
- 2021 Board Calendar

Operational Documents

- Campus Management Plan
- International Student Overview
- Iwi Briefing Document
- NMIT Pasifika Commitment
- NMIT Tikanga Commitment
- NMIT Organisational Chart 2020
- NMIT Strategy Booklet
- Performance Panel Minutes and Report
- Programme Mix
- Strategy on a page
- TANZ and e-campus (pending)
- Previous Council Papers of Interest 2017-20 (pending)

Audit and Risk

- 2019 Annual Report
- 2019 Annual Report Audit Report
- 2017-18 Investment Plan
- 2019-20 Investment Plan
- Delegations to Chief Executive
- Financial Budget 2020
- Policy Register
- Risk Register March 2019

NZIST Documentation

- Asset Ring-fencing Policy (pending)
- Companies Act Compliance Manual
- Legislation Guidance Manual
- Legislative Roadmap
- Masterslides for Directors' Induction (March 2020)

- NZIST Charter
- NZIST Constitution
- NZIST Letter of Support
- NZIST Subsidiary Directors Q&A (pending)
- Operational and Financial Parameters
- Summary of Governance Framework

2. ZOOM MEETINGS WITH EXECUTIVE TEAM

Over the May-June period, a 45 minute Zoom meeting will be scheduled with each of the following:

- Grant Kerr, Executive Director Strategy Enterprise and Sustainability
- Sue Smart, Executive Director Customer Experience and Excellence
- Olivia Hall, Director Maori
- Carole Crawford, Director Marlborough
- Tony MacFarlane, People and Organisation Development Manager.

The suggested topics for catch up with the following Leaders include:-

- Overview of portfolio including people
- Summary of key performance indicators and priorities
- Describe summative view of life at NMIT
- opportunities/ideas to enhance deliverables within portfolio/KPIs as well as NMIT
- Key stakeholders (iwi, industry leaders, organisations etc) and opportunities for engagement.
- Opportunities for NMIT to continue to flourish and serve our communities within Te Tau Ihu?
- What does NMIT need from its next Chief Executive?

Note: Elizabeth Bean and Ashleigh Cooke will set up Zoom meetings for the Board directors to meet with each person.

NMIT NELSON CAMPUS 29 JUNE 2020

Timing	10.00am – 12noon Immediately prior to Board meeting
Venue	NMIT Nelson Campus, 322 Hardy Street, Nelson

Timing	**Title / topic**	**Participants** *Who / where*
9.00am – 12noon	Details to be confirmed	Liam Sloan (Chief Executive) *CEO office*
10.00am – 11.00am	Meet with Liam and campus tour	
1.00pm – 12.45pm	Lunch	

Note: Elizabeth Bean will flesh out programme when Covid-19 levels are more clear

NMIT BLENHEIM CAMPUS 17 AUGUST 2020

Timing	10.00am – 12noon Immediately prior to Board meeting
Venue	NMIT Marlborough Campus, Blenheim

Timing	**Title / topic**	**Participants** *Who / where*
9.00am – 12noon	Details to be confirmed	Carol Crawford (Marlborough Campus Manager)
10.00am – 11.00am	Meet with Carol and campus tour	
1.00pm – 12.45pm	Lunch	

Note: Elizabeth Bean will flesh out programme when Covid-19 levels are more clear

Nelson Marlborough Institute of Technology Limited Board Calendar | 2020

	J	F	M	A	M	J	J	A	S	O	N	D
1. Meeting Schedule												
General board meeting		**20.2**	**27.3**	**3.4**	**18.5**	**29.6**	**tbc**	**17.8**	**tbc**	**12.10**	**23.11**	
Audit and Risk Committee meeting			**27.3**		**tbc**	**29.6**				**12.10**		
Remuneration and Appointments Committee meeting					**tbc**						**23.11**	
Annual General Meeting												
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										

	J	F	M	A	M	J	J	A	S	O	N	D
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 Policy			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 issues												
Audit report			X									
Shareholder communications	X			X			X			X		
Community communications		X						X				
Stakeholder Engagement		X	X			X		X		X	X	

	J	F	M	A	M	J	J	A	S	O	N	D
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 issues												
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
		Daryl Toni	Kathy Joannie			Patrick Tracy		Charles Judene		Daryl Joannie		Kathy Toni

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		**1.2**	**15.3**		**17.5**	**28.6**	**tbc**	**16.8**	**tbc**	**11.10**	**22.11**	
Audit and Risk Committee meeting			**15.3**			**28.6**				**11.10**		
Remuneration and Appointments Committee meeting					**17.5**						**22.11**	
Annual General Meeting												
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										

	J	F	M	A	M	J	J	A	S	O	N	D
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 Policy			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 issues												
Audit report			X									
Shareholder communications	X			X			X			X		
Community communications		X						X				
Stakeholder Engagement		X	X			X		X		X	X	

	J	F	M	A	M	J	J	A	S	O	N	D
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 issues												
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
		Daryl Toni	Kathy Joannie			Patrick Tracy		Charles Judene		Daryl Joannie		Kathy Toni

NMIT Acronyms *[Aug 2019]*

ACE	Adult and Community Education
ADP	Academic Development Proposal
AMFM	Annual Maximum Fee Movement
ALNAT	Adult Literacy and Numeracy Assessment Tool
ASM	Academic Staff Member
ATEM	Association of Tertiary Education Management Inc.
AUT	Auckland University of Technology
BAM	Bachelor of Arts and Media
BAppSocSci	Bachelor of Applied Social Science
BCOM	Bachelor of Commerce
BCT	Business & Computer Studies
BIT	Bachelor of Information Technology
BMETS	Basic Mechanical Engineering Training Skills
BN	Bachelor of Nursing
BUA	Beijing University of Agriculture
BVA	Bachelor of Visual Arts
CA and ACA	Chartered Accountant and Associate Chartered Accountant
CAA	Civil Aviation Authority
CAANZ	Chartered Accountants Association of New Zealand
CAM	Capital Asset Management
CAP	Competence Assessment (Nursing)
CAU	China Agricultural University
CC	Cross Credit
CD	Curriculum Director
CEA	Collective Employment Agreement
CM	Curriculum Manager
CoVE	Centre of Vocational Excellence
CT	Credit Transfer
CTLT	Certificate in Tertiary Learning and Teaching
CTS	Core Transferable Skills
CVP	Certificate in Vineyard Practice
DAS	Directory of Assessment Standards (NZQA)
DTLT	Diploma in Tertiary Learning and Teaching
EAP	Employee Assistance Programme
ED CEE	Executive Director – Customer Experience and Excellence
ED FCB	Executive Director – Finance, Compliance and Business Intelligence
ED LID	Executive Director – Learning Innovation and Delivery
ED M	Executive Director – Māori
ED SES	Executive Director – Strategy, Enterprise and Sustainability
EEdO	Equal Education Opportunities
EEO	Equal Employment Opportunities
EER	External Evaluation and Review
EFTS	Equivalent Full-Time Student
ELP	English Language Programme
EoI	Expression of Interest
EPI	Education Performance Indicator
ESOL	English for Speakers of Other Languages
ESP	Employment Scholarship Programme
FTE	Full Time Equivalent
GC	Global Campus
GSE	Group Study Exchange
GTW	Ground Training Wing (at Woodbourne Air Force Base)
HITO	Hairdressing Industry Training Organisation
HR	Human Resources
IEA	Individual Employment Agreement
ITO	Industry Training Organisation
ITPNZ	Institutes of Technology and Polytechnics of New Zealand
ITPQ	Institutes of Technology and Polytechnics Quality
ITPs	Institutes of Technology and Polytechnics
KEQ	Key Evaluation Question
KPI	Key Performance Indicator
LIIT	Learning Innovation and Insights Team
LLC	Library Learning Centre
LLN	Literacy, Language and Numeracy
MDC	Marlborough District Council
ML	Marlborough
MoA	Memorandum of Agreement
MoE	Ministry of Education
MoP	Mix of Provision
MoU	Memorandum of Understanding
MRoQ	Mandatory Review of Qualifications
NAMS	New Zealand Asset Management Support
NCC	Nelson City Council
NCEA	National Certificate of Educational Achievement
NEET	Not in Employment, Education or Training (Youth)
NMIT	Nelson Marlborough Institute of Technology
NQF	National Qualifications Framework
NRDA	Nelson Regional Development Agency
NZDB	NZ Diploma in Business 120 credits L5 (new qualification 2017)
NZCALNE	New Zealand Certificate in Adult Literacy and Numeracy Education
NZCATT	New Zealand Certificate in Adult Tertiary Teaching
NZDip Bus	NZ Diploma in Business 240 Credits L6 (old qualification)
NZIM	New Zealand Institute of Management (Part of old NZDipBus)
NZQA	New Zealand Qualification Authority
NZQF	New Zealand Qualifications Framework
NZTE	New Zealand Trade and Enterprise
OAG	Office of the Auditor General
OCP	Organisational Counselling Programmes (Student Counselling Service)
OTEPs	Other Tertiary Education Providers
PAC	Programme Approval Committee
PASM	Principal Academic Staff Member

G:\AcadTeam\House Style\Acronyms (3 columns).docx

PEAP	Post EER Action Plan
PBRF	Performance-Based Research Fund
PLATO	Programme of Learning and Teaching Observations
POD	People and Organisation Development
PoS	Programme of Study
PTE	Private Training Establishment
QMS	Quality Management System
RAC	Recognition of Academic Credit
REANNZ	Research and Education Advanced Network New Zealand Ltd.
RFP	Request for Proposal
RNZAF	Royal New Zealand Air Force
RoVE	Review of Vocational Education
RPL	Recognition of Prior Learning
RSG	Refugee Study Grant
SAC	Student Achievement Component
SANITI	Students Association of Nelson Marlborough Institute of Technology Inc
SAR	Self-Assessment Report
SASM	Senior Academic Staff Member
SDL	Staff Digital Literacy
SDR	Single Data Return
SHW	Safety, Health and Wellbeing
SIG	Special Interest Group

SME	Subject Matter Expert
SMS	Student Management System
SSB	Standard Setting Body
SSC	State Services Commission
SSG	Special Supplementary Grants
SSP	Sub-sector Provider
STAR	Secondary Tertiary Alignment Resource
STCW	Standards of Training and Certification of Watchkeepers
STEM	Science, Technology, Engineering and Mathematics
SUTI	Skills Update Training Institute
TAMU	Tertiary Advisory Monitoring Unit
TANZ	Tertiary Accord of New Zealand
TDC	Tasman District Council
TEC	Tertiary Education Commission
TEC/Skill NZ	Training Opportunities Programmes Funded by TEC/Skill NZ
TEI	Tertiary Education Institution
TEO	Tertiary Education Organisation
TEOC	Tertiary Education Organisation Component fund
TES	Tertiary Education Strategy
TEU	Tertiary Education Union
TIASA	Tertiary Institutes Allied Staff Association

TOTSTA	Top of the South Trades Academy
TRoQ	Targeted Review of Qualifications
TTMU	Te Tiriti o Waitangi Monitoring Unit
TTP	Te Toki Pakohe
YG	Youth Guarantee

Frequently used Academic Definitions

Word or phrase	Meaning	Definition
Academic Committees		A standing committee of the ***Academic Board*** responsible for maintaining academic standards for designated programmes and courses. There are two Academic Committees: • Academic Committee - serving the needs of all Curriculum Areas for results approvals, Moderation Plan approval, award approvals, decisions on exclusion, special assessment results etc. • Recognition of Academic Credit (RAC) Committee – considering applications from students for Cross Credits and RPLs.
CMR	Consent and Moderation Requirements	This is an NZQA document that outlines the requirements for achieving 'consent to assess against standards' and the ongoing moderation expectations. CMRs are developed by standard-setting bodies (SSBs). Before assessing learners against unit standards NMIT has to be granted consent to assess against those standards. NMIT already has consent to assess against a large number of unit standards. If however a new / revised programme requires unit standards that we do not have consent to assess against, we would have to prepare and submit an application to NZQA.
Credit		A numerical value assigned to unit standards, courses and programmes of study that reflects the estimated student time/effort required to meet the assessment requirements. In most cases, one credit represents approximately ten hours of student learning time (inclusive of scheduled class contact, assessment time, work experience or internships, other directed time and independent/self-directed study). A credit value of 120 is generally equivalent to one year of full time study and 1.0 EFTS.
CT	Credit Transfer	Internal Credit Transfer: Credit for the same course already earned in another qualification **from NMIT** External Credit Transfer: Credit for the same course already earned in another qualification **from another institution**

CC	Cross Credit	The granting of academic credit towards a qualification delivered by NMIT, from a **similar** course already completed as part of another approved qualification.
DAS	Directory of Assessment Standards	The Directory of Assessment Standards (DAS) lists all quality assured unit and achievement standards, known collectively as 'assessment standards'.
ebs	Unit Instances (UIs) Unit Instance Occurrences (UIOs)	The Student Management System used at NMIT to establish student study contracts, report to TEC and to generate academic records. The specifications of all NMIT's approved programmes of study. Holds all the general information about a programme of study, but not the details that will change with each year or Semester the course is offered The details that will change with each year or Semester the course is offered (e.g. dates, fees, venues, etc).
EFTS	Equivalent Full Time Student	One EFTS is 1.0 Equivalent Fulltime Student.
EER	External Evaluation and Review	A periodic evaluation of NMIT, by NZQA, to provide a statement of confidence (judgement) about the organisation's educational performance and capability in self-assessment.
EPIs	Educational Performance Indicators	The TEC has published information on the educational performance of tertiary education organisations based on agreed educational performance indicators: • successful course completion • student retention • qualification completion, and • student progression.
ILP	Individual Learning Plan	An Individual Learning Plan essentially belongs to the student. It identifies a student's learning goals, personal goals, timescales, resources and any support required to meet those goals.
ITP	Institute of Technology and Polytechnic	
MoE	Ministry of Education	

NZQA	New Zealand Qualifications Authority	New Zealand Qualifications Authority. Key aspects of the NZQA role are to: • develop, register and support the New Zealand Qualifications Framework • manage the external assessment of secondary school students and moderate secondary schools' internal assessment activities and processes • quality assure non-university tertiary education organisations and their courses, and moderate assessment activities and processes for national qualifications for NZQA-owned unit standards • maintain effective liaison with overseas certifying and validating bodies in order to recognise overseas educational and vocational qualifications in New Zealand, and to achieve recognition of New Zealand educational and vocational qualifications overseas • act as a standard-setting body
NZQF	New Zealand Qualifications Framework	A list of all quality assured qualifications in New Zealand. The framework is the definitive source for accurate and current information on each qualification.
PAC	Programme Approval Committee	A standing committee of the NMIT Academic Board responsible for evaluating and recommending approval of academic developments.
Programme Regulations - including Course Descriptors		The Programme Regulations describe the formal rules of the Programme and its constituent courses. Programme Regulations are the legally binding, contractual obligations of staff and enrolled students. They are used by academic staff to guide delivery of the Programme and its courses. Course Descriptors indicate teaching hours, hours of total student learning, course aims, learning outcomes, unit standards (if included), assessment methods, learning and teaching approaches, requirements for successful completion of the course. ***Approved Programme Regulations and Course Descriptors are not altered, and are used by academic and administrative staff to guide delivery of the programme and its courses.***
PLATO	Programme of Learning and Teaching Observations	The Programme is an important and integral part of NMIT's Quality Assurance System. It is designed to ensure maximum effectiveness of curriculum delivery by encouraging the sharing of good practice within NMIT. The Programme

		encourages discussion within programme teams and across NMIT on improving teaching and learning.
QMS	Quality Management System	A system of clearly defined institutional structures, processes, responsibilities and resources used to manage quality improvement. Accordingly, the QMS includes all aspects of NMIT operations, all work areas and all geographic locations.
RAC	Recognition of Academic Credit	The process for formally recognising relevant experience and/or study that has been achieved prior to completion of a qualification offered by NMIT, as academic credit for a course or courses at NMIT. Includes: Cross Credits, Credit Transfers and RPLs
RPL	Recognition of Prior Learning	A process that makes use of evaluation of evidence of academic achievement and/or work/life experience to assess relevant learning.
Records Management		The effective and efficient operation of NMIT's record keeping systems, including implementing the use of the electronic document management system across the institute.
SA	Self-assessment	The ongoing processes NMIT uses to gain evidence of its own effectiveness in providing quality education.
SAC Funding	Student Achievement Component (SAC) funding	The Government's contribution to the direct costs of teaching, learning, and other costs driven by learner numbers. SAC funding comprises two elements: 1. The programme element, which relates to the types of programmes or courses approved for funding in NMIT's Investment Plan, is based on the SAC funding categories (A, B C etc) 2. The volume element, which relates to the number of valid enrolments in those programmes or courses.
SAR	Self-assessment Report	Self-assessment should be continuous, culminating in formal annual review of the previous year, recorded in a Self-assessment Report (SAR).
SDR	Single Data Return	Data items that are specifically required by the Ministry of Education (MOE) and the Tertiary Education Commission (TEC) for funding, monitoring performance against Investment Plans, publishing performance information, as well as statistical reporting purposes.

		All students for which a valid enrolment has been made in ebs are required to be reported, regardless of the level of study or the funding source. Information is required on student characteristics, course enrolment details, course and qualification completions, course details, and actual EFTS on a monthly basis. Further information on EFTS forecasts is required as part of the validation process. Submitted three times a year (April, August and December).
SMS	Student Management System	How NMIT manages all its student data. Currently using ebs
Student Feedback • **First Impressions** • **Course / Tutor** • **Learner Experience** • **Graduate Destination**		Student surveys are a vital tool for conducting systematic, evidence based, inquiries that are an integral part of NMIT's Self-Assessment process - not just for specific programmes but also for business support areas. It also provides evidence that improvements are actually occurring. **First Impressions** – within first 4 – 8 weeks of the programme **Course / Tutor** – scheduled, at suitable time, by Programme Area **Learner Experience** – within last 2-4 weeks of the programme **Graduate Destination** – conducted 6 months following Graduation
TANZ	Tertiary Accord of New Zealand	A network of ITPs - comprising: • NorthTec • Toi Ohomai • Universal College of Learning (UCOL) • EIT • NMIT • Ara Institute of Canterbury • Otago Polytechnic
TEC	Tertiary Education Commission	Responsible for funding tertiary education in New Zealand
3v6		New course or programme change approval form