

Education New Zealand
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6 May 2022

John Luke
fyi-request-18877-4058cb88@requests.fyi.org.nz

Dear John,

Official Information Act 1982 request – Board meeting

I refer to your official information request, received by Education New Zealand (ENZ) on 15 March 2022 and I apologise for the delay in responding to you. Your request was split into two parts as below:

1. *Mai I kindly request the full board meeting for ENZ from January 2019 to the February 2022. I understand from my recent OIA request that the board meets 10 times a year.*
2. *If would be great to also understand the meeting date set for this year.*

The information you have requested in part 1 is provided in the document attached with this letter (Appendix A).

The information you have requested in part 2 is given in the table below. We note that meeting dates are subject to change, depending on availability of Board members and other factors.

| Month | Board meeting for 2022 |
|---------------------|------------------------|
| January (interim) | Wednesday 2 February |
| February | Tuesday 22 February |
| March (Interim) | Tuesday 22 March |
| April | Wednesday 27 April |
| May (Interim) | Tuesday 24 May |
| June | Tuesday 21 June |
| July (Interim) | Thursday 21 July |
| August | Tuesday 23 August |
| September (Interim) | Thursday 22 September |
| October | Thursday 20 October |
| November (Interim) | Thursday 17 November |
| December | Thursday 15 December |

In preparing this information release ENZ has considered the public interest considerations in section 9(1) of the Official Information Act. You have the right to seek an investigation and review by the Ombudsman of this decision.

**THINK
NEW**



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Information about how to make a complaint is available at <https://www.ombudsman.parliament.nz> or freephone 0800 802 602.

Please note that it is our policy to proactively release our responses to official information requests where possible. Our response to your request will be published shortly at <https://enz.govt.nz/about-enz/information-releases/>, with your personal information removed.

Yours sincerely

Di Solomon
Director, Government and Stakeholders Relations

Appendix A

Minutes of Education New Zealand Board meeting Held at ENZ Boardroom, Level 5, Lambton House, Wellington On Tuesday 29 January 2019

Present: Charles Finny (Chair), Steve Maharey, Rachael Tuwhangai (by Zoom), Victoria Spackman, Linda Sissons, Lyn Provost.

Apologies: Karen Rolleston

In attendance: Grant McPherson (Chief Executive), John Goulter (General Manager Stakeholders and Communications); Fiona Cameron (Director Human Resources/Organisation Development) for item 3.2; Paul Irwin (General Manager Student Marketing) and Kaylee Butters (Director Student Engagement) for item 4.1; s9(2)(a)

Ruth Isaac
(General Manager Labour and Immigration Policy, MBIE) and Steve McGill (General Manager Settlement, Protection and Attraction, INZ) for item 4.3; Dr Grant Klinkum (Deputy Secretary Graduate Achievement, Vocations and Careers, MoE) and s9(2)(a) (Chief Advisor to Deputy Chief Executive Operations, TEC) for item 4.4; s9(2)(a)

Paul Irwin
(General Manager Student Marketing) and Lisa Futschek (General Manager International) for item 4.6; and Mel Blake-Palmer (Secretary).

The meeting commenced at 9.30 am

1.1 Apologies

Karen Rolleston – flight turned around due to fog at Wellington Airport.

Linda Sissons left at morning tea break and returned at 1.45 pm.

1.2 Disclosures of Interest

Steve and Lyn advised the secretary of minor changes.

1.3 Minutes of previous meeting and action items

The minutes of the meeting held on 17 December 2018 were accepted as a true and correct record.

Charles / Steve carried

1.4 Oral update by the Chair

The Chair noted this was his last meeting as Chair, and advised the Board:

- There has not been a huge amount of business activity since the last meeting before the holiday break.
- There have been no meetings with the Minister and no formal activities.
- The Chair has met with the Chief Executive for regular updates.

2.1 Human Resources and Organisational Development Committee reporting

The Chair of the HR/OD committee advised the Board that he had met with Fiona Cameron to discuss the HR/OD committee function.

The Board discussed whether it was necessary for the HR/OD committee to review SLT remuneration and were of the view that this was an operational matter. The board also discussed the need for significant HR issues to be brought to the attention of the full Board, rather than via an HR/OR committee. The Board agreed that:

- The terms of reference for the HR/OD committee will be amended so that its focus is the Chief Executive's remuneration and performance appraisal only.
- The Chief Executive will be delegated to review SLT remuneration in future, with a noting paper provided to the Board for information.
- Fiona will be invited to provide a more fulsome HR report directly to the whole Board, rather than report to an HR/OD committee.

ACTION

3.1 Chief Executive's report

The Chief Executive provided his report to the Board and it was taken as read. The Chief Executive advised the Board that it had been business-as-usual since the last meeting with little activity over the holiday break.

The Board asked for an update on personnel changes at Tier 2 level arising from the Open to Change Review and were advised by the Chief Executive:

- ENZ is continuing a process of organisational change to ensure its structure aligns with what it is expected to achieve under the New Zealand International Education Strategy (NZIES). We want to retain the talent we have but we are trying to change the way we do things.
- Changes to the organisational structure began in December with a reduction in the size of the SLT and bringing in extra resources at Tier 3 level.
- The South and South East Asia and Middle East team and the North Asia team have been combined to create an all of Asia Group. Dedicated resources remain in the China market to address the specific challenges and opportunities that China presents.
- Lisa Futschek was appointed General Manager International (she was formerly the Regional Director for US and Europe).
- John Laxon was appointed the Regional Director for Asia (he was formerly the Regional Director for South and South East Asia and the Middle East).
- Adele Bryant's term as the Regional Director for North Asia has come to an end and she is returning to New Zealand in February. Recruitment is underway for a Director Greater China role and some strong applications have been received.
- Clive Jones' fixed term as General Manager Strategy and Insight has ended and he is now working as Special Advisor to the Chief Executive on a few key initiatives until mid-March. Recruitment is underway for a new General Manager Strategy, Insight and Planning.
- The Student Marketing and Industry Development teams are being combined into a single Industry and Students team to improve integration and bring supply and demand together. Recruitment for a General Manager Industry and Students is underway.

The Board discussed the financial implications and risks of the organisational redesign and the Chief Executive advised that the aim is for no change in overall headcount and total salary bill.

In other matters covered in the Chief Executive's report, the Board noted:

- The effectiveness of the Mortal Engines campaign due to its focus on creative industries rather than the movie itself. The campaign highlighted that New Zealand has those qualifications.
- Planned expenditure is behind but it is expected that most of the expenditure will be caught up or reallocated to other activities by the end of the financial year. The Chief Executive advised that ENZ's approach is to have as much discretionary spend as possible to provide flexibility if projects and priorities need to shift.

The Chair noted that guests from other agencies are attending this Board meeting and encouraged the Board to have a free and frank discussion with them, particularly around the China market and INZ policy and operational issues.

3.2 Safety and Wellbeing update

Fiona Cameron spoke to the paper, advising that:

- The Auckland office move is still considered temporary and we are looking at moving back mid-year. There have been teething problems with the new space but nothing particularly serious.
- There were two injuries to staff over the holiday break but these were not work related.

The Board asked about staff morale in relation to the organisational redesign and were advised by Fiona that it was good, and that feedback about the change process is that things are progressing quickly.

The Board noted:

1. Progress on Education New Zealand's (ENZ) Safety and Wellbeing programme of work.
2. The Safety and Wellbeing metrics as at 31 December 2018 have been reviewed.

4.1 Think New Brand Strategy update

Paul Irwin and Kaylee Butters spoke to the paper and gave a presentation, advising that:

- The purpose of the presentation is to provide a check-in and update on ENZ's Brand journey.
- Brand research shows that people love the idea of New Zealand on a values level, food and beverage, hobbits, tourism. That's good, but it creates a challenge for our education brand.
- New Zealand's brand position is firmly in the 'nurture' space.
- Think New was launched in 2013 – a key part of the journey at the time was to develop a logo, brand line, key messaging. The Brand Strategy refresh is an evolution of the Think New brand.
- Think New will be nuanced for different countries after developing a student position.

The Board noted that:

- The timeline for the brand refresh looks good.

- There is a potential challenge in using Special Group as a brand partner given their work with the Tourism NZ brand – care will need to be taken to ensure that the education brand message isn't blurred with tourism brand messages.
- Defining education quality is a challenge and that there needs to be a balance between knowledge and skills.
- What is the opportunity to involve Maori and how do we position that?
- How can we ensure the brand resonates at home, e.g. getting conservative schools on board in presenting learning with a future focus.
- Kaylee gave the Board an overview of student personas and undertook to provide more information about these.

ACTION

The Chair thanked Kaylee and Paul, and they left the meeting.

4.2 NZ Inc partner update: Geopolitical context and strategic priorities for 2019 – Ministry of Foreign Affairs and Trade

s9(2)(a) tabled a presentation (attached to these minutes) and gave an overview of MFAT's strategic framework and purpose. They advised:

- The global citizenship element of the NZIES is “critical underpinning for all of New Zealand's international engagement.”
- Global citizenship gives New Zealand an edge in the current environment where globalisation is under challenge.
- Trade For All is the government's new trade agenda under development throughout this year. It has a stated focus on the regions, consultation with Maori, gender equity, sustainability and participation of SMEs in international trade.
- MFAT is trying to ensure that posts understand the importance of sectors, and allocate resources accordingly.
- Attention often goes to 'burning platforms' (e.g. dealing with a provider closure) rather than on strategic priorities, but MFAT does want to work closely with ENZ.
- One of s6(a)
- MFAT is working on a tool for service exporters to help them understand NZ's international trade agreements – this should be available later this year.
- Brexit is a mixture of risk and opportunity and there are still lots of unknowns. It is difficult to assess as it stands and still a changeable situation.

s9(2)(g)(i)

The Board asked s9(2)(a) how MFAT views ENZ and international education and were advised that work is being done to ensure posts understand the importance of sectors and allocate resources accordingly.

The Chair thanked s9(2)(a) for their presentation, and they left the meeting.

4.3 NZ Inc partner update: Immigration strategic priorities - MBIE and Immigration New Zealand

Ruth Isaac and Steve McGill tabled a presentation (attached to these minutes) and gave an overview of strategic immigration priorities. They advised:

- INZ's current strategy is 'Striking the Balance' - a shift in emphasis and renewed focus on its role as a regulator.
- "The world of immigration as a regulatory system is evolving quickly. Challenges to the system are sophisticated, there is some bad stuff going on."
- There's "work to be done with industries about how they are using international students... we are going to be cranking up the effort with industries that have taken advantage of pretty enabling immigration settings."
- MBIE is undertaking a review into the exploitation of migrants and international students that will inform policy options. The cross agency steering group for this work includes MoE and an international student.
- A focus for Immigration Policy will be on temporary work visa settings. Changes are intended to make sure that migrants aren't filling low-skilled jobs on a long-term basis, that there is a New Zealand-first policy, and that migrants aren't exploited.
- Review of in-study work rights is on hold until the impact of last year's changes are known.
- INZ is reconfiguring its visa processing away from a bricks and mortar model. They are currently three quarters of the way through consolidating the physical footprint. They are experiencing "transitional issues around timeliness" and acknowledge that it's "not ideal". INZ is working hard to get through low-risk, low-touch applications as quickly as possible but will take more time with high-risk applications.

The Board asked for assurance that low-risk markets are not treated the same as high-risk and were advised that INZ triages applications for the right level of intervention. This will improve over time as risk and verification knowledge is built.

The Board asked if anything can be done to facilitate faster processing of student visas and were advised that INZ is in a 'transitional blip' but is confident it has good relationships globally and certainly in Wellington with ENZ.

4.4 Education update: NZQA, MoE and TEC

Grant Klinkum provided an update from NZQA and MoE, advising that:

- NZQA have closed 12 providers in the last 18 months and is confident this has removed the worst quality provision. Where problems remain, they tend to be within larger organisations s9(2)(b)(ii) that have the capability to resolve them. There should be less call on the EEL to refund student fees for provider closures.
- The total number of providers continues to decline – partly through closures and partly through consolidation. NZQA has recently approved three new PTEs but declined 20.
- NZQA intends to do more to work with providers on education and capability to ensure they are meeting quality standards, instead of prioritising regulatory action.
- There is an opportunity for education agencies to keep working together better on international education, and to educate Ministers about the sector.
- There is also a broader non-education set of agencies that we could be engaging better with.

- The NZIES shifts the focus beyond incoming international students. It also supports New Zealand's domestic students, including Maori students, to travel overseas for educational experiences, and to develop global competencies in New Zealand classrooms.

The Board asked about the interaction between Ka Hikitia and international education and Grant Klinkum undertook to provide further information about this.

ACTION

s9(2)(a) provided an update on TEC's change process and advised:

- TEC is changing the way it engages with the education sector and has relationship managers working with providers and industry groups.
- TEC is taking a more regional focus rather than individual institution/provider investment. As part of this approach they are beginning to think about how they will work international education into that.
- TEC is focused on information gathering regarding international education – they are looking at how providers rely on international revenue and how that works with government investment.
- International education is “not a part of TEC's DNA” as they are essentially driven by investment priorities.
- TEC has tried joint agency engagement in the past and is keen to restart again once its organisational restructure is completed.

The Board thanked Grant and for their updates.

4.5. Estimates scope statement and performance measures for 2019-20

John Goulter spoke to the paper, advising that:

- A full set of performance measures will be brought to the Board's April meeting.
- Estimates measures need to be confirmed in January.
- ENZ is aiming to achieve better alignment with the NZIES in the proposed adjustments to the Estimates scope statement and measures.

The Board:

- Approved the revised Scope Statement for the International Education Programmes appropriation
- Approved the 2019/20 Estimates performance measures
- Noted that the full suite of proposed measures will be provided to the Board for consideration at its April meeting.

4.6 China market - MFAT

s9(2)(a) provided an update on trade matters relating to China, and advised:

- China takes a large part of MFAT's time and focus, and MFAT acknowledges that China is also a large part of ENZ's business.
- s6(a)

- s6(a)

5.1. Information only papers

5.1.1 Strategy day programme

The Board noted the March strategy day programme and noted that it is more future-focused than earlier versions.

5.1.2 ENZ media report

The Board noted the ENZ Media Report and requested that future reports include social media metrics.

ACTION

5.2 Board only session

5.3 Next meetings

Board Strategy Day – Tuesday 5 and Wednesday 6 March 2019 (Wellington)

Board meeting – Wednesday 17 April 2019

5.4. General business

Rachael asked about how ENZ leverages sport in its marketing. Lisa Futschek gave an overview of the Game On English programme but noted that in practice sport was perceived as the real focus, and the education component was viewed as an add-on. Game On was ENZ's first attempt at a sports and education product and we need to review how we look at leveraging sporting events in marketing to ensure education is the primary focus. A potential area of focus could be areas where New Zealand is already acknowledged as world-leading, e.g. specific sports expertise, sports science and management etc.

The Chair made closing remarks:

“There is a world of change and it's a time when you want new minds. I'm glad to be leaving a wonderful new Chair and minds on the Board. I wish you all well – I will be watching what is happening very closely. All the best for the future and I look forward to developments on the \$6 billion target. Thank you and good luck.”

The Chair thanked everyone for their attendance at the meeting.

The meeting concluded at 3.10 pm.

Actions

| Minute | Action | Progress |
|---------------------------------|---|---|
| Meeting: 29 January 2019 | | |
| 2.1 | The terms of reference for the HR/OD committee will be amended so that its focus is the Chief Executive's remuneration and performance appraisal only. | To be actioned at the Board's June meeting. |
| 2.1 | The Chief Executive will be delegated to review SLT remuneration in future, with a noting paper provided to the Board for information. | To be actioned at the Board's June meeting. |
| 2.1 | Fiona will be invited to provide a more fulsome HR report directly to the whole Board, rather than report to an HR/OD committee. | A new 'People and Culture Report' has been provided to the Board for the April meeting. This replaces the 'Safety and Wellbeing update' provided for each Board meeting, and incorporates the HR metrics that were previously included in the CE's report to the Board. The Board's feedback on this new format is invited. |
| 4.1 | Kaylee gave the Board an overview of student personas and undertook to provide more information about these. | Information on student personas is include as an information-only paper in the April Board pack. |
| 4.4 | The Board asked about the interaction between Ka Hikitia and international education and Grant Klinkum undertook to provide further information about this. | An email providing this information was sent to Board members on 30 January 2019. |
| 5.1.2 | Social media metrics to be included in next media report | Social media highlights and metrics have been included in the media report for the April Board meeting |

Minutes of Education New Zealand Board meeting
Held at ENZ Boardroom, Level 5, Lambton House, Wellington
On Wednesday 17 April 2019

Present: Steve Maharey (Chair), Rachael Tuwhangai, Victoria Spackman, Linda Sissons, Lyn Provost, Karen Rolleston.

Apologies: Nil

In attendance: Grant McPherson (Chief Executive), John Goulter (General Manager Stakeholders and Communications); Fiona Cameron (Director, People and Culture) for item 4.2; Greg Patchell (Head of Immigration New Zealand), Steve McGill (General Manager Settlement, Protection and Attraction, INZ) and James Dalmer (Engagement Manager) for item 5.1; Angela Meredith (Accountability Manager), Jamie Crump (Director Business Planning) and Julian Ashby (Regional Director Americas and Europe) for items 5.2 and 5.4; Ed Tuari (Pouārahi Māori - Principal Advisor Māori) and Sarah Snow (Senior Advisor – Rautaki Māori) for item 5.3, Mel Blake-Palmer (minutes).

The meeting commenced at 9.30 am.

1.1 Apologies

Linda Sissons left the meeting briefly at 2.30 pm.

1.2 Disclosures of Interest

There were no new disclosures of interest at the time of the meeting. Any changes between meetings should be notified to Mel.

1.3 Future Directors Programme

Lyn gave an overview of the Future Directors programme and the Board agreed in principle that it would like to offer a development opportunity to a younger person interested in governance. The Board was advised that the MoE is exploring this programme with the New Zealand Qualifications Authority and are keen to see that there is consistency across agencies. It was agreed to explore the Future Directors programme further once the Board is more established – perhaps towards the end of the year.

- Mel to contact the Future Directors programme and MoE to gather further information for a report back to the Board in October.

ACTION

1.4 Board-only business

The Board agreed that Grant is invited to attend this session in future, unless there are specific matters the Board wishes to discuss in private.

2.1 Minutes of previous meeting and action items

The minutes of the meeting held on 29 January 2019 were accepted as a true and correct record.

Lyn / Victoria carried

- Mel to circulate draft minutes of meetings by email within two weeks of the meeting being held.

ACTION

2.2 Oral update by the Chair

The Board expressed their congratulations to the ENZ staff who recently won industry awards for their work.

The Chair advised the Board:

- Steve and Grant had a positive meeting with Carolyn Tremain (Chief Executive) and Ruth Isaac (General Manager, Labour and Immigration Policy) at the Ministry of Business, Innovation and Employment. The Head of Immigration is attending today's meeting to discuss issues around visa processing.
- Steve and Grant had a series of engagements in Auckland with peak body representatives for PTEs, edutech providers, education publishers and English New Zealand.
- Steve has had individual meetings with Linda, Lyn and Victoria and will meet with Karen and Rachael today. Individual meetings will be held annually to review goals and provide feedback. The whole Board will participate in a self-review process annually, including a questionnaire with the opportunity to give anonymous feedback. This will take place in June each year.
- Steve has had regular catch-ups with Grant between Board meetings.
- Steve and Grant had a positive meeting with Iona Holsted (Secretary of Education) and Grant Klinkum (Deputy Secretary, Graduate Achievement, Vocations and Careers) at the Ministry of Education. They indicated a lot of positive support for what ENZ is trying to achieve and will try to feed this into what they are doing.

The Board asked whether ENZ endorses products, e.g. apps. Grant advised ENZ does not endorse products but, following due diligence, can offer support.

3.1 Audit and Risk Committee reporting

The Chair of the Audit and Risk Committee (ARC) tabled the draft minutes of the meeting on 8 April 2019, and advised the Board:

- Locally engaged staff in ENZ's overseas offices are required to pay their own tax. There is a risk for ENZ if this obligation is not met. ARC asked the CFO to remind staff of their personal tax obligations on an annual basis.
- There is a \$1.5 million underspend which is quite a lot of money. CFO advised ARC that this would be caught up by year end and ARC asked for a detailed update at this meeting (see item 4.1).
- ARC discussed a proposed financial provision to support activities to address market reaction to the Christchurch terrorist attack. Such a provision will depend on what kind of activities are included and their rationale, and whether these are measurable.
- Clarity is needed on the projected \$1.5 million in extra personnel spending in the next financial year, as it was previously the Board's understanding that organisational changes would be cost neutral. ARC asked for additional information to be provided to this meeting (see item 4.1) given the size of the restructure and Open to Change initiative.
- CE expenditure is reported in detail. ARC asked for future reports to include information about the total cost of each business trip.

- The Board's expenses were reviewed and there were no concerns.
- The IRD risk review letter identified some process improvement recommendations and ARC requested confirmation from the CFO that these have been actioned.
- ENZ's self-review Comply With report showed 100% compliance with law. ARC asked that this be independently spot-checked.
- Fraud, bribery and corruption are focus topics for Audit New Zealand. An item on this subject will be added to the Board's June agenda.
- ARC discussed the internal audit of posts and asked the CFO to complete a risk assessment for each post. An audit plan will be set for 3-yearly reviews of high-risk posts, and 5-yearly reviews of all other posts.
- ARC agreed that they will review risks rated 3 or more for consequence or likelihood. A full list of risks (including those with lower ratings) will be reviewed by ARC and the Board on an annual basis.

Lyn reminded the Board that all members, and not just ARC, have governance responsibilities relating to finance and risk and she is very happy to discuss action points and take any questions about ARC at the Board meetings. Board members are also very welcome to attend ARC meetings and have access to all ARC papers.

- Mel to make one amendment to ARC draft minutes and circulate for approval by email.
- Mel to arrange access to ARC papers on Diligent for all Board members.
- Mel to schedule 15 minutes in Board agendas for discussion of ARC business.

ACTION

4.1 Chief Executive's report

The Chief Executive's report to the Board was taken as read.

The Chief Executive tabled an updated financial position (attached to these minutes) providing the information requested at the ARC on 8 April. Grant spoke to this and advised:

- ENZ is still thinking carefully about possible engagement in Christchurch and noted that market response to the Christchurch terrorist attacks relates to the wider New Zealand brand and not just Christchurch.
- ENZ is currently \$1.8 million behind budget. Four activities, accounting for \$1.25 million, are likely to be caught up by the end of the financial year.
- The remaining \$0.55 million is permanent savings made up of travel savings (\$0.2 million), postponement of the student satisfaction survey (\$0.05 million), and phasing of the Open to Change activity which has resulted in lower than anticipated recruitment costs and overheads (\$0.3 million).
- Three activities (totalling \$0.310 million) could potentially be completed using savings, leaving a full-year underspend of \$0.24 million. The activities are a student barometer study for the ITP subsector, extended PR and promotion of the NauMaiNZ student experience portal, and extension of the brand monitor into three new countries.

The Board discussed the risk of having an underspend when we are going to be seeking an increase in budget, but noted that it was important to ensure all spending was useful. The permanent travel savings are positive and it is helpful to be able to show where we achieving savings before asking for further funding.

The Board asked if ENZ's funding could be affected by a potential reduction in Export Education Levy (EEL) collected. Grant advised that EEL makes up only a small part of ENZ's budget.

The Board asked about the value of extra PR for NauMaiNZ. Grant advised it would bring forward planned improvements for the qualitative elements of student experience e.g. adding the chatbot, improving access to information, providing a guide and pathway for new students in New Zealand.

The Board asked about a potential provision for Christchurch. Grant advised this could include putting additional funding into a New Zealand story, not a specifically Christchurch story, around the promotion of positive values following the terrorist attack. The use of a variance provision remains an option, but it is still too early to say what it would be for and whether it is needed.

The Board asked about improvements that could be made to forecasting to prevent 'hockeystick' patterns of spending. Matt advised there was a need to make a change to processes and this could be a shift to a monthly rolling forecast starting at the end of the first quarter of the financial year. The Board noted that rolling forecasting was good business practice.

The Board noted that it was very helpful to have received this additional information on the underspend and how it was being addressed, and expressed their comfort with the information provided.

The Board discussed the possibility of creating a strategic fund with the underspend and Matt offered to bring ideas back to the Board if that was useful.

- Matt to bring ideas back to the Board about a strategic fund for the next financial year.

ACTION

The Chief Executive tabled further information on Open to Change (attached to these minutes) as requested at the ARC on 8 April. Grant spoke to this and advised:

- General Managers are looking at teams to make sure they have right skills and capability before any further recruitment decisions are made.
- While the Open to Change proposal has been agreed, we are still in change process and things may be adjusted.

The Board referred to the minutes of the January meeting which said the organisational changes will be cost neutral. Grant advised that staff who move into the newly created roles may not be backfilled and this will create some savings.

The Board noted that the costs of Open to Change need to be clearer, and this is urgent given that accountability documents need to be finalised.

- Matt to finalise detailed costs for Open to Change by the end of the current financial year.

ACTION

In other matters covered in the Chief Executive's report, Grant noted:

- A number of staff have recently won industry awards. This is great for ENZ, but it's important to note that these awards are for activities being on behalf of industry and we will promote that.
- ENZ remains engaged in RoVE discussions.

The Board commented that Board papers and discussion seem to be skewed towards universities, perhaps unintentionally. Grant commented that this probably reflects that Universities New Zealand is incredibly organised and active. ENZ is equally engaged with ITPs but they are a much more fragmented group, and s9(2)(g)(i). Grant noted that ENZ's work around RoVE is really important in supporting vocational education.

4.2 People and Culture report

Fiona Cameron's report to the Board was taken as read.

Fiona highlighted the performance vs potential template and outlined how this is used to foster discussion with SLT to check that we are managing and developing staff appropriately. As a relatively young organisation, ENZ doesn't have a lot of long-serving staff – the average length of service is around 3 years.

The Board asked how staff are assessed for development and pay review. Fiona advised that the performance vs template is used to generate rich conversation and visibility of all staff by SLT on a regular basis, and then a more formal moderation occurs annual for pay review. These discussions and reviews include both KPI and behavioural indicators.

The Board asked how this process works for Grant's review of SLT. Grant advised that he seeks feedback from the Board, and other people that SLT engage with.

The Board asked about staff morale in the current change environment. Fiona advised this is discussed often by SLT and noted that in any change process there always a tension between some staff finding the change too quick and others finding the change too slow. Fiona's view is that most staff are happy with the pace of change and are reassured by the appointments that have been made. The calibre of applicants is impressive and that's reassuring for staff.

The Board asked whether recruitment is impacted by the salary range that ENZ can offer. Fiona advised that ENZ can afford to pay market rate and although one preferred applicant has been lost because we could not meet his salary expectations, this is not generally an issue.

The Board asked about the legal liability for the health and safety of staff in offshore posts. Fiona advised that locally engaged staff are employed under local labour law, but staff in diplomatic posts are covered by New Zealand health and safety law. All staff are treated equally for safety and wellbeing, and offshore staff receive more personal attention because they are often more isolated.

The Board noted the new format of the People and Culture report and requested more information about ENZ's culture and diversity figures.

- Fiona to include information in future reports about the important cultural elements of ENZ.
- Fiona to provide the Board with diversity figures at least annually.

ACTION

5.1 Visa processing delays

John spoke to the paper and noted that ENZ and INZ met with Ministers last week and swapped papers on visa processing. Ministers indicated confidence in the fact ENZ and INZ are working together and looking to get as aligned as we can be in the longer-term.

Greg Patchell and Steve McGill joined the meeting and introductions were made. Greg Patchell advised:

- It is timely to come and chat about where things are at in the system generally. There has been a lot of conversation around the tension that exists in the system at the moment and how we collectively address these.
- INZ has relocated its decision making for the visa system to product-centric locations, which resulted in offices closing offshore for processing. With the exception of Manila, centres now focus on specific products rather than geographic regions. Education is processed in Mumbai (for offshore applications) and Palmerston North (for onshore applications).
- The planned relocations have largely been completed but two changes have been made. Firstly, it has been impossible to avoid additional delays and as a result the Manila and Henderson centres will remain open.
- Henderson will be turned into student and visitor processing centre. There are 53 staff there currently, with up to 153 staff in total in the coming months ready for the next peak.
- The reality is that high-risk applications are taking a long time to process. Medium-risk applications are not too bad and low-risk applications are processed quickly.
- There are processing delays. The performance target is 90% of applications processed within 30 days and this is not being achieved across the board at the moment. Tourism visas are fine.
- The tension in the system is increased numbers of high-risk education applications from markets where there is endemic visa fraud, and from markets over-represented in partnership fraud and labour exploitation in the longer-term (post-study).
- Applications from markets that have long-term harm indicators are assessed as high-risk.
- There is a need to influence providers to source students from lower-risk markets.

The Board asked about applications assessed as medium-risk and whether there is a timeframe as to when the backlog will be reduced and processing back to normal. Greg advised that it will take two to three months to get that out of the system, and that the focus is on triaging medium-risk applications.

The Board asked whether applications from high-risk markets could be given a 'fast no' rather than contributing to processing delays. Greg advised that other markets have tried this approach (e.g. Australia) and INZ is taking advice on it.

Grant noted that ENZ needs more information about risk but INZ don't want to make that public. There is a need to close this gap and ENZ and INZ have agreed to a lot more coordination and sharing of communications out to providers, agents and others. ENZ has agreed to be a channel for INZ communications and wants risk information to be a clearer to the sector. In the future changes to risk assessment need to be signalled well in advance.

The Board asked what ENZ can do to help at a broader level to ensure this issue is fixed for the future. Greg and Steve advised that ENZ could help close the communication gap with education providers about risk, and what is good quality and good behaviour in student recruitment.

The Board noted it is important to achieve longer-term strategic alignment across agencies to find a long-term solution for this issue.

- Develop a paper on what ENZ can do over the longer-term to drive policy development better.

ACTION

5.2 Statement of Intent, Statement of Performance Expectations and Business Plan 2019-20 and 5.4 Strategic priorities – Beyond 2020

Angela Meredith, Jamie Crump and Julian Ashby joined the meeting.

John gave a presentation outlining the tiering of planning documents.

The Board discussed the draft documents and agreed:

- The Sol and SPE necessarily reflect ENZ's business-as-usual activity within current funding, but potential future direction should be flagged in the foreword or other parts of the documents.
- The finance information around staffing needs to be checked in the draft SPE.
- The Business Plan needs to be more explicit about the actions being taken to achieve the strategic priorities.

ACTION

John gave a review of the New Zealand International Education Strategy, the Board's strategy day outputs/focus areas, and the Government's priorities. John tabled an A3 outlining the investment case for three different strategic approaches (attached to these minutes).

Steve noted that the Board essentially has two choices:

- Scenario 1 is retaining the status quo, with risks we can no longer manage and/or ceilings already reached.
- Scenario 2 is to reset and do things differently to ensure the NZIES goals are achieved and the sector is sustainable in the long term.

The Board agreed that it wants to achieve long-term sustainability of the sector and discussed the policy framework necessary for that to happen.

Further work on the Business Plan and investment case A3 is required:

- The Business Plan should specify the **actions** that are planned in order to achieve desired outcomes.
- The investment case should specify the initiatives under each realm (e.g. ecosystem, leadership etc) that are needed to reach each of the economic targets.
- The investment case should spell out the potential benefits for students, tax payers, regions etc at each level of investment.
- Identify the policy shifts that are needed to make \$6 billion or \$8 billion a realistic target.

ACTION

5.3 Te Rautaki Māori – Kōwhiringa ingoa

Ed Tuari and Sarah Snow joined the meeting, and their paper and presentation were taken as read.

The Board did not support any of the four name options presented because they did not reflect a future focus.

Ed gave a karakia and mihi. He and Sarah thanked the Board for their feedback and asked the Board what their criteria were.

The Board noted that:

- New Zealand wants to be seen as an open progressive leader and global citizen that offers an education system that prepares students for the future.
- The name should primarily have an international outlook rather than an educational outlook.
- We want to tell a story about preparing people for the future, and taking them on a path to meet the challenges of a changing world.
- The name should reflect the global positioning of New Zealand – of its leadership and strength in connecting with others.
- The name should focus on the future or ‘newness’ and what New Zealand has to offer.

Ed and Sarah gave an overview of the process that has been worked through to date. In addition to the Board’s criteria above, they noted the importance of consulting with staff and other stakeholders, ensuring alignment with the education brand, and avoiding a name that is likely to be used in acronym form.

The Board thanked Ed and Sarah for the good work that has been done so far, and requested that the process be repeated with a stronger emphasis on ENZ’s future focus.

- Ed and Sarah to report back to the Board with new Māori name options that reflect a future focus.

ACTION

6.1. Information only papers

6.1.1 ENZ media report

The Board noted the ENZ Media Report, which now includes social media metrics.

- The Board requested a paper about ENZ’s media strategy and communications plan, perhaps for the August agenda.

ACTION

6.1.2 ENZ performance review: 1 October to 31 December 2018

The Board noted the ENZ Quarterly Report for 1 October to 31 December 2018, and ENZ’s performance during the December 2018 quarter.

6.1.3 Student personas

The Board noted the information on student personas, provided as an action point from the January meeting.

6.1.4 Open to Change Proposal November 2018

The Board noted the Open to Change Proposal November 2018.

6.2 Next meetings

- Interim Board meeting (if required) – Tuesday 21 May 2019 (ENZ Wellington or by Zoom) from 10.00 am to 12.00 pm
- Board meeting – Thursday 13 June 2019 (ENZ Wellington)

6.3 General business

Rachael asked how staff morale was affected by the organisation restructure. Grant advised that on the whole it appears that the staff thinks the changes are being well handled. The awards won by staff recently have also lifted morale.

- The Board agreed that 30 minutes should be allocated on future agendas for Board-only discussion.
- The Board requested information about the performance data available on ENZ's marketing activity.

ACTION

The Board discussed the need for papers and presentations to state a clear purpose (e.g. setting out a series of recommendations, asking specific questions that facilitate a structured discussion, seeking a decision, requesting approval) rather than being provided for 'noting' or general discussion/feedback.

The meeting concluded at 2.58 pm.

Actions

| Minute | Action | Progress |
|---------------------------------|--|--|
| Meeting: 29 January 2019 | | |
| 2.1 | The terms of reference for the HR/OD committee will be amended so that its focus is the Chief Executive's remuneration and performance appraisal only. | On the agenda for the June meeting. |
| 2.1 | The Chief Executive will be delegated to review SLT remuneration in future, with a noting paper provided to the Board for information. | On the agenda for the June meeting. |
| Meeting: 17 April 2019 | | |
| 1.3 | Mel to contact the Future Directors programme and MoE to gather further information for a report back the Board in October. | To be actioned for the Board's October meeting. |
| 2.1 | Mel to circulate minutes of meetings by email within two weeks of the meeting being held. | April meeting minutes slightly delayed due to staff leave – completed by 7 May. |
| 3.1 | Mel to make one amendment to ARC draft minutes and circulate for approval by email. | Minutes completed and approved. |
| 3.1 | Mel to arrange access to ARC papers on Diligent for all Board members. | Completed on 1 May 2019. |
| 3.1 | Mel to schedule 15 minutes in Board agenda for discussion of ARC business. | In place for the June meeting. |
| 4.1 | Matt to bring ideas to the Board about a strategic fund next year. | Considered as part of the Business Plan development. |
| 4.1 | Matt to finalise detailed costs for Open to Change by the end of the current financial year. | Included in the CE's Report to the June meeting. |
| 4.2 | Fiona to include information in future reports about the important cultural elements of ENZ. | Included in the People & Culture Report to the June meeting. |
| 4.2 | Fiona to provide the Board with diversity figures at least annually. | Included in the People & Culture Report to the June meeting. |
| 5.1 | Develop a paper on what ENZ can do over the longer-term to drive policy development better. | Being considered as part of the development of the transformational plan. |
| 5.2 | Potential future direction should be flagged in the foreword or other parts of the Sol and SPE. | Completed 30 April 2019. |
| 5.2 | The finance information around staffing needs to be checked in the draft SPE. | Updated information about staffing has been reflected in the personnel costs in the SPE. |
| 5.2 | The Business Plan should specify the actions that are planned in order to achieve the desired outcomes. | Addressed in the paper to the June meeting seeking approval for the Business Plan 2019/20. |

| Minute | Action | Progress |
|--------|---|--|
| 5.2 | The investment case should specify the initiatives under each realm (e.g. ecosystem, leadership etc) that are needed to reach each of the economic targets. | Addressed in the paper to the June meeting seeking approval for the Business Plan 2019/20. |
| 5.2 | The investment case should spell out the potential benefits for students, taxpayers, regions etc at each level of investment. | Addressed in the paper to the June meeting seeking approval for the Business Plan 2019/20. |
| 5.2 | Identify the policy shifts that are needed to make \$6 billion or \$8 billion a realistic target. | To be identified as part of the development of the transformational plan. |
| 5.3 | Ed and Sarah to report back to the Board with new Māori name options that reflect a future focus. | New options included in the CE's Report to the June meeting. |
| 6.1.1 | A paper on ENZ's media strategy and communications plan to be added to the agenda for the August meeting. | An information-only paper has been commissioned for August. |
| 6.3 | 30 minutes to be allocated on future agendas for Board-only discussion | In place for the June meeting. |
| 6.3 | Information about the performance data available on ENZ's marketing activity. | On the agenda for the June meeting. |

Minutes of Education New Zealand Board meeting
Held at ENZ Boardroom, Level 5, Lambton House, Wellington
On Thursday 13 June 2019

Present: Steve Maharey (Chair), Rachael Tuwhangai, Victoria Spackman, Linda Sissons, Lyn Provost, Karen Rolleston.

Apologies: Nil

In attendance: Grant McPherson (Chief Executive), John Goulter (General Manager Stakeholders and Communications); Ed Tuari (Pouārahi Māori - Principal Advisor Māori) and Sarah Snow (Senior Advisor – Rautaki Māori) for part of item 2.1; Fiona Cameron (Director, People and Culture) for item 2.2; Matt Penney (Chief Financial Officer) for items 3.1 and 5.1.2; Paul Irwin (General Manager Partnerships and Marketing) and Euan Howden (Director Marketing Platforms and Campaigns) for item 4.1; Angela Meredith (Accountability Manager) for items 4.2 and 4.3; Mel Blake-Palmer (minutes).

The meeting commenced at 9.26 am.

1.1 Apologies

No apologies as all Board members present.

1.2 Disclosures of Interest

There was one addition to the Board Member Register of Interest:

- Lyn Provost – Ministry of Justice Audit and Risk Committee (Chair)

1.3 Action items from previous meetings

The action items from previous meetings were reviewed and all are on track.

1.4 Oral update by the Chair

The Chair advised the Board:

- At the Peak Body forum hosted by ENZ and INZ, PTEs were keen to look at how to grow their markets and they are feeling reasonably stretched by the current environment. s9(2)(g)(i)
- Since the interim Board meeting on strategy development there has been ongoing engagement with ENZ management to progress the transformation plan.
- Steve and Grant met with s9(2)(a) (MFAT) to brief him on ENZ's transformation plan.
- Visa processing continues to be a big issue, with Radio NZ reporting on briefing papers proactively released by ENZ. ENZ will raise any ongoing issues around visa processing with the Minister's office. The Minister has a regular education meeting on Mondays, and ENZ can get issues onto the agenda if needed.
- Steve and Grant had a positive meeting with Iona Holsted and Grant Klinkum (MoE) to discuss ENZ's transformation plan. They indicated they are supportive of ENZ and have sent a positive memo to the Minister.

- Steve and Grant met with the Minister of Education to discuss ENZ's strategy and transformation plan. The Minister was interested to know how ENZ could support regional development.

The Board discussed the media interest in the visa processing papers published by ENZ.

- Keep the Board across papers shared with the Minister.

ACTION

2.1 Chief Executive's report

The Chief Executive's report to the Board was taken as read.

Grant advised that since the report was circulated to the Board, financial information to the end of May 2019 has been finalised. Planned actions to address the underspend have been implemented and the underspend for the full financial year is now forecast to be approximately 1% of budget.

The Board asked about ENZ's activity around regional development and were advised that ENZ is changing its approach to this for 2019/20. The Regional Partnership Programme is coming to an end in June – this was focused on partnering with regional economic development agencies and co-funding regional initiatives but it has not been particularly effective in all regions. ENZ is now focused on targeted impact projects in key areas – particularly employability and pathways between secondary and tertiary education.

- The Board requested an item for the August agenda on ENZ's regional strategy.

ACTION

The Board asked how ENZ is supporting ITPs as they work through RoVE. Grant advised that ENZ continues to support ITPs with recruitment and market development for quality education. ENZ has had input into the RoVE cabinet papers and wants to engage in the new entity out of RoVE, including international representation on the transitional board. ENZ recognises the key role that ITPs play in regional development.

The Board discussed the role of special advisors (CEs of MBIE, MoE, MFAT) and how they could support the transformation plan.

- The Board requested advice on how special advisors should be included in the Board's programme.

ACTION

Ed and Sarah joined the meeting for discussion about a Maori name for ENZ. Ed and Sarah have been exploring options that reflect the Board's feedback in April about the need for a future-focused name. Two options were presented:

- **Ki te Ao** – 'to the world'. This name speaks to global reach and connectivity.
- **Manapou** – 'supporting and sustaining life, which supports growth and progression'. This name encompasses all of ENZ's principles - manaakitanga, kaitiakitanga, whakawhanaungatanga and aroha, enhancing the wellbeing of individuals.

Both name options align well with ENZ's other communication elements, e.g. Tohu (chatbot) and Ipu (intranet), and also align closely with the refreshed brand and its future focus.

The Board discussed the two names and noted that together as **Manapou ki te Ao** they describe both the type of entity that ENZ is (mana) and its purpose (ki te Ao). The names are also future-focused and carry a positive metaphor and feeling.

The Board requested:

- Development of a short summary that staff could use to convey the story of the name Manapou ki te Ao.
- Consultation on the name Manapou ki te Ao be undertaken with mana whenua.
- A report back in July so formal approval of the name Manapou ki te Ao can be considered.

ACTION

2.2 People and Culture report

Fiona's report to the Board was taken as read.

Fiona advised that ENZ has evolved from a 'start up with baggage' to a workplace with a positive culture, and this is really important for the attraction and retention of staff. There are challenges and benefits to having staff spread across 22 locations in 15 countries. Making sure all those staff feel like they belong is part of what informs how we do our business. ENZ treats health and safety in a broader context, including wellbeing. Staff engagement is measured both in terms of our own progress and compared to other agencies. A new survey tool is being used this year but it will include questions from the old survey so that we can monitor progress over time. The staff engagement survey for 2019 will be launched in June.

The Board asked how well staff understand ENZ's strategy. Fiona advised that this is an area where ENZ has made the most progress over the years, and changes in direction are communicated to staff. Grant noted that there was a degree of ambiguity about where ENZ is going with the new strategy but there was work going into communicating the priority areas.

The Board asked if the new team (following the reorganisation) was gelling. Fiona advised that there were no concerns, but the engagement survey would provide more information once it was complete. Staff turnover has increased but exit interviews indicate that this is for reasons unrelated to the reorganisation.

The Board asked if there was a longer-term way of solving isolation of offshore staff. Fiona advised this is a long-term priority for ENZ and will continue to be a challenge. ENZ now has a hub in Singapore and has created larger offices in India and China. Zoom technology helps bridge the distance between offices and for any face-to-face communication with staff, time zones are considered to ensure that all staff are included. There is a regular quarterly staff update meeting and there are two sessions held to cover all time zones. The next quarterly update will be presented from Shanghai – it is usually done from Wellington.

3.1 Audit and Risk Committee reporting

The Chair of the Audit and Risk Committee (ARC) tabled the draft minutes of the meeting on 6 June 2019, and advised the Board:

- Karen was welcomed to the Committee.
- The Committee focused on getting to an even financial position and ensuring that money is spent on the right things and in the right way. In the week since the meeting an updated financial report has been provided showing that the surplus has been resolved.

- The Committee approved Grant's expenses and there were no concerns.
- The Committee noted the Board expenses and there were no concerns.
- Audit NZ have finished the interim audit and a review of the Seoul office. They recommend that ENZ continues to improve performance measures, and that training is provided on preventing bribery and corruption. The Committee will monitor actions and progress towards these recommendations.
- The Committee discussed and agreed on Audit New Zealand's audit fee.
- An internal audit review programme was reviewed. This framework was adapted from MFAT's risk profiling and will be used across each ENZ office to develop a programme of audits.
- The most significant item considered by the Committee was the risk register. There is now one risk (with four subpoints) rated at 9 - "New Zealand's policies and practices that reduce New Zealand's student attractiveness or move the goalposts for existing international students". It was agreed that this is a high risk and should be brought to the full Board meeting for discussion.

The Board noted that many of the issues underlying this risk are not within ENZ's control and there are very few levers ENZ can use to influence them.

Grant advised that ENZ and INZ have formed a joint working group but that it is not moving as quickly as ENZ would like and its effectiveness is still to be determined. The Ministers of Education and Immigration are aware of visa processing delays, and ENZ does make the Minister of Education aware of issues as they arise. ENZ is working to identify markets of interest to INZ, and to identify markets that INZ finds challenging. ENZ does keep reminding providers to go to quality markets. INZ has changed their structure and ways of working, and it's possible that the restructure is removing focus from the student visa backlog.

ENZ will continue to update the Minister of Education as necessary, through agenda items in the regular Monday education meetings.

4.1 Digital marketing platforms and campaigns performance information

Paul and Euan joined the meeting and gave a presentation:

- Within ENZ there have been a lot of diverse marketing activities used, but mostly without an evidence base or evaluation.
- Two years ago, the Board approved a business case to develop the student database marketing programme. This is now built and ENZ is starting to realise the value from this attraction and experience ecosystem.
- The student database is critical to the NZIES and a key part of the student experience. It is not just about student recruitment – it's about finding the right sort of students, promoting an excellent education, supporting sustainable growth, encouraging regional diversification and internationalisation. ENZ's student database is also building a community of advocates (alumni) for the future.
- Data from MyStudyNZ indicates it is achieving better regional diversification than other channels by matching students to a more diverse range of providers.
- The next area of focus for the student database is to explore greater connectivity between supply and demand, i.e. connect ENZ's activity with providers, and with INZ. There is still work to be done with the sector so they understand how to use the technology.

- ENZ is data sharing with INZ and has visibility of visa outcomes. We are currently working with INZ to see if high-quality, high-value students in the database could be offered a visa in principle and/or an offer of place. The aim of this is to eliminate all of the 'no' decision points.

s9(2)(f)(iv)

- There is great potential to use the student database in the new structure that comes out of RoVE.
- The Valuation Model that ENZ developed for the student database could be applied to other channels to evaluate their effectiveness and calculate ROI.
- The student database platform creates a huge capability for future directions – e.g. offshore delivery models, identifying learner demand and potential markets targeted to learner segments instead of geographic boundaries.

The Board asked about the gap between the \$50 million shown in the Valuation Model, and the approximately \$5 billion annual economic value of the sector. Euan advised that we are only capturing part of the flow at this stage and further work needs to be done with the sector to understand the cost of acquisition and ROI. There have been significant, positive changes within the sector in the last six months with both Massey and Auckland universities moving to more automated channels. ENZ has a working group with universities, and is communicating with the sector through roadshows and at NZIEC. The first step for all providers is to ensure they have a profile on MyStudyNZ, and then ENZ focuses its efforts after that on the larger providers.

The Board noted that the student database programme is really impressive work and there is a wealth of data to consider. ENZ recommends that the Board receives regular reporting against the Valuation Model. The Board discussed this and agreed it would be good to have this so they could see the pipeline grow. The Board indicated that it may want the report to evolve over time.

The Board requested:

- The Valuation Model and key measures be included in the CE's Report to each Board meeting.
- A copy of Euan's PowerPoint presentation.

ACTION

The Board thanked Euan and Paul for their presentation.

4.2 Annual risk discussion

Angela updated the Board about an additional risk for the sector itself (cybersecurity) that had been identified since the annual risk discussion paper was written.

The Board discussed whether there were any other risks, either for ENZ or the sector, that needed to be added to the register.

The Board asked whether ENZ consults with external agencies on risk. Angela advised that ENZ uses insight from engagement with stakeholders and the sector to inform the risk register but there is no direct consultation.

The Board noted that the risk register looked comprehensive and complete. It was good to see the risks identified by the Board at the strategy day workshop have been checked against the existing risk register to close the circle.

The Board noted that the risk register may need to be amended in the coming weeks to include risks arising from the transformation process.

The Board requested:

- The risk register be reviewed again at the August Board meeting.

ACTION

4.3 Statement of Intent, Statement of Performance Expectations

The Board noted that the Statement of Intent now signals ENZ's future direction well.

The Board asked about the changes to personnel costs and were advised by Grant that these were now correct.

The Board asked where the increase in 'other revenue' is coming from in the Statement of Performance Expectations. Grant advised this was cost recovery from events.

The Board requested:

- The first bullet point under the section headed 'Risk management strategy' on p 22 of the Statement of Intent be amended to read "monitor the risk regularly through the Senior Leadership Team, Audit and Risk Committee and the ENZ Board."

ACTION

RESOLUTION: That the Statement of Intent 2019-2023 and the Statement of Performance Expectations 2019/20 be approved.

Moved: Lyn

Seconded: Linda

Motion passed: Yes

5.3 Business Plan

John spoke to the paper and advised that the Business Plan sets out ENZ's activities for 2019/20 and positions ENZ for transformation in the future. ENZ will use the Business Plan to report regularly against the various strategic initiatives throughout the year.

The Board queried why the risk assessment for the Business Plan was stated as "nil" in the paper and were advised that this should have been more accurately recorded as "no new risks".

The Board requested:

- The red dot for 'ecosystem' on the infographic be added (missing from the draft).
- The development of a forward programme for the year, based on strategic initiatives in the Business Plan.

ACTION

RESOLUTION: That the Business Plan 2019/20 be approved.

Moved: Karen

Seconded: Linda

Motion passed: Yes

4.5 Human Resources Committee Terms of Reference

The Board discussed the revised Terms of Reference for the Human Resources Committee and noted that the Committee will meet in July to discuss the performance of the CE.

The Board requested:

- The Human Resources Committee be renamed the 'Chief Executive Review Committee' to better reflect its specific terms of reference.
- A Committee meeting is to be arranged for 16 July.

ACTION

RESOLUTION: That the Chief Executive Review Committee Terms of Reference be approved, and that the Chief Executive's delegation to review and make changes to the remuneration of the Senior Leadership Team be approved.

Moved: Linda

Seconded: Victoria

Motion passed: Yes

5.1 Information only papers

5.1.1 ENZ performance review: 1 January to 31 March 2019

The Board noted the ENZ Quarterly Report for 1 January to 31 March 2019, and ENZ's performance during the March 2019 quarter.

5.1.2 Cybersecurity update as at May 2019

The Board noted the cybersecurity update and asked about ENZ's policy on staff use of IT. Matt advised that there is a policy in place to cover this. Staff cannot install software or apps as this requires administrator access.

The Board asked whether ENZ has a plan in place to respond in the event of a digital security breach. Matt advised this is partly covered by ENZ's business continuity planning but there is no response plan specifically for a security breach.

The Board asked if ENZ staff received training about passwords. Matt advised that no specific training is given around passwords but guidance is provided in FAQs and passwords are required to be regularly changed. The Board asked if ENZ uses two-factor identification and were advised by Matt that it does not currently but that it is being looked into.

The Board asked whether ENZ has an accidental deletion tool to recover critical data and were advised by Matt that there is an additional layer of back-up in place to enable deleted data to be recovered.

The Board requested:

- Development of a response plan in the event of a digital security breach.
- Introduction of two-factor identification for all administrative passwords.

ACTION

5.1.3 Think New brand refresh

The Board noted the information on the Think New brand refresh.

5.1.4 Media report

The Board noted the information the media report.

5.2 Next meetings

- Interim Board meeting – Tuesday 16 July 2019 (ENZ Wellington or by Zoom) from 10.00 am to 10.30 am
- Chief Executive Review Committee – Tuesday 16 July 2019 (ENZ Wellington or by Zoom) from 10.30 am to 11.45 am
- Board meeting – Friday 9 August 2019 (Auckland – venue TBC)

5.3 General business

The Board discussed whether the full Senior Leadership Team should be included in Board meetings and agreed to give this more thought before making a decision.

The meeting concluded at 12.58 pm.

Actions

| Minute | Action | Progress |
|-------------------------------|---|---|
| Meeting: 17 April 2019 | | |
| 1.3 | Mel to contact the Future Directors programme and MoE to gather further information for a report back the Board in October. | In progress for a report back at the Board's October meeting. |
| 6.1.1 | A paper on ENZ's media strategy and communications plan to be added to the agenda for the August meeting. | Update included in the CE's report to the August meeting, and item to be added to the October agenda. |
| Meeting: 13 June 2019 | | |
| 1.4 | Keep the Board across papers shared with the Minister. | ENZ proactively releases Ministerial papers on its website at https://enz.govt.nz/about-enz/information-releases/ |
| 2.1 | An item for the August agenda on ENZ's regional strategy. | Completed - on August agenda. |
| 2.1 | Advice on how special advisors should be included in the Board's programme. | Completed - on August agenda. |
| 2.1 | Development of a short summary that staff could use to convey the story of the name Manapou ki te ao. | Completed at the July interim meeting. |
| 2.1 | Consultation on the name Manapou ki te ao to be undertaken with mana whenua. | Completed by Ed Tuari. |
| 2.1 | A report back in July so formal approval of the name Manapou ki te ao can be considered. | Completed at the July interim meeting. |
| 4.1 | The Valuation Model and key measures be included in the CE's Report to each Board meeting | Completed – included in the CE's report for August. |
| 4.1 | A copy of Euan's PowerPoint presentation. | Completed - circulated by email (with draft minutes). |
| 4.2 | The Risk Register be reviewed again at the August Board meeting. | Completed – on August agenda. |
| 4.3 | The first bullet point under the section headed 'Risk management strategy' on p 22 of the Statement of Intent be amended to read "monitor the risk regularly through the Senior Leadership Team, Audit and Risk Committee and the ENZ Board." | Completed. |
| 4.4 | The red dot for 'ecosystem' on the infographic be added (missing from the draft). | Completed. |
| 4.4 | The development of a forward programme for the year, based on strategic initiatives in the Business Plan. | Completed – on August agenda. |
| 4.5 | The Human Resources Committee be renamed the 'Chief Executive Review Committee' to better reflect its specific terms of reference. | Completed. |

| Minute | Action | Progress |
|--------|---|-------------------------------------|
| 4.5 | A Chief Executive Review Committee meeting is to be arranged for 16 July. | Completed. |
| 5.1.2 | Development of a response plan in the event of a digital security breach. | In progress. |
| 5.1.2 | Introduction of two-factor authentication for all administrative passwords. | Options currently being considered. |

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

**Minutes of Education New Zealand Board interim meeting
Held at ENZ Boardroom, Level 5, Lambton House, Wellington
On Tuesday 16 July 2019**

Present: Steve Maharey (Chair), Victoria Spackman (by Zoom), Linda Sissons, Lyn Provost, Rachael Tuwhangai (by Zoom), Karen Rolleston (by Zoom).

Apologies: Nil

In attendance: Grant McPherson (Chief Executive), John Goulter (General Manager Stakeholders and Communications); Ed Tuari (Pouārahi Māori - Principal Advisor Māori); Matt Penney (Chief Financial Officer); Mel Blake-Palmer (minutes).

The meeting commenced at 10.00 am.

1. Apologies

No apologies as all Board members present.

2. Ingoa Māori

Ed Tuari spoke to a presentation outlining a short summary that staff could use to convey the story of the name Manapou ki te Ao.

The Board thanks staff for development of the new name and unanimously support it as representing the direction of ENZ.

3. Publication of the Chief Executive's expenses for the year ending 30 June 2019

The Board noted the Chief Executive's expenses for the year ending 30 June 2019, and approved publication of these on ENZ's corporate website and www.data.govt.nz

4. Financial delegation to approve payment to SIEBA

The Board noted the background information on the School Visits Programme facilitated by ENZ as part of the Korea – New Zealand Free Trade Agreement, and briefly discussed the value of this programme to New Zealand.

RESOLUTION: That the payment of \$994,499.98 to the Schools International Education Business Association for implementation of the School Visits Programme in 2019 be approved.

Moved: Linda

Seconded: Lyn

Motion passed: Yes

5. General business

Grant gave a brief update on visa processing issues, noting that:

- There is continued media focus on this issue.
- INZ attended an SLT meeting to provide an update.
- The backlog is expected to continue for most of the calendar year.
- ENZ is updating Minister Hipkins as necessary through the regular fortnightly agency report.

The meeting concluded at approximately 10.45 am.

Approved by the Board as a true and correct record on 9 August 2019.

**Minutes of Education New Zealand Board meeting
Held at Karstens, 205 Queen Street Auckland
on Friday 9 August 2019**

Present: Steve Maharey (Chair), Rachael Tuwhangai, Victoria Spackman, Linda Sissons (by video), Lyn Provost, Karen Rolleston.

Apologies: Nil

In attendance: Grant McPherson (Chief Executive); John Goulter (General Manager Stakeholders and Communications – by video) from item 4.1; Paul Irwin (General Manager Partnerships and Marketing) for item 4.1; and Mel Blake-Palmer (minutes).

The meeting commenced at 8.26 am.

1.1 Apologies

No apologies as all Board members present.

1.2 Disclosures of Interest

Changes to the Board Member Register of Interest:

- Lyn Provost – Kupe Scholarship Advisory Group
- Linda Sissons – New Zealand Institute of Skills and Technology Establishment Board
- Victoria Spackman – Gibson Group and associated companies, Wellington City Council (contractor)

1.3 Minutes of previous meetings and action items

The minutes of the meetings held on 13 June 2019 and 16 July 2019 were accepted as a true and correct record, with the following amendments:

- Note: Victoria Spackman attended the 13 July interim meeting by Zoom
- Correction: Capitalisation of ENZ's Maori name – **Manapou ki te Ao**
- Addition: The Board thanks staff for development of the new name and unanimously support it as representing the direction of ENZ.

Victoria / Rachael carried

The action items from previous meetings were reviewed and all are on track.

1.4 Oral update by the Chair

The Chair advised the Board:

- Meetings have been held with MBIE, MFAT and MoE and there has been good engagement around ENZ's transformation programme. MFAT is less certain – not because of a lack of goodwill but because they are still considering how international education aligns with their priorities.
- There has been good engagement with UNZ on feasibility studies.

- Grant and Steve had a positive meeting with the Economic Strategy Group. NZTE indicated they would be willing to contribute funding for overseas exploration by a group of institutions.
- MoE is recruiting a new ENZ Board member and would be interested to hear any suggestions from the Board.
- The July interim Board meeting was very positive, and the Board's dialogue with Ed and Sarah has been valuable for building agreement about ENZ's Māori name.
- Steve has been invited to join the New Zealand China Council but will decline the invitation because of the funding commitment it requires from ENZ. Instead ENZ will look to formally build relations with Asia New Zealand.
- Steve and Grant met with the TEC Board for a positive discussion. TEC does not currently have international education in its planning but would like to include it. The meeting of Education Agency Chairs is coming up and TEC would like to be involved in ENZ's presentation to that meeting.

The Board discussed the Crown Entities Review and the focus it places on cross-agency collaboration.

- The Board requested a paper on the implications for Board members as individuals as a result of the proposed changes to the Public Service Act, in particular the issue of deemed public servant.

ACTION

2.1 Chief Executive's report

The Chief Executive's report to the Board was taken as read and Grant advised the Board:

- NZ Inc connectivity and alignment remains a large focus for ENZ. Steve's positive engagements with agencies have supported this effort.
- Following the meeting with TEC, Grant and Tim Fowler will be working together on reflecting an international education focus in the Tertiary Education Strategy. They will also look to engage with NZIST (Chair and Executive Director) to integrate international education at the establishment phase of the new organisation. The Minister of Education expects ENZ to have a close relationship with NZIST.
- ENZ worked closely with INZ during NZIEC ahead of a press release on visa fraud in Vietnam. There continues to be a need for greater alignment with INZ.
- Cross-agency engagement is positive at the senior leadership level, but there is work to be done to ensure agencies are aligned at an operational level. ENZ is working with INZ on a joint communications approach including checklists and advice on decision-ready applications.
- Visa processing issues are affecting the NZ brand for both international education and tourism. Brand health for international education has fallen in the past year.

Grant sought the Board's feedback on NZIEC, and the Board commented:

- The venue and speakers were great, and the organisation went well.
- It was positive to see so many international delegates.
- There seemed to be a very positive energy among delegates, even within an environment where there is a lot of change happening. Delegates seemed receptive to ENZ's messages about positive change and ENZ sessions were well-received.

- One possible negative was the timing clash with the TEC conference – this may have had an impact on attendance, particularly for ITPs.
- The work being done by the pan-sector group is exciting, and there is potential to leverage that for ENZ's strategy.
- The only negative comments from delegates were around immigration issues.

The Board discussed the potential for NZIEC next year to be used as a key platform to support ENZ's transformation programme, particularly if feasibility studies are completed this cycle and RoVE implementation is well-progressed by then. There is an opportunity to make NZIEC a working conference for the process of change, including invitation-only workshops for Ministers, the Prime Minister, the diplomatic community, university VCs, the new Board of NZIST and key people in the PTE sector. This would make the investment in NZIEC really worthwhile and create an effective platform that ENZ could use within the transformation programme.

The Board congratulated staff for excellent organisation of a great event.

- The Board requested an overview of feedback on NZIEC – e.g. audience ratings for key sessions collected via the conference app.
- The name of the person responsible for each risk to be noted in the version of the risk register provided in future CE's reports.
- Growth in the marketing database over time to be shown in future CE's reports.

ACTION

2.2 People and Culture report

Fiona's report to the Board was taken as read.

The Board discussed the reported incidents, particularly the cluster of events involving staff in Washington. Grant updated the Board on the support provided to staff and ongoing communication related to these events, and reported that EAP services were available to staff in all ENZ offices worldwide.

The Board noted the very high overall staff engagement result, and that staff engagement in India is lower because of in-market issues.

The Board thanked Fiona for her report.

3.1 Audit and Risk Committee reporting

The Chair of the Audit and Risk Committee (ARC) tabled the draft minutes of the meeting on 7 August 2019, and advised the Board:

- The committee undertook a page-by-page turn of the financial statements.
- ENZ operated a small surplus for year and the committee noted that some activities were brought forward or came to an end.
- The committee noted a couple of soft spots on the balance sheet:
 - Employee entitlements went from \$32K to \$118k – this was an error of underreporting last year.
 - The difference between intangible and tangible assets.
- The committee made recommendations where some of the notes in the financial statements can be improved.
- Audit NZ will carry out the audit in September but ENZ is in good shape.

- No issues were noted for Board expenses.
- Work has progressed on an internal audit schedule. ENZ offices have now been scored to assess their risk profile.
- The committee agreed to have a 'deep dive' into three of the top risks each meeting – this could be a pre-discussion at ARC level and then brought to the Board for wider discussion. This suggestion was supported by the Board.
- The committee recommended minor changes to the ICT policy about sharing passwords – making it clear that this is by exception (e.g. for Grant's EA to enter expense receipts).

Since the ARC meeting Matt has provided an update to the Committee Chair regarding rolling budgeting. This will result in early and more regular updates of the budget being provided to the Committee.

Grant suggested that given what is happening with exchange rates we really need to understand that environment.

- Invite Arthur Grimes, or other appropriate expert, to a Board meeting to talk about the New Zealand economy in terms of the global context – especially monetary policy.

ACTION

The Board discussed adding a risk around the potential complications of RoVE and the distraction this may cause to international education.

- Add post-RoVE implications to the risk register.

ACTION

Linda Sissons left the meeting at 10.30 am.

3.2 Chief Executive Review Committee discussion

The Board had a closed session to discuss the annual review of the Chief Executive.

4.1 Regional development of international education

Paul Irwin's paper was taken as read, and Paul advised:

- The paper puts forward some of the challenges of marketing in the regions. There are quite significant challenges in persuading potential students to choose New Zealand at a country level, let alone a region.
- Driving regional choice might impact on overall student volumes and value.
- There is also a risk of student experience – varying quality of providers.
- RoVE offers good potential opportunities for regional development but is quite a complex system, yet to be established and embedded.

Paul tabled a presentation outlining a system model (attached to these minutes). This illustrates that at a systems level there are a number of agencies operating in the regional space, but not yet a great deal of alignment between them.

There are four broad strategic choices for ENZ:

1. Seek alignment at the higher levels (which links to ENZ's wider objectives)
2. Leverage the opportunities presented by the RoVE changes
3. Continue with the current approach of working with capable and committed regions.

4. Focus ENZ's regional support on promotion activities only.

The Board discussed the questions posed in the paper, and the regions and centres (Southland, Christchurch) that have effective, well-coordinated strategies in place to grow international education.

The Board noted that there was a question of whether ENZ should be working with the main centres or the regions – and it can't be underestimated how hard it is to do both.

The Board agreed:

- ENZ's regional approach should not put overall revenue from international education at risk.
- ENZ should work with regions that are committed to promoting international education (e.g. show a willingness to contribute some of their own resources) and have the capability/capacity to grow international education.
- ENZ should keep up the emphasis on regions where there is the greatest potential return on investment/resources.
- It's important to look at regional development from the students' perspective – what are the benefits to international students from studying in the regions? (e.g. cost of living, type of experience, specialist education, local industry expertise, post-study employment opportunities).
- ENZ should be working across agencies wherever possible, and with EDAs where they are effective and committed.
- ENZ should offer all regions the opportunity to apply for regional development support, but make partnerships conditional on regions committing appropriate resourcing of their own and being aligned with IES goals.
- Sector engagement in the regions should focus on IES objectives.

Grant and Paul outlined how at a systems level ENZ could work with INZ to bundle up education products, regional strengths and work pathways to offer a whole package around niche education offerings or regional 'centres of excellence'. This could look to match MBIE's 'surge regions' s6(a) to align sector, market and region. The Board discussed this as a potential initiative for a

The Board noted that ENZ's current approach for regional development is focused on impact projects in well-coordinated regions, and this approach is appropriate. There is the potential to consider other models in the future if ENZ secures more funding for regional development.

4.2 Following up on annual discussion of the risks facing ENZ and New Zealand's international education sector

Angela Meredith's paper was taken as read.

The Board discussed the IES \$6b target as a driver of risk and noted that modelling on how this target could be achieved has not been carried out. The IES does not set out a *plan* with specific actions for achieving the objectives.

The Board requested:

- ENZ to talk to MoE about modelling for the \$6b target.
- Climate change/sustainability be added to the risk register – as both an environmental risk and also a market perception risk.

- A discussion paper on the top risk for the next meeting. This should include all the factors in the risk, the drivers and the mitigations so that any gaps can be identified.

ACTION

4.3 Special Advisers to the ENZ Board

John Goulter's paper was taken as read.

The Board noted there is a cross-agency operational group around the IES, and it would be very valuable to have a cross-agency governance group at CE level to keep the IES front-of-mind and provide a regular opportunity for agencies to raise issues. Special adviser engagement needs to be very focused with a crisp agenda.

The Board also discussed the need to have both IES leads (ENZ and MoE) make the invitation to other agencies.

Changes – letter needs to include “I am also writing to ... “ (exclusive group).

Steve – letter needs to come from Steve and Iona

Letter – context of IES which we have joint responsibility for delivering

Letter is a bit business as usual – we need to emphasise that it is to give advice on IES

The Board requested:

- Amend the draft invitation letter to emphasise that special advisers are being asked to give advice on the IES.
- Work with MoE to have Iona Holsted co-sign the invitation letter with Steve.

ACTION

4.4 ENZ Quarterly Performance review 1 April – 30 June 2019

The Board noted the ENZ Quarterly Report for 1 April to 30 June 2019, and ENZ's performance during the June 2019 quarter.

The Board noted that the financial information in the fourth quarter report differs from the financial statements reviewed by the ARC.

The Board requested:

- Financial information to be checked and corrected before the report is sent to the Minister.

ACTION

The Board made recommendations for improvements to the commentary alongside some of the measures.

RESOLUTION: That the Quarterly Report 1 April to 30 June 2019 be approved to go to Minister Hipkins.

Moved: Lyn

Seconded: Steve

Motion passed: Yes

5.1 Board meeting programme for 2019/20

Melanie Blake-Palmer's paper was taken as read.

The Board requested:

- Proposed Board meeting dates for 2020 to be circulated and agreed by email.
- Early discussion of the feasibility study be added to the September interim meeting agenda.
- Build the CE's KPIs into the Board meeting programme.
- Amend the programme to include four ARC meetings per annum.

ACTION

5.2 Information only papers

5.2.1 State Sector Act reforms

The Board noted the paper on State Sector Act reforms.

5.2.2 Media report

The Board noted the information in the media report.

5.3 Next meetings

- Interim Board meeting – Tuesday 10 September 2019 (ENZ Wellington or by Zoom) from 10.00 am to 12.00 pm
- Board meeting – Wednesday 16 October 2019 (ENZ Wellington)

5.3 General business

The meeting concluded at 12.58 pm.

Actions

| Minute | Action | Progress |
|-------------------------------|--|---|
| Meeting: 13 June 2019 | | |
| 5.1.2 | Development of a response plan in the event of a digital security breach. | In progress and will be brought to the December ARC meeting. |
| 5.1.2 | Introduction of two-factor authentication for all administrative passwords. | On hold while a new managed compute service provider is being considered. |
| Meeting: 9 August 2019 | | |
| 1.4 | A paper on the implications for Board members as individuals as a result of the proposed changes to the Public Service Act, in particular the issue of deemed public servant. | A paper will be provided when the Public Service Bill has been introduced and the implications are known. |
| 2.1 | An overview of feedback on NZIEC – e.g. audience ratings for key sessions collected via the conference app. | Completed. |
| 2.1 | The name of the person responsible for each risk to be noted in the version of the risk register provided in future CE's reports. | Completed. |
| 2.1 | Growth in the marketing database over time to be shown in future CE's reports. | Completed. |
| 3.1 | Invite Arthur Grimes, or other appropriate expert, to a Board meeting to talk about the New Zealand economy in terms of the global context – especially monetary policy. | To be arranged. |
| 3.1 | Add post-RoVE implications to the risk register. | Completed. |
| 4.2 | ENZ to talk to MoE about modelling for the IES \$6b target. | ENZ will undertake modelling based on the 2018 enrolment data (which was finalised on 10 October). |
| 4.2 | Climate change/sustainability to be added to the risk register – as both an environmental risk and also a market perception risk. | Completed. |
| 4.2 | A discussion paper on the top three risks for the next meeting. This should include all the factors in the risk, the drivers and the mitigations so that any gaps can be identified. | To be provided to the next ARC meeting. |
| 4.3 | Amend the draft invitation to emphasise that special advisers are being asked to give advice on the IES. | Completed. |
| 4.3 | Work with MoE to have Iona Holsted co-sign the invitation letter to the special advisers with Steve. | To be discussed in item 3.1 of the October meeting. |
| 4.4 | Financial information to be checked and corrected before the ENZ Quarterly Performance report is sent to the Minister. | Completed. |
| 4.5 | Proposed Board meeting dates for 2020 to be circulated and agreed by email. | Completed – dates for 2020 confirmed. |

| Minute | Action | Progress |
|---------------|---|---|
| 4.5 | Early discussion of the feasibility study be added to the September interim meeting agenda. | Completed. |
| 4.5 | Build the CE's KPIs into the Board meeting programme. | KPIs to be incorporated in meeting agendas. |
| 4.5 | Amend the programme to include four ARC meetings per annum. | Completed |

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**Minutes of Education New Zealand – Manapou ki te Ao Board meeting
Held at Education New Zealand, 160 Lambton Quay, Wellington
on Wednesday 16 October 2019**

Present: Steve Maharey (Chair), Rachael Tuwhangai, Lyn Provost, Karen Rolleston.

Apologies: Victoria Spackman, Linda Sissons

In attendance: Grant McPherson (Chief Executive); John Goulter (General Manager Stakeholders and Communications); Paul Irwin (General Manager Partnerships and Marketing) for item 3.1 and 3.2; Julian Ashby (Director Insights) for item 3.1; Matt Penney (Chief Financial Officer) for items 3.5 and 3.6; and Mel Blake-Palmer (minutes).

The meeting commenced at 9.05 am.

1.1 Apologies

Apologies were received from Victoria Spackman and Linda Sissons.

1.2 Disclosures of Interest

Additions to the Board Member Register of Interest:

- Karen Rolleston – Computer Culture (Advisory Board Member) and Royal New Zealand Returned and Services Association (Interim CEO)
- Steve Maharey – Food Forum, Fujian Province, China (Consultant, and Finance, Procurement and Financial Information Project, Ministry of Health (Governance Board))

1.3 Minutes of previous meetings and action items

The minutes of the meetings held on 9 August 2019 were approved by email on 27 August 2019.

The action items from previous meetings were reviewed and are on track.

1.4 Oral update by the Chair

Following on from the action items, the Chair noted that the Board needs to get back into a pattern of receiving regular input from Special Advisers, in addition to the direct engagement that is ongoing with Chief Executives of education agencies.

2.1 Chief Executive's report

The Chief Executive's report to the Board was taken as read and Grant advised the Board:

- The financial position is tracking well and rolling forecasting has been implemented.
- A Senior Operations Group (SOG) of Tier 3 staff with people and budget responsibilities now meets monthly and this has strengthened ENZ's focus on the management of budgets across the year.
- The draft Audit NZ management report indicates a rating of VG for management control environment, VG for financial information systems and controls, and G for performance information and associated systems and controls.

- ENZ has commissioned a new student experience survey to replace the i-graduate Student Barometer used previously. The new survey will give a fuller picture of the student experience and levels of satisfaction. The final report will be available in the next few weeks.
- International Education Ministers will meet on 17 October. This includes the three Associate Ministers of Education, the Minister of Immigration, the Minister of Economic Development and senior officials from international education agencies. This is a half hour meeting with several agenda items, including visa processing issues and the first-year report back to Cabinet on the International Education Strategy (IES).

The Board noted:

- It is good to see the progress made with rolling forecasting.
- The agenda for the International Ministers meeting will not provide much time for discussion of the transformation programme. It would be good to frame this as the beginning of a bigger discussion.
- Seek a follow-up meeting (before the end of the year) with the Minister of Education to discuss the transformation programme in more detail.

ACTION

The Board commented on the high level of activity reported and asked what the stress points are. Grant advised that planned delivery is not creating stress points but ENZ does constantly review activity to ensure it is appropriate. Responding to unplanned issues in market does cause stress for international teams (i.e. complaints around visa processing) and this is being managed.

The Board asked about the potential impact of recent parent residency visa changes and Grant advised this is not expected to have a large impact on students.

The Board asked about the Universities New Zealand Pathways Project, and whether all of the universities support this project. Grant advised that there is support from all of the universities at Director International level, but that commitment from all VCs is yet to be confirmed (meeting in December). The Board asked whether ENZ intends to explore offshore pathways for other sectors. Grant advised that the pilot is with the university sector because they were the first to be aligned and ready to go, but the programme could also be applied to vocational education.

The Chair invited Grant to comment on his recent trip to Korea, Japan and India. Grant advised:

- Korea has traditionally been a school sector market for New Zealand but this has been in decline for some years. Korea is becoming more open to students having an international education, including at the tertiary level, and New Zealand qualifications are now formally recognised in Korea. There is a very strong New Zealand alumni network in Korea and ENZ is looking at how to leverage that.
- In Japan, events centred around the Prime Minister's visit and an NZ Inc approach led by Tourism New Zealand. The education focus of this visit was on relationship building and business-to-business activity, rather than direct student recruitment. There is strong interest in New Zealand schools in Japan, but competition for the university sector is much tougher.
- In India, the visit focused on agents and immigration issues. The UK is changing its post-study work rights and that will have an impact on the Indian market as agents there increasingly direct students towards the UK, or to Canada and Australia which are both seen as having more favourable visa processing than New Zealand. All New Zealand universities

except Otago are represented in India and they are experiencing good growth in the number of quality Indian students.

The Board asked about regional pathway projects and how the success of these will be measured. Grant advised that EDAs receiving ENZ support must provide plans with agreed milestones and make their own funding contribution. The Board discussed what ENZ could provide to incoming mayors and local government representatives to support international education.

- A regional update to be provided to the Board at each meeting.
- Write to incoming mayors to introduce ENZ and international education.

ACTION

The Board asked how ENZ engages with high-profile New Zealanders to support international education. Grant noted that ENZ has worked with Stephen Fleming in India, Richard Taylor and Helen Clark in the United States, and other Kea New Zealand World Class New Zealanders. ENZ does consider New Zealand influencers but it is very expensive to engage their services.

- Compile a list of famous New Zealanders who may be useful in promoting New Zealand education – particularly those who have a high profile internationally for their work in education, science and academic areas.

ACTION

The Board discussed the IES goal of \$6 billion and noted that modelling of this will be provided at the December meeting. It would be helpful to have input from Arthur Grimes (regarding trade and foreign exchange) at the December meeting also. This will inform the strategic planning that will happen early in 2020. The Board requested:

- An update on IES goals to be provided to the Board at each meeting.
- Modelling of the \$6 billion target to be provided to the December meeting, and a regular update on progress towards the target to be provided to subsequent meetings.
- Arthur Grimes to be invited to the December meeting.

ACTION

2.2 People and Culture report

Fiona's report to the Board was taken as read.

The Board noted the number of incidents reported and Grant confirmed that this reflects improved reporting by staff, rather than an increase in incidents or issues.

The Board asked whether there were any individuals with high leave balances that ENZ is concerned about. Grant advised that there are no concerns and leave balances are actively monitored and managed.

The Board noted that the People and Culture report does not reflect a great deal about ENZ's culture, and whether the workforce is made up of the right type of staff for what is intended to be achieved. For example, are there enough people with networking skills to engage with stakeholders on ENZ's transformation programme?

- Include a stronger culture element in future People and Culture Reports.

ACTION

3.1 Transformation of International Education

Julian Ashby and Paul Irwin joined the discussion.

John Goulter's paper was taken as read. John advised:

- The transformation paper, co-written with the Ministry of Education (MoE), s9(2)(g)(i)
- s9(2)(f)(iv)
- The timeline details the activity to support the transformation programme – there is a significant amount of activity occurring early in the New Year.
- Gaining agency and Ministerial go-ahead is the critical next step.
- MoE support the proposed governance structure for transformation (i.e. the Special Advisers) but their view is that this should be formalised later this year, after the paper has been to the Minister.

The Board commented that there are lots of items on the timeline but no indication of who is doing the work and by when. The paper was very general and didn't seem to advance previous discussions. ENZ needs to be certain about what it is doing, and the Board is ready to see the detail of this. This should include a crystal-clear idea of what the transformation programme means in terms of numbers of students, more students in the regions, offshore delivery etc. Grant advised that the chapters for the more detailed feasibility study have been completed and this can be shared with the Board out-of-session via Board Books.

The Board asked why it is necessary to get Ministerial approval to progress work on platform development. John and Grant advised that ENZ needs to gain MoE's support as co-sponsor – they are still very focused on what they perceive as problems in the system and getting cross-agency agreement for the transformation potential has been quite challenging. It is also necessary to provide the Minister with background that he can share with his colleagues in international education.

The Board noted that TEC and MFAT have indicated they would consider investment in specific projects with unified pathways. This means ENZ's approach needs to be from the point of view of certainty, rather than exploration. By April 2020, ENZ needs to be certain about actions and activities and this represents a lot of work to be done between now and then. Julian advised that work is in progress and on track for confirming strategic priorities in April 2020.

The Board requested:

- Feasibility study detail to be provided in December.
- An executive summary to be prepared now, and shared with the Board, that can form the basis of a meeting with the Minister before the end of the year (see item 2.1).

ACTION

Julian Ashby left the meeting.

3.2 Reform of Vocational Education

John Goulter and Paul Irwin's paper was taken as read. John and Paul advised:

- The implementation mode for RoVE is now underway. ENZ has been looking at support for that and doing a stocktake of its current approach and resource.
- The new NZIST tackles a lot of challenges in that it has the potential for scale and efficiencies. It could provide new forms of delivery and greater opportunities for offshore delivery as a large organisation with a large resource.
- The immediate challenge for ENZ is to balance a pragmatic, short-term approach to support institutions during the transition phase with a longer-term strategy for the new unified institution. For the longer-term plan, ENZ has workshopped potential structure and resources.
- ENZ continues to engage with individual subsidiary institutions while also engaging with the NZIST Establishment Board and senior leadership.
- ENZ is engaged in the international education workstream of NZIST's establishment work programme.
- The NZIST Establishment Board is interested in how they could use ENZ's existing assets, such as the student database, to support student recruitment for the new institution.
- It will be important to provide a vocational package for students that also offers benefit to the region, and to the employer.

The Board noted:

- The regional development angle is very important, including skill development for regions.
- The government-to-government potential is also powerful and draws a lot of engagement.
- The key messages on RoVE are very good, but there are probably too many of them and they could be distilled to two or three essential points.
- Engagement with NZIST, and the key messages, should include concrete examples of projects or activities from other sectors or specific markets to illustrate potential initiatives for RoVE.
- It is important that ENZ speaks up for regionality and flexibility – i.e. low-level qualifications have strong value in areas of skill shortage and in particular regions.
- It will be important for ENZ to establish relationship with employers, and with the Regional Leadership Groups.
- ENZ's simple message to NZIST should be about developing a quality product that ENZ can market.

The Board asked how well New Zealand's vocational qualifications are regarded offshore. Grant advised that there is no global ranking for vocational providers, but New Zealand does have brand recognition in certain fields of study/industry. It has been difficult to articulate a common story for New Zealand ITP's and in-market teams have had difficulty describing what an ITP is.

The Board requested that ENZ:

- Look at how the New South Wales TAFE manages international education.
- Look at potential engagement with Wananga to support international education.
- Highlight two or three essential RoVE key messages for the Board.

ACTION

3.3 Future Director's programme

John Goulter's paper was taken as read.

The Board noted the information on the process for appointing a Future Director. The Board agreed to participate in the programme, and aims to appoint a candidate by the December meeting or early in 2020.

The Board agreed that Lyn Provost will manage this process on the Board's behalf, with support from the Board Secretary.

- A long list of up to 10 candidates for a Future Director to be compiled by early November.

ACTION

3.4 New Zealanders' perceptions of international education research

John Goulter's paper was taken as read.

The Board noted the positive results and suggested that next year's survey include new questions anticipating aspects of the transformation programme.

- ENZ to seek the Board's input on questions before the 2020 perceptions survey goes out.

ACTION

3.5 IT managed services

Matt Penney's paper was taken as read. Matt advised of the following updates since the paper was written:

- ENZ met with key personnel from NTT on 15 October. They presented a technical solution that meets ENZ's requirements and reiterated the walk-away clause.
- s9(2)(b)(ii)

The Board asked whether, setting price aside, the solution is the best one for ENZ's needs. Of the NTT and CCL proposals, which comes out on top in terms of quality. Matt advised that the quality and flexibility of the two options are equal in his view. s9(2)(b)(ii)

The Board discussed due process for tenders, noting that ENZ has run a thorough process to date. Because NTT has made a revised offer, the other short-listed tenderer should be offered an opportunity to rescope their initial proposal.

- Offer CCL the opportunity to present a revised offer and introduce their key personnel. Once completed, make a final recommendation to the Board for approval (by email).

ACTION

3.6 Financial delegation to capitalise ENZ's new brand assets

Matt Penney's paper was taken as read. The Board noted the information provided on capitalisation of the refreshed Think New brand assets.

RESOLUTION: That capitalisation of ENZ's new brand assets at a cost of \$492,625 for 4 years from 7 August 2019 be approved.

Moved: Lyn

Seconded: Karen

Motion passed: Yes

4.1 Information only papers

4.1.1 Media report

The Board noted the information in the media report.

4.1.2 New Zealand International Education Conference – overview of feedback

The Board noted the summary of feedback from the New Zealand International Education Conference. Grant advised that the form of NZIEC 2020 is currently being considered. The theme for 2020 will be around growing a sustainable sector.

The Board noted the potential for NZIEC to be a forum for cross-party representation, and strong engagement with CEOs and VCs across the sector.

- ENZ to seek the Board's input on the programme for NZIEC 2020 in November or December.

ACTION

4.1.3 ENZ's Annual Report 2018/19 - timetable

The Board noted that the Annual Report will be circulated by email for approval in the week beginning 21 October 2019.

4.2 Next meetings

- Interim Board meeting – Tuesday 19 November 2019 (ENZ Wellington or by Zoom) from 10.00 am to 12.00 pm
- Board meeting – Thursday 5 December 2019 (ENZ Wellington)

4.3 General business

The Board discussed end-of-year events and asked what form these currently take for staff and stakeholders.

The Board agreed to have a stakeholder event on 4 December (the evening prior to the next meeting), and a staff event on 5 December (during the Board meeting lunch break).

- Stakeholder engagement event on Wednesday 4 December to be arranged.
- Staff engagement event on Thursday 5 December to be arranged.

ACTION

The meeting concluded at 12.49 pm.

Actions

| Minute | Action | Progress |
|---------------------------------|--|---|
| Meeting: 13 June 2019 | | |
| 5.1.2 | Development of a response plan in the event of a digital security breach. | In progress and will be brought to the December ARC meeting. |
| 5.1.2 | Introduction of two-factor authentication for all administrative passwords. | On hold while a new IT managed services provider is being considered. |
| Meeting: 9 August 2019 | | |
| 1.4 | A paper on the implications for Board members as individuals as a result of the proposed changes to the Public Service Act, in particular the issue of deemed public servant. | A paper will be provided when the Public Service Bill has been introduced and the implications are known. |
| 4.2 | A discussion paper on the top three risks for the next meeting. This should include all the factors in the risk, the drivers and the mitigations so that any gaps can be identified. | To be provided to the December ARC meeting. |
| 4.5 | Build the CE's KPIs into the Board meeting programme. | KPIs to be incorporated in meeting agendas – Secretary to liaise with Chair. |
| Meeting: 16 October 2019 | | |
| 2.1 | Seek a follow-up meeting (before the end of the year) with the Minister of Education to discuss the transformation programme in more detail. | In progress |
| 2.1 | A regional update to be provided to the Board at each meeting. | In progress |
| 2.1 | Write to incoming mayors to introduce ENZ and international education. | In progress |
| 2.1 | Compile a list of famous New Zealanders who may be useful in promoting New Zealand education – particularly those who have a high profile internationally for their work in education, science and academic areas. | In progress |
| 2.1 | An update on IES goals to be provided to the Board at each meeting. | In progress |
| 2.1 | Modelling of the \$6 billion target to be provided to the December meeting, and a regular update on progress towards the target to be provided to subsequent meetings. | For the December agenda. |
| 2.1 | Arthur Grimes to be invited to the December meeting. | In progress |
| 2.2 | Include a stronger culture element in future People and Culture Reports. | In progress |
| 3.1 | Feasibility study detail to be provided in December. | In progress |
| 3.1 | An executive summary to be prepared now, and shared with the Board, that can form the basis of a meeting with the Minister before the end of the year (see item 2.1). | In progress |

| Minute | Action | Progress |
|--------|---|---|
| 3.2 | Look at how the New South Wales TAFE manages international education. | In progress |
| 3.2 | Look at potential engagement with Wananga to support international education. | In progress |
| 3.2 | Highlight two or three essential RoVE key messages for the Board. | Provided with draft minutes (by email). |
| 3.3 | A long-list of up to 10 candidates for a Future Director to be compiled by early November. | In progress. |
| 3.4 | ENZ to seek the Board's input on questions before the 2020 perceptions survey goes out. | For action in 2020. |
| 3.5 | Offer CCL the opportunity to present a revised offer and introduce their key personnel. Once completed, make a final recommendation to the Board for approval (by email). | In progress |
| 4.1.2 | ENZ to seek the Board's input on the programme for NZIEC 2020 in November or December. | For the November or December agenda. |
| 4.3 | Stakeholder engagement event on Wednesday 4 December to be arranged. | In progress |
| 4.3 | Staff engagement event on Thursday 5 December to be arranged. | In progress |

**Minutes of Education New Zealand – Manapou ki te Ao Board meeting
Held at Education New Zealand, 160 Lambton Quay, Wellington
on Thursday 5 December 2019**

Present: Steve Maharey (Chair), Rachael Tuwhangai, Lyn Provost, Karen Rolleston, Victoria Spackman, Linda Sissons.

Apologies: None

In attendance: Grant McPherson (Chief Executive); John Goulter (General Manager Stakeholders and Communications); Fiona Cameron (Director People and Culture) for items 3.2 and 4.6; Paul Irwin (General Manager Partnerships and Marketing) and Kaylee Butters for item 4.1; Julian Ashby (Director Insights) for items 4.1 – 4.6; Matt Penney (Chief Financial Officer) for items 2.1 and 4.6; Lisa Futschek (General Manager International) for item 4.6; and Mel Blake-Palmer (minutes).

The meeting commenced at 9.00 am.

1.1 Apologies

There were no apologies received. Karen and Rachael arrived at 9.11 am due to a flight delay.

1.2 Disclosures of Interest

There were no new additions to the Board Member Register of Interest.

1.3 Minutes of previous meetings and action items

The minutes of the meeting held on 16 October 2019 were accepted as a true and correct record.

Lyn/Rachael carried

The action items from previous meetings were reviewed and are on track.

1.4 Oral update by the Chair

The Chair noted that the government has appointed Lyn as Deputy Chair of ENZ and thanked her for taking on that responsibility.

The Chair's engagements since the last meeting included:

- Attendance at the opening event for a new building at the Massey University School of Aviation.
- Participation in a New Zealand Qualifications Authority Board workshop, providing an outline of ENZ's transformation plan.
- Meeting with WREDA, who reinforce they remain very interested in international education.
- Meeting and correspondence with SIEBA, which Grant will follow up.
- Meetings with Grant, John and Julian at ENZ to discuss the transformation plan and other ENZ business.

The Chair will meet with Minister Hipkins on 12 December to discuss the transformation plan, accompanied by John and Julian.

2.1 Audit and Risk Committee reporting

The Chair of the Audit and Risk Committee (ARC) tabled the draft minutes of the meeting on 28 November 2019, and advised the Board:

- All actions from the previous meeting are in hand.
- Finances are on track with no concerns.
- The committee asked the CFO to look at alternatives to using Westpac, following investigations into the bank's practices in Australia.
- Board expenses are minimal.
- The committee received a full report on a fraud incident that occurred in s9(2) and concluded that ENZ undertook proper action and very good work in resolving the matter. The fraud was detected through internal controls, which was positive.
- The Audit NZ report and audit went extremely well. ENZ maintained its grades from the previous year and, although there could still be some improvement on performance measures, it was overall a very positive report. Audit NZ noted how well they were supported by ENZ staff during the audit.
- Audit NZ provided the committee with good reminders from the Wintec audit.
- A report to the committee on the office audit in China was included for information in the papers for this Board meeting. The strategic section of the report provides an interesting summary of what happens in a small office with one person, and the impact that different managers and settings have on an individual.
- The committee approved the response plan for cyber-attacks, with one change.
- The committee reviewed and discussed the risk register.

The Board discussed what factors are taken into account when deciding if incidents of fraud in offshore offices are reported to police, and agreed this decision should be made on a case-by-case basis depending on the specific circumstances.

The Board noted the positive audit and thanked the CFO for his work.

3.1 Chief Executive's report

The Chief Executive's report was taken as read and Grant advised the Board:

- s9(2)(f)(iv)
- Due to the fire at the new SkyCity Convention Centre, the APAIE conference due to be held in Auckland in 2021 will now be held in Bangkok. The Board of APAIE has agreed that New Zealand can hold the conference at a future date without the need to lodge a new bid. The SkyCity Convention Centre may not be completed until 2022/23.
- Next year is an election year and ENZ staff will be reminded about appropriate behaviour during the election period.
- ENZ has been approached by MPI to run a scholarship programme on their behalf, for doctoral students researching the reduction of greenhouse gases. The programme could align well with the transformation plan and ENZ will follow this up with MPI.

The Board asked about ENZ's engagement with the New Zealand Institute of Skills and Technology (NZIST). Grant advised that engagement with NZIST is positive, and ENZ welcomes any engagement

with NZIST's Establishment Board and incoming Board. ENZ is contributing to a number of NZIST workstreams (not just the international education stream) and this is positive. There are some challenges working with the existing ITPs during this transition phase and this will be covered later in the meeting agenda.

- Seek executive engagement with the NZIST Establishment Board and then the incoming NZIST board.

ACTION

The Board noted the \$630,000 grant approved in principle by the Digital Innovation Fund. Grant advised this will allow ENZ to accelerate a few projects and deliver these before the end of the current financial year.

The Board asked about the decline in First-time Student Visas in Auckland, Southland and Manawatu. Grant advised that the Auckland decline is largely around a reduction in PTE enrolments and the impacts of visa processing delays. Enrolment data and key messages relating to this are currently with the Minister's office for public release. INZ advise that they are ready for the coming peak processing period.

The Board noted that Auckland is feeling particularly impacted. Grant advised that ENZ is working on employability initiatives with ATEED in the Auckland region. ENZ looks at where it can add value to the work of EDAs, rather than simply replicating their destination marketing.

The Board discussed the need for ENZ to make it clear to the sector what they don't do, in addition to informing them about what ENZ does do, so that expectations are clear. Grant noted that a lot of what ENZ does is unsighted by the sector (e.g. offshore campaigns) and there is a need to communicate better with the sector around all of the things that ENZ is doing. The Board noted there is also a role for Board members to play in talking to their networks and being advocates for ENZ.

- Compile an inventory of ENZ activity and key messages for the Board to refer.

ACTION

The Board discussed the New Zealand International Education (NZIEC) Conference 2020, currently in planning, and noted:

- It would be good to have an indigenous stream in the conference programme.
- It is important that NZIEC is used to reinforce ENZ's core role and promote the transformation plan. The first day could cover the current environment and the second day could be a look forward.
- Guests should include MPs from across the political spectrum, vice chancellors, the Board of NZIST etc. It is an opportunity to get the whole sector together and excited about transformation.

3.2 People and Culture report

The People and Culture report was taken as read and Fiona advised the Board:

- Work has continued on staff engagement. This has focused on career development in particular, as this was an area where staff indicated low satisfaction in the last engagement survey.

- The newly formed Special Operations Group has now met several times. This group is comprised of most of ENZ's Tier 3 managers and part of its focus is on driving and leading strategic projects with greater accountability and visibility.
- The transformation programme is challenging ENZ's resourcing but also creating leadership opportunities for Tier 3 staff.
- ENZ has been trying to take a leadership role in cross-agency work focusing on staff in Chile, Bogota and Hong Kong in light of recent events in those locations.
- ENZ has produced a new in-house safety video to emphasise the importance of the Grab&Go emergency kits that are provided to all staff. This resource will form part of ENZ's safety induction for new staff and is an important aspect of business continuity planning.

The Board asked about the structure and process for managing emergency responses. Fiona advised that there is an emergency response group across the education sector that ENZ is a part of. ENZ regularly tests its emergency communication system with all staff.

The Board noted that career development presents a real challenge for a small organisation like ENZ. The Board also congratulated Fiona on the recent Duty of Care Award.

4.1 ITP enrolments and NZIST engagement

Paul Irwin, Julian Ashby and Kaylee Butters joined the discussion.

Julian gave a snapshot of visa data from Immigration New Zealand relating to ITPs, noting:

- The visa data is a useful way to illustrate current trends but it is sensitive information.
- There are high levels of visa declines for applications from India for the ITP sector, particularly for business studies courses at specific levels. ITPs are building on existing demand from existing markets using existing channels and there are indications that some agents are not being well managed by ITPs.
- Immigration policy settings play a critical role for student attraction.
- India is a key market of the future – but there are still challenges to be managed in this market.
- ENZ is improving its information about student outcomes as the student database matures, but it is still early days. The government Integrated Data Infrastructure (IDI) datasets could potentially offer insights into many aspects of value, cost, impact on systems etc.

Paul gave an overview of ENZ's activity relating to the vocational education reform, noting:

- There has been a lot of positive engagement between ENZ and NZIST since October.
- There is huge complexity of relationships in the different parts of the system relating to NZIST. Things are also moving at a rapid pace.
- There is concern and tension within the existing ITP sector through this period of change. There is a need to rebuild confidence and lift the profile of New Zealand's vocational education sector.

The Board noted that:

- The reform of vocational education is an enormous opportunity for New Zealand and for ENZ.
- There is a need to think about the language used around regional development so as to not alienate Auckland.

- A lot of the ITP course offerings are relatively generic courses and it is important to encourage diversity and niche markets through the new vocational education model.
- NZIST should be a high priority for ENZ while working through the transformation plan.

4.2 Transformation of International Education – Feasibility Study

The report was taken as read and Grant advised:

- This is the final draft of the Executive Summary that was discussed at the interim Board meeting.
- A section on ENZ's authorising environment has been added.
- The Executive Summary will be taken to the meeting with the Minister on 12 December, and it is a precursor to the full document that will be provided to the Board by 16 December for summer reading.

The Board discussed minor changes to the Executive Summary to be made before the meeting with Minister Hipkins.

4.3 Economic valuation of international education

The report was taken as read and Grant advised:

- This paper signals to the Board the concept of capturing the broader value of the international education sector. The International Education Strategy has a broader and more detailed view of international education than just economic value.
- The next economic valuation of the sector is due in 2020. ENZ proposes instead to create an agreed international education Impact Statement to provide a fuller picture of the value to New Zealand. This supports the transformation programme.

The Board noted:

- The focus on a solely economic target has driven some poor behaviour by some providers. A fuller picture would provide the opportunity to focus on other aspects of international education that are of value to New Zealand.
- There is a need for continuity of the baseline economic value to ensure consistency with the information we have now.

The Board agreed that a new, broader valuation model is a good idea, but the economic valuation should also continue. This could have the new aspects of value added to it, making a staged migration from the old to new methodology.

The Board requested that ENZ:

- Continue with the current economic valuation while a new valuation model is developed.

ACTION

4.4 Estimates measures 2020/21

Angela Meredith joined the meeting. The report was taken as read and John advised:

- While ENZ moves forward with its transformation programme it is also necessary to continue to report against existing measures.

- The Estimates Measures proposed for 2020/21 are largely unchanged to ensure continuity between years. These are the high-level measures used in the government's budget documents.
- Some minor changes to wording and targets are recommended. The Board will be asked to formally approve these in February 2020.

The Board noted the recommended measures and asked about the change in wording from 'value' to 'contribution'. Angela advised that the term 'contribution' more accurately captures the flow-on effects from economic benefits, such as job creation and down-stream spending.

The Board agreed that ENZ will not publish a new Statement of Intent in 2020.

- Add a footnote to the Estimates measures to describe who ENZs customers are.

ACTION

Angela left the meeting.

4.5 Board planning day

The paper was taken as read and John advised that the proposed Board planning day programme focuses on governance, stakeholder engagement, and the significant parts of the transformation workflow. It is recommended that the CEs of the international education agencies be invited.

The Board discussed the objectives of the planning day and noted:

- No senior Māori staff member participated in the last planning day, and it is important to have ENZ's Rautaki Māori linked into the Board's wider strategic planning.
- The Board will need to have a planning day whether or not ENZ progresses its transformation plans. However, if the transformation programme gets the Minister's greenlight on 12 December it is critical that the planning day be used to develop a more detailed plan of action for transformation over the coming year/s.
- All of the other international education agencies should be invited, including the Chair of the Council of the NZIST.
- There should be a two-day planning programme:
 - Day One: focused on business planning and strategic priorities. This should include some form of SWOT analysis and some self-reflection for the Board.
 - Day Two: focused on transformation and cross-agency engagement

The Board agreed to hold its two-day planning session on 4 & 5 March. The first day is for the Board, SLT and Principal Advisor Māori. The second day is for the Board and international education agency CEs.

- Invite ENZ's Principal Advisor Maori to participate in the Board's planning day.
- Invite international education agency CEs to participate in the Board's planning day.

ACTION

4.6 Current global economic outlook

Dr Ganesh Nana (Research Director, BERL), Lisa Futschek, Fiona Cameron and Matt Penney joined the meeting.

Dr Nana shared a presentation on the global economic outlook – attached to these minutes.

5.1 Information only papers

5.1.1 Media report

The Board noted the information in the media report.

The Board asked how ENZ is doing in terms of media coverage and John advised that a paper on ENZ's media strategy would be brought to the Board in the early new year. This will outline how ENZ can be more targeted in both traditional and social media to align with the themes of the transformation programme.

The Board requested a dashboard be included in the media report.

- Develop a dashboard of media metrics (social media metrics, number of articles etc) to be included in the regular media report.

ACTION

5.1.2 Quarterly performance report

The Board noted the ENZ Quarterly Report for 1 July to 30 September 2019, and ENZ's performance during the September 2019 quarter.

The Board noted that the report was authorised by the Chair and sent to the Minister of Education.

5.1.3 Draft Code of Professional Conduct for Crown Entity Board Members

The Board noted:

- The draft Code of Professional Conduct for Crown Entity Board Members issued by the State Services Commission.
- That feedback on the draft Code should be provided to the Leanne Kelly

The Board discussed giving feedback on collaboration between agencies, and on what SSC's responsibilities are to Boards.

5.1.4 End-of-year stakeholder engagement

The Board noted:

- The arrangements made for a morning tea with staff.
- The arrangements made for an end-of-year stakeholder engagement on 10 December

5.2 Summary of feedback on Board programme for 2020

Lyn and Victoria have short-listed three potential candidates for a Future Director appointment. The short-listed candidates will be interviewed in January.

5.3 Upcoming meetings

- Board meeting – Thursday 20 February 2020
- Board Planning Day – Wednesday 4 and Thursday 5 March 2020

5.3 General business

The meeting concluded at 3.00 pm.

Actions

| Minute | Action | Progress |
|---------------------------------|---|---|
| Meeting: 13 June 2019 | | |
| 5.1.2 | Introduction of two-factor authentication for all administrative passwords. | On hold while a new IT managed services provider is being considered. |
| Meeting: 16 October 2019 | | |
| 3.4 | ENZ to seek the Board's input on questions before the 2020 perceptions survey goes out. | For action in 2020. |
| 4.1.2 | ENZ to seek the Board's input on the programme for NZIEC 2020 in November or December. | For the November or December agenda. |
| Meeting: 5 December 2019 | | |
| 3.1 | Seek executive engagement with the NZIST Establishment Board and then the incoming NZIST board. | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | |
| 4.4 | Add a footnote to the Estimates measures to describe who ENZs customers are. | |
| 4.5 | Invite ENZ's Principal Advisor Maori to participate in the Board's planning day. | |
| 4.5 | Invite international education agency CEs to participate in the Board's planning day. | |
| 5.1.1 | Develop a dashboard of media metrics (social media metrics, number of articles etc) to be included in the regular media report. | |

**Minutes of Education New Zealand – Manapou ki te Ao Board meeting
Held at Education New Zealand, 160 Lambton Quay, Wellington
on Thursday 20 February 2020**

Present: Steve Maharey (Chair), Rachael Tuwhangai, Lyn Provost, Karen Rolleston, Victoria Spackman, Linda Sissons, Daniel Wilson.

Apologies: None

In attendance: Grant McPherson (Chief Executive); John Goulter (General Manager Stakeholders and Communications) for items 2.1 – 2.4; Fiona Cameron (Director People and Culture) for item 3.2; Paul Irwin (General Manager Partnerships and Marketing) for items 2.2, 2.5, 2.6, 3.1; Kaylee Butters for item 2.2; Hazel Dobbie (Director Communications) for item 2.3; Jamie Crump (Director Planning) and Julian Ashby (Director Insights) for item 2.4; Laura Simpson (Director Industry) for item 2.5 and 3.1; Sahinde Pala (Director Student Experience and Global Citizens) for item 2.6; Matt Penney (Chief Financial Officer) for item 2.7; John Laxon (Regional Director Asia) for item 2.8; and Mel Blake-Palmer (minutes).

The meeting commenced at 8.48 am.

1.1 Apologies

There were no apologies received.

1.2 Disclosures of Interest

There were additions to the Board Member Register of Interest from four Board members:

- | | |
|---------------|---|
| Steve Maharey | • Manawatu Leadership Group |
| Lyn Provost | • Australian National Audit Office – Chair Advisory Group |
| Linda Sissons | • Education Benevolent Society (Inc) - Board Chair |
| | • Linda Sissons and Associates Ltd - Principal |
| Daniel Wilson | • Nayland College – Principal |
| | • Top of the South Trade Academy – Chair |
| | • Ministry of Education Foundational Learning Advisory Group - Member |

1.3 Minutes of previous meetings and action items

The minutes of the meeting held on 5 December 2019 were accepted as a true and correct record.

Victoria/Karen carried

The action items from previous meetings were reviewed and are on track or completed.

1.4 Oral update by the Chair

The Chair welcomed Daniel Wilson to the Board, and thanked Karen Rolleston for her time on the Board.

The Chair noted:

- Māori protocol should be embedded in the Board's activities and this will be looked at when the Board next receives an update on ENZ's Rautaki Māori.
- The reform of vocational education is progressing, with the passing of the Education (Vocational Education and Training Reform) Amendment Bill last night.
- The Board received the Transformation Plan over the summer break. It will be important to keep momentum up with precise, compelling papers and action plans.

The Chair reflected that at the end of 2019, the Board and ENZ were focused on the International Education Strategy, progressing the transformation programme, and carrying on with business-as-usual. Since then some significant issues have arisen and threatened the sector. ENZ will need to think about its role in constructing a pathway forward and is seeking additional funding to address issues. Covid-19 is likely to result in a very significant drop in income for the sector.

The Board discussed the request made by universities to have their international students exempt from current travel restrictions. Grant advised ENZ's view that travel restrictions should apply to all subsectors or none at all.

The Board noted that the government's initial response to Covid-19 has been focused on public health but is now shifting to the economic response.

2.1 Covid-19 impacts on the international education sector

John Goulter joined the meeting by video. Grant shared a presentation, noting that the content is sensitive and confidential. He advised:

- ENZ immediately established a coordination team for the Covid-19 response.
- ENZ's immediate response focused on communications, managing the immediate impacts on ENZ's activities, and participation in the all-of-government response.
- Currently there are approximately 10,000 student visa holders from China who are unable to enter New Zealand.
- The estimated conservative economic impact (for short border closure) is \$75-90 million loss in tuition fees and \$222-265 million loss in associated expenditure.
- The estimated high-end economic impact (for extended border closure) is \$232-286 million loss in tuition fees and \$588-847 million loss in associated expenditure.
- China is the main market affected, but there have been other markets impacted (e.g. Viet Nam education fairs and agent seminars postponed).
- ENZ staff in-market in China are well and working from home. ENZ is monitoring their wellbeing and providing support.
- ENZ has developed a recovery plan with three pillars: maintain social license for international education in New Zealand; rebuild the China market; and build long-term resilience to minimise the impacts of negative events.
- ENZ is seeking additional funding of \$10 million over three years, and will also reprioritise \$1 million of existing funding, to implement a three-phase recovery strategy. The coordination team is currently working on a comprehensive list of activities to support this.

The Board asked if any providers are at serious risk and Grant advised that some PTEs and ITPs with a high proportion of international students from China will be at risk.

The Board asked whether ENZ is working with INZ in the short-term. Grant advised that ENZ is engaged with INZ, and INZ is working on processes to support late-starts and extensions to student visas.

The Board discussed the importance of clear communications to the sector and students, and ENZ's role in leading communications in the recovery phase.

- ENZ to seek clarity and formal delegation from MoE for communications to the international education sector in the recovery phase.
- Provide the Board with a bullet-point list of activity once the recovery plan is in place.
- Provide the Board with a breakdown of Chinese student numbers by institution.

ACTION

2.2 NZIST implementation update

Paul Irwin and Kaylee Butters joined the meeting. They advised the Board:

- The reformation of vocational education and creation of the Institute of Skills and Technology (IST) is a fast-moving, complex thing. ENZ has been following its progress since last year and is now heavily involved in activity around establishment of the new institution.
- It is positive that the International Education workstream now encompasses internationalisation more broadly.
- ENZ's short-term focus is on supporting ITPs during the transition period, within existing budget and activities. This is being achieved by looking for alignment with other planned promotional activity, use of ENZ channels and providing support and information for current students.
- ENZ's longer-term approach is in three phases:
 - Phase 1 is well underway with a 1 April deadline. ENZ has been very involved in brand and name development and this aligns with the 'Think New' brand.
 - Phase 2 is around building international preference for the IST- developing marketing, campaigns and promotional material to build preference for new provider and new style of learning. ENZ is involved in the early stages of the IST marketing strategy - being able to influence early thinking around this and leverage ENZ's existing tools (e.g. ENZRA).
 - Phase 3 is thinking about how to take a vocational education 'package' to the market in a new and more cohesive way under the IST.
- ENZ has received funding to 'lift and shift' the Study in New Zealand platform to create a day-one web presence for the IST.

Linda gave an update from her perspective as an IST Establishment Board member:

- There are two jobs for the IST Establishment to do. The first is to get the IST itself set up, and the second is change the way vocational education is run ('Mobilising the New World' through the 7 working groups).
- The International Education workstream report was well received by the IST Establishment Board. Internationalisation is now a primary focus, as much as domestic learners.
- ENZ's involvement in the website development is very positive for ENZ's longer-term relationship and alignment with IST.

The Board discussed ENZ's role in supporting the IST and noted:

- Government-to-government engagement will be key for internationalising vocational education and this is an area where ENZ can add value.
- It is important to highlight regional strategies in ENZ's work with ITPs and the IST.
- ENZ has a role in both short-term relationships with individual ITPs and a longer-term relationship with the IST. Both are equally important, but the IST is key for transformation of the sector in the longer term.
- Over time, ENZ needs to transfer its energy, resources and funding from supporting ITPs to supporting IST.
- Building a relationship with incoming IST Chief Executive Stephen Town will be key to ongoing engagement and communication with the IST.
- ENZ's work on the website is a really important connection into the IST and ongoing collaboration. It is also important to ensure ENZ is credited for the work it is doing to support the IST.

The Board agreed it is comfortable with the resource that ENZ is currently putting into IST Establishment, noting that this is a strategic initiative that will support the regional development strand of the transformation programme over the long term. Ongoing engagement with IST Establishment should include discussion about the funding ENZ needs to support the transition well.

The Board thanked Paul and Kaylee for their great work.

- Invite the incoming IST Board to meet with the ENZ Board.

ACTION

2.3 Communications strategy

Hazel Dobbie joined the meeting and gave an overview of ENZ's communications strategy:

- It is timely to refresh ENZ's communications strategy, which has been focused on 'telling the story' and supporting the international PR effort.
- The strategy aims to reposition ENZ much more strongly as a thought leader, supporting the whole transformation agenda and broader definition of international education. It includes development of communications toolkits and establishes greater discipline and alignment.
- The overarching strategy document contains specialist work plans underneath.
- A review will be done by 30 June – this is quite a short timeframe but appropriate for the currently rapidly changing context.
- A key focus will be sharpening key messages and working more closely with providers.

The Board noted that the communications strategy positions ENZ as a more active champion of the sector, and supports a leadership role which the Board is comfortable with.

The Board discussed what it currently does itself to champion communications, and identified forums in which Board members could share key messages with their contacts in the sector. The Board noted it needs to be better informed with key messages, and needs to be guided by the Communications team as to need (i.e. individual Board members engaging with a specific part of the sector about a particular issue).

- Add 10 minutes to the Board's regular meeting agenda to review key messages with the Communications team.
- Add all Board members to the distribution list for E-News.

2.4 Board planning day

Jamie Crump and Julian Ashby joined the meeting. John Goulter's paper was taken as read, and John advised:

- The Strategy team has been working to sharpen up the Executive Summary of the Transformation Plan. The Board's planning day in March is an opportunity to discuss how ENZ can get from where it is now, to achieving the transformation agenda.
- The proposed outline for the planning day uses the three pillars of the Transformation Plan as a starting point.
- The planning day would be used identify the projects and big system changes that are needed to deliver transformation. This would get to quite a concrete, phased level, and consider the plan, messaging and stakeholder engagement necessary.
- It is proposed to delay the second day of the programme (with education agency CEs) until later because of the current focus on Covid-19.

The Board discussed the proposed programme and whether it provides an opportunity to talk about new ideas. John and Julian advised that there will be space for new ideas, but it is important to confirm the transformation plan that the Board and ENZ have been developing over the past year and identify clear next steps to progress it. The intention is for SLT members to provide short, sharp updates at the planning day and present some strategic choices for the Board to consider.

The Board responded that it is good to hear the planning day will be about prioritisation and strategic choices, but there does not seem to be enough time in the programme to cover all those things. There needs to be enough time to consider priorities *within* topics, and priorities *across* topics.

The Board agreed to a one-day programme, but extended through to 7.30 pm.

The Board discussed the absence of other agencies in the planning day programme and noted it is critical to have a joined-up approach. It is of concern that education agency CE's lack of availability may indicate their level of interest. In the absence of other agencies attending it would be beneficial to hear a presentation on the parts that ENZ needs to join up with.

The Chair noted that ENZ has a three-tier strategy: business-as-usual, the International Education Strategy (IES), and the Transformation Plan. It is important that the planning day includes discussion about the IES to ensure it is tracking as it should be. ENZ needs to develop a compelling strategy that encourages the public and private sector to work together to transform international education. This must include a measurable, real goal with projects to be delivered by agreed timeframes.

- Develop an outline of international education agency priorities that link to the Transformation Plan.
- Schedule a planning day for Wednesday 4 March, through to 7.30 pm.
- Provide 2-3 updates to the Board each year on progress towards the IES.

2.5 Customer strategy

Paul Irwin and Laura Simpson joined the meeting. They provided an overview of the customer strategy in development:

- As we get into an era where we are focused on benefits to New Zealand in the broader sense, ENZ needs to be focused on where it can add value to both the provider and to New Zealand as a whole.
- A key challenge for ENZ is that there is a lot of activity happening, and it is necessary to make strategic choices about how we spend our time, co-funding and resources in supporting the sector.
- The legacy of the old trust model and the expectation of ENZ that providers hold as a result of paying an Export Education Levy (of which ENZ receives a small portion) is a challenge.
- Customer segmentation was a strategic initiative in ENZ's 2019/20 Business Plan, and part of this is developing a Customer Strategy.
- ENZ has always had a customer segment model but it is very simplistic. ENZ has 5 Business Development Managers delivering service to a range of providers, regions etc and the coverage is very wide. ENZ is seeking to manage relationships better and more cohesively with a segmentation model.
- ENZ has considered NZTE's customer strategy model – this has been a 10 year programme to develop and has driven a lot of behaviour change.
- ENZ has adopted and learnt from parts of NZTE's model, and developed a proposed approach to customer segmentation. This focuses resource where there are the greatest opportunities for growth and aims to manage providers' expectations.

The Board asked how customers can move from one level to another in the proposed model, noting the criteria need to be very clear to customers. Laura advised that the tools within the transactional layer will be able to be used by providers to help them develop a growth plan to move into the managed customer level.

The Board agreed it is comfortable with the proposed approach, noting it is a positive step forward in focusing ENZ's efforts on providers who deliver more value – not only economic but also in terms of reputation, connections, global citizenship etc.

2.6 Student experience and wellbeing

Paul Irwin and Sahinde Pala joined the meeting and gave an overview of ENZ's student experience work and the international student satisfaction survey. They advised:

- ENZ's student experience work is key to New Zealand's education brand strategy, reputation, database marketing, alumni etc. It includes student wellbeing, but is also much broader than that.
- Mental health is one focus of the student experience team and ENZ is conscious of international students' vulnerabilities. ENZ invested in a mental health resource for SIEBA and is looking at how that can be repurposed for other sub-sectors.
- The ecosystem for an international student is very wide and includes government agencies, education providers, utilities, social services, health services and others.
- Naumai NZ (the online student portal) is a key part of ENZ's student experience work, and provides international students with signposts to all of the various parts of the ecosystem.

- Employability is a key driver of student experience and an area that research shows New Zealand does not compare as favourably as some other markets.
- Another area where New Zealand compares less favourably is cost of living/value for money.
- ENZ used to measure student experience using the ISB Student Barometer but this had significant limitations. ENZ has developed its own survey to gather more in-depth data and feedback from students at all stages of the student journey.
- The next step is to use the results of the survey to engage with other agencies.

The Board asked whether the sample size used for the survey was statistically relevant. Paul advised that the sample was smaller than ENZ would have liked and this will be something to work on with INZ in future surveys. Despite some limitations, the new survey represents a significant improvement on the previous method used.

The Board asked why the survey didn't ask questions about mental health. Sahinde advised it didn't specifically ask about mental health but it did include questions about health and wellbeing. That information could be mapped better when engaging with other agencies.

The Board asked how the results are reported back to students. Sahinde advised that ENZ has good links into community groups and student associations, and has built social media communities where ENZ can interact with students in real time.

The Board agreed that it wants to support student experience and is comfortable with ENZ using its resource to show leadership in this area and support capacity building. ENZ should not be heavily involved in delivery itself but should use its influence to get other agencies involved.

2.7 ComplyWith survey – legal compliance obligations

Matt Penney joined the meeting and his paper was taken as read.

The Board discussed their obligations around the declaration of interests, health and safety and legislation covering crown entities.

The Board noted that while they had reviewed the relevant legislation it would be useful to look at court cases to see how this had been applied in specific situations. With regard to health and safety obligations, it would be good for Board members to visit offshore ENZ staff and offices when in those locations on other business.

- Provide a list of all offshore ENZ office locations to Board members.
- Provide the Board with relevant case law examples relating to health and safety and statutory obligations for crown entities.

ACTION

The Board reviewed all of the questions appended to the paper and confirmed that all are being complied with.

2.8 University Pathways project

John Laxon joined the meeting and his paper was taken as read. John further advised:

- An outline of the EOI process, preferred bids and the features of each shortlist proposal.
- An outline of proposed delivery sites, noting the need to ensure the speed of rollout doesn't risk the quality of delivery
- Potential products for offshore delivery include career acceleration development packages.

The Board congratulated ENZ on its work with New Zealand universities to get this project together.

The Board asked whether students in market will learn online or face-to-face. John advised that programmes will be taught by a provider face-to-face, but there is the potential to branch out over time and include other forms of deliver.

The Board asked about quality assurance arrangements for the delivery of offshore programmes. John advised that the curriculum would be quality assured by Universities NZ's Committee on University Academic Programmes (CUAP), and the delivery would be quality assured by the universities and the project partners.

The Board asked who is responsible for employing staff to deliver programmes, and John advised that staff would be employed by the in-market provider.

The Board asked how risk would be managed through contractual arrangements. John advised that this was yet to be determined but it was being worked through with the universities. The Project Team recognised that a strong commercial director would be needed.

The Board asked how risk relating to university investment would be managed. John advised that the universities' level of investment would determine their share of the flow of students.

The Board asked whether similar projects have been pitched to ENZ in the past. John advised that Auckland University has its own partnership with UP Education, but it has taken some time to co-ordinate all universities to develop a project under one combined New Zealand brand.

Grant noted that this is a pilot project, and hopefully the first of many strategic programmes that ENZ can develop with sector groups.

The Board asked what happens if the project doesn't generate the forecasted number of enrolments. John advised there would be contractual commitments for the partners, but ultimately, the risk of the investment is that enrolments don't occur. To mitigate this ENZ would build regular reviews and exit points throughout the five-year period and those would form part of the governance arrangements.

The Board asked what the universities' level of investment will be. John advised that each will contribute \$40,000 in scholarships and \$40,000 in marketing/guest lectures/services in-kind.

The Board noted that the risk assessment (as set out in the paper) was cursory, and that a greater level of detail will be required in the business case.

- Undertake appropriate due diligence on the selected partner organisations.
- Provide the Board with monthly updates between now and June to inform the Board's decision at that point.
- Include a fully detailed risk assessment in the business case.
- Include details about the universities' personnel and in-kind commitments to the project in the business case.
- Ensure universities representatives attend the Board's June meeting when the business case is presented for approval.
- Amend the paper presented to this meeting to include the conditions of the Board's approval in principle to fund the New Zealand Pathway initiative.
- Append John Laxon's presentation on the New Zealand Pathway initiative to the minutes of the meeting.

RESOLUTION: That \$460,000 be approved in principle for supporting the marketing and administration costs associated with a New Zealand Pathway initiative in 2020/21 and the each of the following four years, subject to appropriate legal and contractual arrangements and arrangements for quality assurance.

Moved: Victoria

Seconded: Lyn

Motion passed: Yes

3.1 Chief Executive's report

The Chief Executive's report was taken as read and Grant advised the Board:

- Visa processing update – in 2019 there was a backlog of visas and this has now cleared considerably. The oldest unallocated visa application in Mumbai is 22 days, and there are a total of 429 unallocated visa applications on hand.
- INZ's Beijing office has been closed since 24 January due to the Covid-19 outbreak and has not been able to reopen. The closure affects 130 visa processing staff. A total of 6,500 student and visa applications have been transferred to other INZ offices. 15,000 applications (visitor and student) remain undecided – of these 5,500 are in Mandarin and cannot currently be translated.

Paul Irwin and Laura Simpson joined the meeting to give an update on NZIEC. They advised that Germany has agreed to be the country of honour at NZIEC. The conference theme will be 'Igniting Change'.

The Board discussed the need to work hard to make NZIEC a conference that vice chancellors, political leaders and leaders of education agencies come to, and noted that Board members will have a key role in encouraging those people to attend.

Grant suggested that key leaders be personally invited to the first day of NZIEC when the Minister speaks, followed by a morning-tea session specifically tailored for that group.

- Invite education senior leaders to a special session at NZIEC (invitation supported by the Secretary for Education and the Minister of Education).

ACTION

3.2 People and Culture report

The People and Culture report was taken as read and Fiona advised the Board:

- Since last report there has been a lot of effort put into staff development.
- A key appointment was Kaylee Butters moving to the role of Director, IST Implementation.
- One Mumbai-based staff member has been seconded to a temporary role in Germany.
- The new emergency response system was tested for the first time with good response.
- ENZ trialled a worldwide work from home day on 5 February to test our emergency response systems. This worked well, with staff using Zoom conferencing and email to maintain business operations.
- ENZ's monitoring of the response to Covid-19 includes regular contact with the seconded staff member and locally engaged staff in China. Emergency supplies have been couriered and received by staff, and all report they are well.

The Board noted that it is good to see follow-up of the Engagement Survey.

Board asked for feedback about how things are going generally with staff, given there are lots of activities happening. Fiona advised that ENZ looks for flexible and agile people when it recruits staff because in a small agency people are asked to do a wide range of work. Staff are working at capacity, but this is being monitored and work is being prioritised in some areas while ENZ is responding to Covid-19 challenges.

4.1 Information only papers

4.1.1 Media report

The Board noted the information in the media report and commented that they like the new format.

The Board agreed that it does not need the detailed table on international PR activity.

- Remove the international PR activity table from the media report.

ACTION

4.2 Upcoming meetings

- Board Planning Day – Wednesday 4 March 2020, Wellington
- Board Meeting – Thursday 23 April, Wellington

5.3 General business

In general discussion, the Board noted that some papers were too light, although more fulsome presentations were provided at the meeting. Other papers were full and detailed, but this was then repeated in presentations to the meeting which reduced the time available for discussion.

The Board noted that all future papers need better risk information, including both mitigations and residual risk.

The Board discussed whether ENZ is taking on too much, and noted that ENZ should be seeking to lift up its focus rather than going wide and deep. This needs to be a focus at the planning day.

The meeting concluded at 4.30 pm.

Actions

| Minute | Action | Progress |
|----------------------------------|--|--|
| Meeting: 16 October 2019 | | |
| 3.4 | ENZ to seek the Board's input on questions before the 2020 perceptions survey goes out. | For action in 2020. |
| 4.1.2 | ENZ to seek the Board's input on the programme for NZIEC 2020 in November or December. | For action as soon as possible. |
| Meeting: 5 December 2019 | | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | In progress – refer items 3.3 and 3.4 on February 2020 agenda. |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | For action in 2020. |
| Meeting: 20 February 2020 | | |
| 2.1 | ENZ to seek clarity and formal delegation from MoE for communications to the international education sector in the recovery phase. | |
| 2.1 | Provide the Board with a bullet-point list of activity once the recovery plan is in place. | |
| 2.1 | Provide the Board with a breakdown of Chinese student numbers by institution. | |
| 2.2 | Invite the incoming IST Board to meet with the ENZ Board. | |
| 2.3 | Add 10 minutes to the Board's regular meeting agenda to review key messages with the Communications team. | |
| 2.3 | Add all Board members to the distribution list for E-News. | Completed. |
| 2.4 | Develop an outline of international education agency priorities that link to the Transformation Plan. | |
| 2.4 | Schedule a planning day for Wednesday 4 March, through to 7.30 pm. | Completed. |
| 2.7 | Provide a list of all offshore ENZ office locations to Board members. | |
| 2.7 | Provide the Board with relevant case law examples relating to health and safety and statutory obligations for crown entities. | |
| 2.8 | Undertake appropriate due diligence on the selected partner organisations. | |
| 2.8 | Provide the Board with monthly updates between now and June to inform the Board's decision at that point. | |
| 2.8 | Include a fully detailed risk assessment in the business case. | |
| 2.8 | Include details about the universities' personnel and in-kind commitments to the project in the business case. | |

| Minute | Action | Progress |
|--------|--|----------|
| 2.8 | Ensure universities representatives attend the Board's June meeting when the business case is presented for approval. | |
| 2.8 | Amend the paper presented to this meeting to include the conditions of the Board's approval in principle to fund the New Zealand Pathway initiative. | |
| 2.8 | Append John Laxon's presentation on the New Zealand Pathway initiative to the minutes of the meeting. | |
| 3.1 | Invite education senior leaders to a special session at NZIEC (invitation supported by the Secretary for Education and the Minister of Education) | |
| 4.1.1 | Remove the international PR activity table from the media report. | |

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Education New Zealand – Manapou ki te Ao Board Catch-up

Thursday 9 April 2020, 2.30 pm to 4.00 pm

via Zoom

PRESENT: Steve Maharey (Chair), Daniel Wilson, Linda Sissons, Lyn Provost, Rachael Tuwhangai, Victoria Spackman, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, John Goulter, Paul Irwin (for items 3.1-3.5), Karim Dickie (notetaker).

APOLOGIES: Nil

1.1 Oral update by the Chair

Steve Maharey provided the Board with an update on recent developments, including the stand-up meeting with the Ministers of Education and Immigration and the Peak Bodies session hosted by Immigration New Zealand, both on 18 March. He also noted the decision made to not proceed with the Education Agencies Chief Executives Group.

2.1 Update from Chief Executive

Grant McPherson gave an update on ENZ's financial position for March 2020, noting the budget bid and work underway to reallocate unspent scholarship funding to the next financial year. He also highlighted that ENZ had been offered a 50 percent rent reduction by the Wellington office landlord during the Covid-19 lockdown period.

In People and Culture news, Grant reported that early responses to an all-staff Pulse survey were very positive and indicated staff felt informed and well looked after during the lockdown period. In addition, staff had been offered a range of training workshops they could attend virtually.

Grant also outlined a list of immediate, short-term initiatives and projects ENZ has undertaken in response to the Covid-19 outbreak (see *Education New Zealand initiatives and projects in response to COVID-19*).

3.1 Establishment of a Future Focus Fund - \$1.2 million

Grant outlined a proposal to establish a sector grant fund (Future Focus Fund) which would accept and evaluate applications on a rolling basis to invest in international education innovation projects or activities. The fund would be available to all education providers and education service and product providers.

Linda Sissons questioned the proposed budget and whether it was enough to make a significant difference to affected institutions. Lyn Provost noted the short timeframe for spending and queried if there was a 'Plan B' if the amount budgeted was not fully spent.

Victoria Spackman noted that many businesses were in survival mode and if ENZ fully realised industry wants and needs. Lyn Provost raised her concerns about the well-being of staff at institutions where staff are being laid off, noting that some institutions were indifferent to the current environment and that bilateral meetings could be a way to determine how the sector could be brought together.

In response, Paul Irwin highlighted ENZ's sector engagement plan and Grant emphasised that ENZ will continue engaging with the sector.

Daniel Wilson inquired whether ENZ had connected with the Secondary Principals' Association of New Zealand (SPANZ), noting that a direct link could be useful. Rachael Tuwhangai asked if it had been reviewed externally, and whether ENZ had looked to the Productivity Commission for any research findings.

Shruthi Vijayakumar asked if ENZ had previous experience managing a contestable fund and whether consideration had been given to a co-fund/joint-initiative with another entity, such as Callaghan Innovation. Paul noted ENZ's connection with the EdTech area and mentioned Annabel Robertson as having previous experience in this area.

Action: Paul Irwin to follow-up with Secondary Principals' Association of New Zealand (SPANZ).

The Chair proposed that the business case be approved. The board agreed but requested further work be undertaken to clarify the intent of the Fund and the process and speed at which it can operate.

Proposed: Lyn Provost

Seconded: Victoria Spackman

3.2 "Pounamu Naumai" student support brand programme

Paul Irwin spoke to a brand engagement programme aimed at reaching vulnerable international students currently studying in New Zealand. The branding was well-received by the board. Shruthi Vijayakumar suggested TikTok as a platform for engagement.

The Chair proposed that the business case be approved.

Moved: Victoria Spackman

Seconded: Linda Sissons

3.3 Think New brand strategy and creative territories in response to COVID-19

Paul Irwin outlined project work to develop a brand strategy and creative territories in response to Covid-19 that support ENZ's model of Stabilise, Transform, Grow; and the 4P model within the Stabilise phase.

The Chair proposed that the business case be approved.

Moved: Daniel Wilson

Seconded: Lyn Provost

3.4 NauMai NZ COVID-19 marketing response

Paul Irwin outlined a business case seeking approval for funding to increase the awareness of the NauMai NZ website COVID-19 tools and services and to build the international student audience on the platform. The board expressed support and noted that the strong focus on the care of students was very sensible and important in the long-term, as was the need to keep the ENZ's brand awareness warm in market.

The Chair proposed that the business case be approved.

Moved: Linda Sissons

Seconded: Victoria Spackman

3.5 Board process paper

The board were comfortable with the process proposed. Grant noted that standard meetings would be two hours in length. Future meetings via Zoom will be password protected.

Action: Grant to issue guidance on future meetings.

4.1 General business

No general business items discussed due to time constraints.

The meeting closed at 4.30pm

Education New Zealand – Manapou ki te Ao Board Meeting

Thursday 23 April 2020, 1.00 pm to 4.00 pm

via Zoom

PRESENT: Steve Maharey (Chair), Daniel Wilson, Linda Sissons, Lyn Provost, Rachael Tuwhangai, Victoria Spackman, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, John Goulter, Karim Dickie (notetaker), Paul Irwin, Matt Penney, Fiona Cameron, Lisa Futschek (for items 3.1-3.2), John Laxon (for item 3.2)

GUESTS: Sharon Calvert (Waikato University), Roger McElwain (University of Otago), Andrea Flavell (Massey University), s9(2)(a) (for item 3.2)

APOLOGIES: Nil

1.2 Disclosures of interest

Update received by Linda Sissons. Register has been updated to remove NZIST Establishment Board membership and to add Commonwealth Wise Women Leadership Programme (Mentor).

1.3 Minutes of the previous meeting

The Chair proposed that the minutes of the 9 April 2020 meeting be accepted as a true and accurate record.

Moved: Victoria Spackman

Seconded: Linda Sissons

1.4 Oral update by the Chair

The Chair opened the meeting and spoke briefly, noting recent interaction with sector representatives and other stakeholders.

2.1 Update from Chief Executive

Grant McPherson gave an update which centred on Covid-19 and ENZ's work programme and activities in response. Key issues to emerge since the last meeting included repatriation of foreign nationals and providing advice to international students experiencing financial hardship.

John Goulter noted that student work rights had increased for those working in areas deemed essential but that a broader package of relief for international students was unclear. Grant noted ENZ's outreach with diplomatic missions led by Lisa Futschek. John also recalled feedback he had

received from the Chinese Embassy's Education Counsellor about the positive experience Chinese international students have had in New Zealand under lockdown. The board inquired about student retention and noted media stories about student calling for refunds for courses now being taught online.

A short NauMai NZ video featuring an international student from India talking about how she was coping under lockdown was screened. The board were positive about the video.

Referring to the Chief Executive's message to Agents, a board member mentioned that sector representatives he had been in contact with appreciated the assistance extended and that ENZ had struck the right tone.

The board highlighted the importance of having high-profile advocates championing international education, noting several people in the media who had touched on international education and the value it brings to New Zealand.

It was reported that the Ministry of Education are looking to stop hold off collecting the Export Education Levy in the current environment. This would impact ENZ's financial position and the loss of revenue would need to be addressed in other ways. s9(2)(g)(i)

On whether affected industry had been offered financial support, the government's general advice to struggling businesses was to point them toward the wage subsidy scheme.

Action: John to look at compiling feedback received from diplomatic missions about positive international student experiences.

Action: Board members to provide John and Grant with the names of any high-profile advocates of international education which come to mind.

3.1 Scenario Planning

Grant took the board through a PowerPoint presentation outlining ENZ's response to Covid-19 and the impact it has had on the international education sector. Five major themes which will guide ENZ's work programme for 2020/21 were noted:

- Student mobility
- Partnership
- Help New Zealand rebuild
- Modes of delivery
- Become the acknowledged experts

The reduction to ENZ's income due to Covid-19 was questioned, including the possible impact on staffing. Grant noted that people are ENZ's key asset and that there are no plans to downsize at the present time.

The Chair recommended that ENZ should look at telling stories to better illustrate the impact that Covid-19 was having on institutions, home stay families etc. The board suggested that the word

influence be included in the presentation. The graph on slide four showing the significant drop in international education enrolments was called sobering and horrific. The board reiterated the critical nature of partnerships and cooperation, including across New Zealand Inc agencies.

Referring to the slide displaying student makeup by market, the board asked about tracking the cost of student acquisition. On the assumptions slide, the board called them very reasonable and said it would be good to interrogate them more vigorously.

On online/blended learning, it was said by the board that quality was an issue ENZ should champion and that it would be a huge issue for a generation of learners. Online learning had to be properly invested in and it was noted that some vocational education courses, like dance or welding, cannot be taught well solely online. The board supported encouraging quality education – not just entertainment learning.

On the multi-agency slide, local government and Air New Zealand were highlighted as stakeholders to include. Further, it was noted that regional development needs to be more present. On funding for transformation, the board questioned whether 'shovel ready' projects the government had called for included digital projects. The board supported the point that digital should have attention.

The final slide contained key questions to the board, all of which the board were comfortable with in the current Covid-19 environment.

3.2 University Pathways Initiative

John Laxon gave the board a status update on the University Pathways Initiative. Joining him via Zoom were Project Group members Roger McElwain (Chief Executive University of Otago Foundation Year), Sharon Calvert (Director International University of Waikato), Andrea Flavell (Director Professional and Continuing Education Massey University) and s9(2)(a)

The board queried whether all universities involved were still willing to support the initiative given the impact of Covid-19 on the international education sector. The Universities New Zealand committee mentioned that there was a recognised urgency and desire to progress the initiative faster. The board also wondered about the Australian market, student preference and how it could be factored in. Sharon mentioned Australia's resourcing and perception as an attractive country for international students to study. She noted New Zealand has a unique brand and NCUK's offering and breadth would provide a good opportunity to get into countries we would not otherwise reach.

Using Malaysia as an example, the board also asked if a hub could service the wider region such as the Philippines. It was mentioned that specific types of student could be targeted rather than general students by geography.

The board noted that they felt very positive about the project and questioned if the initiative would still proceed if Up Education withdrew. John Laxon advised that it would and that there are options to phase the project to incorporate single or multiple partners.

The committee were asked if they felt positive about university recognition of the certificate those using the pathway would obtain. Andrea Flavell said yes, noting the attraction to quality and the provider track record. Sharon and Roger also noted a high level of confidence.

Given a foundation focus, the board asked what the polytechnic sector thought. The committee said it was by and large a university pathway, however, they were looking at opportunities for ITPs across the sector.

There was a question as to whose brand would feature on the qualification. The committee said it was not a New Zealand branded degree but a marketed New Zealand pathway – New Zealand education provided by NCUK.

Another question asked about the distribution of revenue to participating universities. The committee advised that the primary driver is the revenue universities will get when students come through to the campus. Otherwise, NCUK would be collecting offshore commission.

The Board asked about whether the pathway reflected New Zealand and Maori values. It was noted that there will be New Zealand branded delivery sites, and that a more New Zealand-centric focus could be developed over time.

The board questioned if the pathway was focused on younger or older students. The committee said it was a mixture and depended on the degree sought, with pre-Masters qualifications also sought. It was suggested that an academic reference group be formed to ensure quality of the online distance learning product.

4.1 Audit and Risk Committee oral update; role of the committee

The Board received an oral update on the Audit and Risk Committee meeting which took place on 15 April 2020 and the items considered, including financial expenditure and CE and Board expenses. The legislative compliance which is done annually was noted and it was suggested that spot checks be done on a yearly basis.

Subject to minor changes, eleven financial policies for renewal will be on the agenda at the next board meeting for approval.

An update on the audit plan was given and a third member of the committee was announced, filling a vacancy.

Finally, a discussion on risks was held. It was noted that a paper on risks at the 15 April meeting was dated. Key risks identified by the committee were:

- Wellbeing issues for International Education students in New Zealand
- Wellbeing issues for staff working for ENZ in New Zealand and overseas
- Permanent value reduction (PVR) of the International Education Industry
- Relationship problems across government agencies including NZIST affecting the ability to get what is needed from Government for International Education
- Maintaining our relationships across our key recruitment country markets
- Loss of ENZ's social licence
- Lack of Ministerial engagement

Recognising the fast-moving Covid-19 situation, the committee expressed a desire for the Audit and Risk Committee to play a more practical and proactive role. In the interim Grant suggested that the Committee Chair connect on a more regular basis to canvas any risks.

Action: Lyn Provost and Grant McPherson to connect on a fortnightly basis to discuss risks; to meet 30 minutes prior to scheduled board meetings to raise any items of concern.

5.1 General business

No general business items discussed.

The meeting closed at 4.15pm

| Minute | Action | Progress |
|----------------------------------|--|---|
| Meeting: 16 October 2019 | | |
| 3.4 | ENZ to seek the Board's input on questions before the 2020 perceptions survey goes out. | For action in 2020. |
| 4.1.2 | ENZ to seek the Board's input on the programme for NZIEC 2020 in November or December. | Closed as NZIEC 2020 cancelled. |
| Meeting: 5 December 2019 | | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | In progress – refer items 3.3 and 3.4 on February 2020 agenda. |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | For action in 2020. |
| Meeting: 20 February 2020 | | |
| 2.1 | ENZ to seek clarity and formal delegation from MoE for communications to the international education sector in the recovery phase. | Underway. |
| 2.1 | Provide the Board with a bullet-point list of activity once the recovery plan is in place. | Underway. |
| 2.1 | Provide the Board with a breakdown of Chinese student numbers by institution. | Underway. |
| 2.2 | Invite the incoming IST Board to meet with the ENZ Board. | Underway. |
| 2.3 | Add 10 minutes to the Board's regular meeting agenda to review key messages with the Communications team. | Underway. |
| 2.3 | Add all Board members to the distribution list for E-News. | Completed. |
| 2.4 | Develop an outline of international education agency priorities that link to the Transformation Plan. | Underway. |
| 2.4 | Schedule a planning day for Wednesday 4 March, through to 7.30 pm. | Completed. |
| 2.7 | Provide a list of all offshore ENZ office locations to Board members. | ENZ's offshore office locations can be located on the corporate website . |

| | | |
|-------------------------------|---|---|
| 2.7 | Provide the Board with relevant case law examples relating to health and safety and statutory obligations for crown entities. | Ongoing. |
| 2.8 | Undertake appropriate due diligence on the selected partner organisations. | Due diligence update provided to the Board in April, also to be included in June report. |
| 2.8 | Provide the Board with monthly updates between now and June to inform the Board's decision at that point. | Underway. |
| 2.8 | Include a fully detailed risk assessment in the business case. | In progress, to be included in June report. |
| 2.8 | Include details about the universities' personnel and in-kind commitments to the project in the business case. | In progress, to be included in June report. |
| 2.8 | Ensure universities representatives attend the Board's June meeting when the business case is presented for approval. | University representatives attended April Board meeting, also available for June as required. |
| 2.8 | Amend the paper presented to this meeting to include the conditions of the Board's approval in principle to fund the New Zealand Pathway initiative. | Completed. |
| 2.8 | Append John Laxon's presentation on the New Zealand Pathway initiative to the minutes of the meeting. | Completed. |
| 3.1 | Invite education senior leaders to a special session at NZIEC (invitation supported by the Secretary for Education and the Minister of Education) | Closed as NZIEC 2020 cancelled. |
| 4.1.1 | Remove the international PR activity table from the media report. | Underway. |
| Meeting: 23 April 2020 | | |
| 2.1 | John to look at compiling feedback received from diplomatic missions about positive international student experiences. | Ongoing. |
| 2.1 | Board members to provide John and Grant with the names of any high-profile advocates of international education which come to mind. | Ongoing. |
| 4.1 | Lyn Provost and Grant McPherson to connect on a fortnightly basis to discuss risks; to meet 30 minutes prior to scheduled board meetings to raise any items of concern. | Ongoing. |

Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Tuesday 26 May 2020, 10.00 am to 1.00 pm

via Zoom

PRESENT: Steve Maharey (Chair), Daniel Wilson, Linda Sissons, Lyn Provost, Rachael Tuwhangai, Victoria Spackman, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, John Goulter, Karim Dickie (notetaker). Paul Irwin (for item 3.2), Tim Brown and Julian Ashby (for item 3.3), Matt Penney (for item 4.1)

APOLOGIES: Nil

1.2 Disclosures of interest

Updates received from Linda Sissons and Rachael Tuwhangai.

For Linda Sissons, register has been updated to add: Chief of Operations at UCOL Ltd.

For Rachael Tuwhangai, register has been updated to amend: Māori and Pasifika Support Services (Co-Director); To remove: Manukau Institute of Technology (Member of Council), Manukau Institute of Technology Rūnanga (Chair), Sapere Research Group (Evaluation Partner), Karrikins Group (Specialist Advisor Māori Medium).

1.3 Minutes of the previous meeting

Subject to minor amendments, the Chair proposed that the minutes of the 23 April 2020 meeting be accepted as a true and accurate record.

Moved: Daniel Wilson

Seconded: Victoria Spackman

1.4 Oral update by the Chair

The Chair recounted recent meetings with Grant McPherson and John Goulter centred on strategy and keeping international education on the map. He also referred to an increased focus on

international education more widely, referencing an appearance by the Chair of Universities New Zealand at the Epidemic Response Committee and increasing media commentary.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. Grant McPherson highlighted border restrictions as the key issue of the moment and the need to manage expectations around timings, particularly regarding a strict quarantine. He advised the board that he will keep them updated with how the matter is progressing. Grant also spoke about the Hardship Fund and noted that applications had been received.

The board asked whether there is any sense of what a quarantine for students would look like and about criteria, such as age restrictions. Grant noted that there were a range of models being thought about and many variables, such as location within New Zealand. The quality of the facilities was considered critical. The board questioned whether students being quarantined overseas prior to visiting had been raised as a possible option. Also, about which countries might be considered first and about the potential risk to industry image if cases of Covid-19 were introduced.

Grant also spoke about the joint leadership meeting held with Immigration New Zealand (INZ) and on some of the issues raised, including English only visa application form. On the relationship with INZ, Grant reported that it is very good but progress in some areas was limited due to the current operating environment.

The board asked about the Student Hardship Fund and highlighted the need to have a communications plan in place to answer questions that may arise. John Goulter stated that the fund is a temporary, short-term measure for international students facing exceptional hardship as a result of the Covid-19 environment. From a student experience perspective, Grant added that it was about demonstrating New Zealand's pastoral care role and one of ENZ's values of 'caring for others'. In the current political environment, the need to highlight the contribution international students can make to regional development was noted.

The board asked about the current state of Rautaki Maori work programme and if there is any work underway to refresh this area. Grant advised that Ed Tuari is working in this area and will update the board at the 21 July meeting.

Questions were also asked about staff well-being, current work arrangements and the overall morale. Grant reported that New Zealand based staff are generally very positive and that a split shift model is underway. He added that some international staff have been in lockdown for a longer period and that this was being acknowledged at all staff meetings.

Action: Ed Tuari to provide the board with an update on Rautaki Maori at the 21 July meeting.

3.1 Update following Minister's meeting, recovery plan and budget bid

Alignment of Business plan to Minister's thinking

John Goulter briefed the board on the 13 May meeting with the Minister and discussed the A3 document circulated prior. He reported that ENZ is working with the Ministry of Education (MOE) on the budget bid – which will be part of wave three funding set aside out of Budget 2020. He also noted that a decision was made to put Export Education Levy (EEL) payments on hold this year. The Minister has approved hibernation of the levy, with providers to receive relief in the next financial year. The loss in funding would be addressed by updating the budget bid to include this shortfall. When asked about the timeframe for lodging the budget bid, 23 June was noted. Work was also underway with MOE on a Cabinet paper containing information from the A3 to be submitted on 27 May.

The board mentioned risks at a political level and whether there is any active work across Ministers. John mentioned that the Cabinet paper is a catalyst for this.

The board commented that UDLP is vital part of four-year recovery plan and suggested NZQA be included in assessment piece. The board commented that product innovation and micro credentials have to part of the new way. It was noted that the amount of funding required for the UDLP be made clear – that it would be the first part in a stage of funding.

Action: John Goulter to re-check Cabinet paper to clarify points raised by Board members.

3.2 Communications and engagement

John Goulter outlined the Minister's response to the recovery plan and his keenness to get sector support via a short, sharp engagement plan over the month of June. With the recovery plan, he noted that it needs to be a longer, more phased discussion pre and post-election.

The board noted that getting staff on board was critical, as well as cross-agencies to agree. Further, that it would be difficult to get agreement with the short timeframe, noting the election period approaching. On the Cabinet paper to be submitted, there was a suggestion that the lexicon needs to change. The board commented that the new state is different from the last and transformation might not be the best choice.

The board recommended that ENZ use the lull period at election time to work with the sector and other agencies and to set up the infrastructure required. Building up the understanding and advocacy within the sector was also highlighted as important.

Using international students – current and former – as advocates was suggested. It was recommended that given the short period of time ENZ keep its engagement very simple, such as focusing on putting international education back on the radar. Another suggestion was that international education be included in all applicable Briefings to Incoming Ministers (BIMs). Noted that other agencies need to be included so that international education can be part of broad vision, not just student recruitment.

The board queried whether the Prime Minister might be able to comment on the value of international education. Another suggested that the leaders of all political parties be asked.

3.3 Update on the Unified Digital Learning Platform (UDLP)

Tim Brown and Julian Ashby delivered a presentation on the Unified Digital Learning Platform (UDLP). Slides covered the global landscape, the current state of digital education in New Zealand and why a UDLP is needed. It was noted that the UDLP must leverage and add value to ENZ's past and current work programme. They also mentioned initial sector feedback received and the next steps in developing the concept.

To develop this concept further, from June to November stakeholder engagement, a feasibility study, design, validation and scoping would take place. Findings would be presented to the board, including an implementation roadmap.

The Board considered it a well thought out piece of work. The Board highlighted the need for the project to get wide buy in, including all of government support, given the hyper-competition noted. Further, whether UDLP could be considered as a digital shovel ready project. The board also noted that the UDLP feels like the logical next step for ENZ to undertake if students are not coming to New Zealand post Covid-19. Given the increase in online platforms, it was queried whether there was a model white label ENZ could use.

The board's response was positive and the proposed next steps were accepted. The chair invited Tim and Julian to report back in November.

ACTION: Board to be provided with an update on the UDLP at the November board meeting.

4.1 Renewal of eleven financial policies for 1 July 2020 to 30 June 2023

The Chair of the Audit and Risk Committee provided an update on the risks identified at the last meeting and noted that ENZ is managing them well.

Following minor amendments by Matt Penney, eleven financial policies were recommended by the Audit and Risk Committee for approval.

The Chair proposed that the policies be renewed.

Moved: Victoria Spackman

Seconded: Daniel Wilson

5.1 General business

Information only papers

The Statement of Performance Expectations 2020-2021 was accepted. The board noted that it will need to be revised once the operating environment is clearer. One board member queried whether ENZ's business framework was aligned with the Treasury's Living Standards Framework (LSF) dashboard.

The Hardship Fund Paper was noted.

The location of the 25 June board meeting was raised. Originally set to take place in Nelson, the board agreed that the June meeting would take place in Wellington with a regional visit to be planned later in the year.

The meeting closed at 1.00pm

| Minute | Action | Progress |
|----------------------------------|--|---|
| Meeting: 16 October 2019 | | |
| 3.4 | ENZ to seek the Board's input on questions before the 2020 perceptions survey goes out. | Board to consider decision to postpone survey for 2020. |
| Meeting: 5 December 2019 | | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | In progress – refer items 3.3 and 3.4 on February 2020 agenda. |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | For action in 2020. |
| Meeting: 20 February 2020 | | |
| 2.1 | ENZ to seek clarity and formal delegation from MoE for communications to the international education sector in the recovery phase. | Completed. |
| 2.1 | Provide the Board with a bullet-point list of activity once the recovery plan is in place. | Closed, as the board will consider the Recovery plan once the outcome of the budget bid is known. |
| 2.1 | Provide the Board with a breakdown of Chinese student numbers by institution. | Closed, as COVID-19 as affected all of ENZ's priority markets. |
| 2.2 | Invite the incoming IST Board to meet with the ENZ Board. | For action in 2020. |
| 2.3 | Add 10 minutes to the Board's regular meeting agenda to review key messages with the Communications team. | To be included in CE's Report from July. |
| 2.4 | Develop an outline of international education agency priorities that link to the Transformation Plan. | Underway. |
| 2.7 | Provide the Board with relevant case law examples relating to health and safety and statutory obligations for crown entities. | Ongoing. |
| 2.8 | Undertake appropriate due diligence on the selected partner organisations. | Due diligence update provided to the Board in April, also to be included in August report. |
| 2.8 | Provide the Board with monthly updates between now and June to inform the Board's decision at that point. | Completed. |
| 2.8 | Include a fully detailed risk assessment in the business case. | In progress, to be included in August report. |
| 2.8 | Include details about the universities' personnel and in-kind commitments to the project in the business case. | In progress, to be included in August report. |
| 2.8 | Ensure universities representatives attend the Board's June meeting when the business case is presented for approval. | University representatives attended April Board meeting. The business case will be considered at the August meeting |
| 4.1.1 | Remove the international PR activity table from the media report. | Completed. |
| Meeting: 23 April 2020 | | |
| 2.1 | John to look at compiling feedback received from diplomatic missions about positive international student experiences. | Completed. |

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|-----------------------------|---|------------|
| 2.1 | Board members to provide John and Grant with the names of any high-profile advocates of international education which come to mind. | Completed. |
| 4.1 | Lyn Provost and Grant McPherson to connect on a fortnightly basis to discuss risks; to meet 30 minutes prior to scheduled board meetings to raise any items of concern. | Ongoing. |
| Meeting: 26 May 2020 | | |
| 2.1 | Ed Tuari to provide the board with an update on Rautaki Maori at the 21 July board meeting. | Underway. |
| 3.1 | John to re-check Cabinet paper to clarify points raised by Board members. | Completed. |
| 3.3 | Board to be provided with an update on the UDLP at the November board meeting. | Underway. |

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Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Thursday 25 June 2020, 9.00 am to 1.55 pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington

PRESENT: Steve Maharey (Chair), Daniel Wilson, Linda Sissons, Lyn Provost, Rachael Tuwhangai, Victoria Spackman, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, John Goulter, Karim Dickie (notetaker). Paul Irwin (via Zoom for item 3.3), Fiona Cameron, Lisa Futschek, Matt Penney (for item 3.1)

APOLOGIES: Nil

1.2 Disclosures of interest

Update received from Victoria Spackman. Added to the register: Chair of Creative, Culture, Recreation and Technology Interim Establishment Board for the Workforce Development Councils – (approximately six months).

1.3 Minutes of the previous meeting

Subject to minor amendments, the Chair proposed that the minutes of the 26 May 2020 meeting be accepted as a true and accurate record.

Moved: Rachael Tuwhangai

Seconded: Daniel Wilson

1.4 Oral update by the Chair

The Chair recalled recent discussions with Grant McPherson and John Goulter on strategy and government, and a Zoom meeting held with the Minister of Education Hon Chris Hipkins.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. Grant McPherson highlighted the work underway on the Recovery Plan and ENZ's leadership role in authoring key papers. He outlined the timeframe around the Cabinet paper and Budget bid which is to be decided by Cabinet on 6 July.

Grant noted several meetings which had taken place, including a Peak Bodies meeting on 24 July, a meeting between ENZ's Chair and the Minister of Education on 22 July, and a meeting John Goulter and Grant had with the Chief Executive and Secretary of Foreign Affairs, Chris Seed, on 23 July.

Grant informed the Board that a dedicated border restrictions and quarantine team has been providing input from an international education perspective into the wider government response. He noted the challenges around quarantine capacity and the priority given to returning New Zealanders.

Grant also noted that he had given a presentation to the Peak Bodies Sector Forum outlining the recovery plan and its focus.

The board highlighted the bold statements contained in the Cabinet paper and queried whether there was a communications plan supporting it, noting that clear communication and engagement with the sector is critical. It was noted that the key decisions in the Cabinet minute were *in principal*, and that firm agreement is needed. Also, that timeframes were not mentioned.

The recent negative media coverage of AUT was raised and whether any ENZ staff had been affected.

2.2 ENZ Quarterly Report for 1 January to 31 March 2020

The ENZ Quarterly Report for 1 January to 31 March 2020 was approved.

Moved: Lyn Provost

Seconded: Linda Sissons

2.3 Status report on Board approved COVID-19 response activities

Paul Irwin joined the meeting via Zoom and provided a brief synopsis of the PowerPoint presentation circulated prior. The Board noted the report and given the funding amount and the tight timeframe commended the work as very impressive and done incredibly well.

3.1 ENZ Business Plan 2020-2021

The ENZ Business Plan 2020-2021 was discussed. The Board noted that the pyramid slide showed a good lining up of focus areas and outcomes, but that it could be more overt. It was suggested that the Unified Digital Learning Platform (UDLP) be included under the Leadership section of the work plan.

The board were comfortable with the outcomes noted but deferred approving the business plan, requesting that it be revisited at the 21 July board meeting, by which time the budget bid outcome would be known.

Action: ENZ Business Plan 2020-2021 to be presented for approval at the 21 July meeting.

3.2 ENZ Statement of Performance Expectations 2020-2021

The Board accepted the Statement of Performance Expectations 2020/21, noting that it will need to be amended later to reflect changes in ENZ's operating environment, finances, and work programme.

Moved: Lyn Provost
Seconded: Victoria Spackman

4.1 Oral update by Audit and Risk Committee Chair (update on meetings with Chief Executive)

The Chair of the Audit and Risk Committee provided a brief update on risks identified and noted she was having regular meetings with the Chief Executive.

5.1 General business

Deed of Lease Variation and Renewal - Lambton House

For approval. It was proposed that the Deed of Leave Variation and Renewal be renewed. The board queried the cost and relationship with the landlord. It was noted that the landlord had been very responsive in recent times and that a 50 percent rent reduction was provided during the COVID-19 lockdown. The board recommended ENZ obtain a legal opinion to ensure it meets the usual contract standard.

The Deed was signed by Steve Maharey and Lyn Provost.

Information only papers

The ENZ corporate channels communication report was noted.

Lunch

3.3 Brand update

Paul Irwin gave a brand update and outlined findings from Kantar perceptions research. He also screened an *I Am New* brand protect video. The board felt the video started too slowly and that the landscape imagery was soft. It was suggested that an innovative education – ‘future you’ – angle be used instead. Connecting employability and pathways into the messaging was also suggested.

5.1 General business

Prior to the meeting's conclusion, John Goulter provided the board with key messages.

Action: John Goulter to circulate key messages to the Board.

The meeting closed at 1.55pm

| Minute | Action | Progress |
|----------------------------------|---|--|
| Meeting: 5 December 2019 | | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | In progress – refer items 3.3 and 3.4 on February 2020 agenda. |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | For action in 2020. |
| Meeting: 20 February 2020 | | |
| 2.2 | Invite the incoming IST Board to meet with the ENZ Board. | Stephen Towne and Murray Strong invited to attend the August or September board meeting. |
| 2.3 | Add 10 minutes to the Board's regular meeting agenda to review key messages with the Communications team. | Completed |
| 2.4 | Develop an outline of international education agency priorities that link to the Transformation Plan. | Work in progress. Linked to the Recovery Plan |
| 2.7 | Provide the Board with relevant case law examples relating to health and safety and statutory obligations for crown entities. | <p>Case law examples relating to health and safety and statutory obligations for crown entities as follows:</p> <p>KENNEDY v THE CHIEF EXECUTIVE OF ORANGA TAMARIKI - MINISTRY FOR CHILDREN</p> <p>Re Bullying, Failure to create a safe working environment etc Judgment Date 27 February 2020</p> <p>WAITOA v THE CHIEF EXECUTIVE OF THE MINISTRY OF SOCIAL DEVELOPMENT</p> <p>Re deficiencies in risk management and incident reporting Judgment Date 4 February 2020</p> <p>HIGHFIELD v CANTERBURY DISTRICT HEALTH BOARD</p> <p>Re Mismanaging employee's return to work from injury Judgment Date 29 January 2020</p> <p>SMITHSON v WELLINGTON COLLEGE BOARD OF TRUSTEES</p> <p>Re breach of obligation under the Health and Safety and Employment Act 1992</p> |

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| | | <p>Judgment Date 20 August 2019</p> <p>VISAGE v WORKSAFE NEW ZEALAND</p> <p>Re obligation to provide a safe work place</p> <p>Judgment Date 6 November 2019</p> <p>FRY and Anor v CHIEF EXECUTIVE OF THE DEPARTMENT OF CORRECTIONS</p> <p>Re Failure to maintain a safe place of work</p> <p>Judgment Date 06 August 2019</p> <p>BYRNE v THE NEW ZEALAND TRANSPORT AGENCY</p> <p>Re Breach of Health and Safety at Work Act 2015</p> <p>Judgment Date 27 March 2019</p> <p>SHAW v BAY OF PLENTY DISTRICT HEALTH BOARD</p> <p>Re Bullying and Harassment</p> <p>Judgment Date 16 October 2017</p> <p>MADDIGAN v DIRECTOR-GENERAL OF CONSERVATION</p> <p>Re Safe Driving</p> <p>Judgment Date 04 October 2018</p> <p>LEE v THE BOARD OF TRUSTEES, OTAMATEA HIGH SCHOOL</p> <p>Re Failure to maintain a safe place of work</p> <p>Judgment Date 23 August 2018</p> |
| 2.8 | Pathways Project. Undertake appropriate due diligence on the selected partner organisations. | Due diligence update provided to the Board in April, also to be included in August report. |
| 2.8 | Include a fully detailed risk assessment in the business case. | In progress, to be included in August report. |
| 2.8 | Include details about the universities' personnel and in-kind commitments to the project in the business case. | In progress, to be included in August report. |
| Meeting: 23 April 2020 | | |

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| 2.1 | Board members to provide John and Grant with the names of any high-profile advocates of international education which come to mind. | The names of several high-profile advocates were received by Linda Sissons. |
| 4.1 | Lyn Provost and Grant McPherson to connect on a fortnightly basis to discuss risks; to meet 30 minutes prior to scheduled board meetings to raise any items of concern. | Ongoing. |
| Meeting: 26 May 2020 | | |
| 2.1 | Ed Tuari to provide the board with an update on Rautaki Maori at the 21 July board meeting. | On agenda. |
| 3.3 | Board to be provided with an update on the UDLP at the November board meeting. | Noted. |
| Meeting: 25 June 2020 | | |
| 3.1 | ENZ Business Plan 2020-2021 to be presented for approval at the 21 July meeting. | On agenda. |
| 5.1 | John Goulter to circulate key messages to the Board. | Completed. |

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Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Tuesday 21 July 2020, 9.00 am to 1.10 pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington

PRESENT: Steve Maharey (Chair), Daniel Wilson, Linda Sissons, Lyn Provost, Rachael Tuwhangai, Victoria Spackman, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, John Goulter, Karim Dickie (notetaker). Matt Penney (for item 2.1 onward), Ed Tuari (for item 4.1), Paul Irwin (via Zoom), Fiona Cameron, Lisa Futschek (for item 4.2).

1.1 Apologies

Nil.

1.2 Disclosures of interest

Update received from Lyn Provost. Added to the register: Treasury Audit and Risk Committee and Australian National Audit Office Performance Reporting Governance Committee (Chair)

1.3 Minutes of the previous meeting

The Chair proposed that the minutes of the 25 June 2020 meeting be accepted as a true and accurate record.

Moved: Victoria Spackman

Seconded: Linda Sissons

1.4 Oral update by the Chair

The Chair highlighted the quarantine issue as an ongoing discussion topic. He noted talks with Secretary for Education Iona Holsted, Tertiary Education Chair Jenn Bestwick and Murray Strong from the New Zealand Institute of Skills and Technology (NZIST). He also noted conversations with Grant McPherson and John Goulter.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. Grant McPherson mentioned that a draft letter of expectation had been received outlining the Minister's expectations of Education New Zealand.

Matt Penney updated the Board on the end of year financials, noting a very good result with expenditure broadly in line with revenue. The Board asked whether Audit New Zealand had assessed whether ENZ was on track. Matt informed the board that Ajay Sharma from Audit New Zealand will be attending the next Audit and Risk Committee meeting in August.

The board asked about the draft Letter of Expectations from the Minister and if there was any risk for ENZ if the government changes. Matt advised that the Letter of Expectations would be revised at a later date.

On the IT managed services contract, Matt reported that the board feedback and approval prior to Christmas was helpful with the decision-making process. He advised that ENZ has gone with NTT and that the service has been delivered well. The board asked about NTT and whether there was adequate in-office support and about the experiences of offshore staff. Matt mentioned NTT's corporate office is a short distance from ENZ and that feedback received from offshore staff had been positive.

The Board thanked Grant for his update.

2.2 Chief Executive's gifts, benefits and expenses disclosure for 2019/20

The disclosure was taken as read. The Board were advised that the Audit and Risk Committee were aware of most of the spending of the past year. The disclosure would be published on ENZ's corporate website and data.govt.nz.

Moved: Lyn Provost

Seconded: Linda Sissons

2.3 Return of unused Prime Minister's Scholarship funding

The report was taken as read. The board approved the invoice, dated 30 June, to return \$2.3m of unspent crown revenue to the Ministry of Education (MoE).

Moved: Lyn Provost

Seconded: Daniel Wilson

3.1 Oral update by Audit and Risk Committee Chair (update on meetings with Chief Executive)

The Chair of the Audit and Risk Committee informed the Board that the next meeting is scheduled to take place on Monday 10 August. The Chair continues to meet with Grant McPherson on a regular basis to monitor risks identified.

The Chair raised the wellbeing of international staff still in lockdown in locations with high Covid-19 rates. The Chair asked if there was anything the Board could help with, noting the care packages and

calls made by ENZ's Senior Leadership Team. Social licence was raised, as well as the funding in relation to ENZ's business plan. Otherwise, the Chair reported that the risks were tracking well.

The Board asked whether any international staff were wanting to return to New Zealand or had been offered the option. Grant informed the Board that the option has been available to all New Zealand staff offshore. The Board also raised the importance of staff being reassured about their job security given the uncertain work environment. Grant advised that staff have been told there are no plan to restructure ENZ or have a reduction in head count. The Chair mentioned that the Committee would be reviewing and reassessing the risk register at the next meeting.

4.1 Update on Rautaki Māori

Ed Tuari provided the Board with an update on Te Rautaki Māori and the implementation of the work programme.

The Board asked about incorporating the Māori name and focus areas for 2020/21. The Board were interested in the cultural intelligence app mentioned. The Chair expressed interest in exploring how Rautaki Māori could be included in future board meetings and invited Ed to engage with the Board on this matter.

The Board asked about the level of support for Māori within the organisation. Ed noted that there had been a significant shift over a short period, with Māori now a part of all platforms ENZ uses: Ipu, Tohu, NauMai. The Board queried the use of Te Reo Māori on international facing platforms, and whether it could present a challenge to audiences unfamiliar with the language. Grant mentioned that internally it was more detailed, whereas externally the messaging was more about knowing and understanding New Zealand.

The Board asked about resourcing and budget. It was noted that Ed has moved into a full-time Chief Māori Advisor role and that there is an internal team which contribute to the Rautaki strategy. On the budget, Grant noted funding has been set aside. A language development plan was also highlighted as a long-term objective. The Board also asked about engagement with other agencies.

ACTION: Rachael Tuwhangai, Grant McPherson, Ed Tuari and Steve Maharey to meet via Zoom to discuss further and report back at the September board meeting.

4.2 ENZ Business Plan 2020-2021

Grant presented the Board with the Business Plan 2020-2021. He also outlined the journey of the budget bid and obtaining Cabinet approval. The Board congratulated ENZ on the increased funding, acknowledging the challenging circumstances and the competitive budget bid process.

The Board raised the importance of reviewing activities in light of the funding amount and sought reassurance that ENZ would not continue with a business as usual approach. The Board also queried the amounts allocated to each sector, for example schools, and the rationale behind it.

The Board highlighted the importance for Grant leading a team of officials and setting the international education agenda. It was suggested that it would be useful to have representatives of NZ Inc agencies meet the Board.

Grant advised the Board that baseline budget funding could be allocated across the five identified focus areas if needed. The Board questioned whether ENZ had a mandate to lead in some areas when no new funding allocated, for example the Future Focus Fund programme. Given this, the Board sought assurance that ENZ would discontinue workstreams where funded wasn't allocated.

The Board queried how the Recovery Plan had been received by the sector and ENZ's overall engagement with other agencies, including the Minister's office. Sector buy-in and ownership of the Recovery Plan was noted as crucial. The need for great certainty around any border reopening and quarantine was highlighted. The Board asked whether there was any competitor analysis helping to inform both the Minister's office and the overall decision-making process. On border entry, the Board queried what type of student is considered 'valuable' and whether there was a need to redefine value.

Offshore delivery was mentioned as a key part to ENZ's leadership ahead. In addition, Grant raised the International Education Chief Executive's Group, as well as ENZ's role as part of a Governance Group.

On the funding available to schools, the Board queried whether there was an opportunity to leverage off those staff involved in international education in the school sector to support ENZ's work. The Board spoke of the need to get unequivocal Government support for international education, international students and the safe quarantine of students.

ACTION: John to circulate Recovery Plan draft media release and A3s; Grant to circulate additional Recovery Plan material and presentation.

The Board noted:

- The Phases of the International Education Recovery Plan and the funding package;
- The current operating environment is highly uncertain and changes are occurring frequently therefore the 2020/21 Business Plan will be reviewed quarterly.

The Board agreed:

- The five key areas of focus for ENZ for 2020/21;
- The budget for ENZ for 2020/21;
- To an ENZ strategy session to be arranged for October 2020 (post election).

Moved: Lyn Provost

Seconded: Linda Sissons

5.1 General business

Review of communications key messages

Information only papers

The Board noted the two information papers:

- ENZ corporate channels communication report
- Update on the Future Focus Programme

The meeting closed at 1.55pm

| Minute | Action | Progress |
|----------------------------------|---|---|
| Meeting: 5 December 2019 | | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | In progress – refer items 3.3 and 3.4 on February 2020 agenda. |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | For action in 2020. |
| Meeting: 20 February 2020 | | |
| 2.2 | Invite the incoming IST Board to meet with the ENZ Board. | On agenda. |
| 2.4 | Develop an outline of international education agency priorities that link to the Transformation Plan. | Work in progress. Linked to the Recovery Plan. |
| 2.8 | Pathways Project. Undertake appropriate due diligence on the selected partner organisations. | Due diligence update provided to the Board in April. To be included when the business case is presented to the Board. |
| 2.8 | Include a fully detailed risk assessment in the business case. | In progress. To be included when the business case is presented to the Board. |
| 2.8 | Include details about the universities' personnel and in-kind commitments to the project in the business case. | In progress. To be included when the business case is presented to the Board. |
| Meeting: 23 April 2020 | | |
| 2.1 | Board members to provide John and Grant with the names of any high-profile advocates of international education which come to mind. | Ongoing. |
| 4.1 | Lyn Provost and Grant McPherson to connect on a fortnightly basis to discuss risks; to meet 30 minutes prior to scheduled board meetings to raise any items of concern. | Ongoing. |
| Meeting: 26 May 2020 | | |
| 3.3 | Board to be provided with an update on the UDLP at the November board meeting. | Noted. |
| Meeting: 21 July 2020 | | |
| 3.1 | Rachael Tuwhangai, Grant McPherson, Ed Tuari and Steve Maharey to meet up via Zoom to discuss further and report back to the board at September meeting. | To be arranged. |
| 5.1 | John to circulate Recovery Plan draft media release and A3s; Grant to circulate additional Recovery Plan material and presentation. | Completed. |

Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Thursday 13 August 2020, 9.30am to 2.40pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington

PRESENT: Steve Maharey (Chair), Daniel Wilson, Linda Sissons, Lyn Provost,
Via Zoom Rachael Tuwhangai, Victoria Spackman*, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, John Goulter, Karim Dickie (notetaker). Paul Irwin (via Zoom for items 2.1 and 4.1), Lisa Futschek (for item 2.1).

*Victoria Spackman exited the meeting from 11.00-11.30am.

1.1 Apologies

Nil.

1.2 Disclosures of interest

Update received from Lyn Provost. Added to the register: Treasury Audit and Risk Committee and Australian National Audit Office Performance Reporting Governance Committee (Chair).

Update received from Daniel Wilson. Added to the register: Creative New Zealand (Peer Assessor).

Update received from Rachael Tuwhangai. Added to the register: Korowai Manaaki Youth Justice Residence, Grievance Panel Member. Amended: Māori and Pasifika Support Services (Managing Director) replaced with Co-Director.

1.3 Minutes of the previous meeting

Subject to minor amendments, the Chair proposed that the minutes of the 21 July 2020 meeting be accepted as a true and accurate record.

Moved: Daniel Wilson

Seconded: Rachael Tuwhangai

1.4 Oral update by the Chair

The Chair recounted a potpourri of meetings, including with the NZIST Chairs. He acknowledged the work being done by ENZ and passed on his appreciation to the organisation, particularly around keeping international education a live issue over an extended period. He expressed a strong desire to meet with the Minister immediately after the General Election.

The Chair queried the information being provided to the Minister, suggesting the Minister be provided with Recovery Plan updates in a format which could build a clear picture over a period of time. The Board were informed that a report would be going to the Minister shortly which would contain competitor analysis to show how other countries were responding in comparison to New Zealand.

3.1 Update from Chief Executive

The Chief Executive's report was taken as read. Grant McPherson advised the Board that engagement with staff was increasing to address wellbeing and low morale. He noted that some staff, for a number of reasons, were frustrated and that there were several upcoming staff departures. The Board asked about replacing staff and whether offshore staff had been offered time to have a break. Grant advised that work was underway to review capabilities given changes to the business ahead and that offshore staff had been offered the option to take leave.

He advised the Board of the s6(a)

in Health and Safety compliance, Grant informed the Board that ENZ is operating in terms of New Zealand law. The Board requested an update on health and safety compliance at the next Board meeting.

The Board queried ENZ's scholarships programme and suggested the NZ Story narrative be embedded. The Board also asked about the border reopening and Immigration New Zealand policy. Grant informed the Board that INZ are aware of ENZ's advice. s9(2)(g)(i)

The Board thanked Grant for his update.

ACTION: Update on health and safety compliance and the liability of Board members to be provided at the September Board meeting.

2.1 New Zealand Institute of Skills and Technology

The Board welcomed the Chief Executive and Council Chair of the New Zealand Institute for Skills and Technology (NZIST), Stephen Town and Murray Strong respectively.

The Council Chair acknowledged the work ENZ had done to support the establishment of the NZIST, including on website development. The NZIST Chief Executive highlighted the impact of COVID-19 as an enormous challenge but also opportunity.

The Board Chair noted that the remarkable alignment in thinking between ENZ and the NZIST, and that a very good relationship exists already. There was agreement for ENZ and the NZIST to continue to meet on a regular basis.

ACTION: Research strategy document to be circulated to Stephen Town and Murray Strong in confidence.

ACTION: Letter of thanks to Stephen Town and Murray Strong to be drafted and sent, noting desire to continue working together. Follow-up meetings to be arranged.

ACTION: Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place.

3.2 Update of the Chief Executive's Group

John outlined the proposed structure of the Chief Executives' Group. He advised the Board that a workshop for International Education General Managers had taken place on 11 August with officials from the Ministry of Education, Ministry of Foreign Affairs and Trade, Immigration New Zealand, Ministry for Business, Innovation and Employment, Tertiary Education Commission and the New Zealand Qualifications Authority in attendance.

The meeting purpose was to discuss Terms of Reference for establishing the governance group to support the implementation of the Recovery Plan. John reported that the plan is to convene a meeting of Chief Executives prior to the 19 September General Election. It was recommended that the Board re-establish the Special Advisers to the ENZ Board. The Board noted that engagement with Chief Executives' was vital, that meetings should be convened in a way which ensures full attendance, and that the expectation of attendance is made clear.

The Board asked whether there was any agency representative for indigenous education. It was reported that the MOE was the lead agency, but that it could be made clear that indigenous education was an aspect to be delivered on. The Board queried the structure and staffing of the Secretariat. John advised that the Secretariat was responsible for setting the agenda, providing relevant papers, and establishing the programme of work.

The Board accepted the recommendation to re-establish the Special Advisers to the ENZ Board.

3.3 Quarterly Performance Report

The Board noted the financial statements and acknowledged the difficulties of the current period due to the impact of COVID-19. The Board were informed that the Minister was aware that measures would be affected. The Board queried how scholarships would be measured given travel was not possible. The Board were informed that a review of scholarships was underway which would address broader global citizenship objectives.

ACTION: Shruthi Vijayakumar to connect in with Scholarships team around engagement with alumni.

The Chair proposed that the Quarterly Report for 1 April to 30 June 2020 be accepted.

Moved: Lyn Provost

Seconded: Linda Sissons

4.1 Update on sector engagement regarding the Strategic Recovery Plan for International Education

Grant provided the Board with an update on sector engagement. The Board mentioned that sector engagement over the next twelve months was vital and that there was a need to build a coalition of the willing. Further, that getting the right representatives and decision makers together was critical. It

was suggested that offshore staff be mobilised to feed relevant market information into the CE's Group, and that student groups be established in market.

4.2 Draft Briefing to the Incoming Minister

John advised the Board that ENZ was in the early stages of pulling together a Briefing for the Incoming Minister (BIM). The BIM would outline the current state of the international education sector and focus on issues and decisions to be worked through. It was suggested that the BIM language point out COVID-19 and the crisis and opportunity it presented.

In its draft form, the Board said that the BIM has no sense of crisis and needed to be more persuasive. Further, that it needs to endorse the Recovery Plan and list the first priorities for the incoming Minister.

The Board commented that student numbers needed to be provided over a period of time, as well as border and quarantine information, including on choke points in the system. The Board also suggested that stories personalising the BIM could be useful.

ACTION: BIM to include cover letter and performance story to date.

ACTION: Bi-monthly report - to be included as part of CE's Report – to show alignment across Minister's expectations, New Zealand International Education Strategy (NZIES), Recovery Plan and the Chief Executive's KPI's. To be included in CE's Report by last meeting of the year.

5.1 Oral update by Audit and Risk Committee Chair (update on meetings with Chief Executive)

The Chair of the Audit and Risk Committee (ARC Chair) updated the Board following the 10 August ARC meeting. She noted Board expenses for the period April 2020 to June 2020 were modest and that the draft annual financial statements for 2019/20 were a good set of accounts. Further, she noted the affect that scholarships not being taken up due to COVID-19 had on financials.

The ARC Chair advised of Audit New Zealand's recommendation to include an additional statement in the report to outline the impact COVID-19 has had on ENZ's performance and activities. This was endorsed by the committee. There was also a discussion about the Issue and Risk Register and the need for a new approach. The ARC opened this up to other Board members to join.

The ARC Chair continues to meet with Grant McPherson on a regular basis to monitor risks identified. Staff wellbeing was a top risk identified, as was student wellbeing. Given the significant impact of COVID-19 on the international education sector, the Board expressed a strong desire to provide a briefing to the outgoing Minister to highlight the seriousness of the situation.

6.1 Board meeting programme for 2021

The board were keen for monthly meetings until June 2021, with Zoom used for meetings of up to three hours. The suggested timing of the October strategy session was 9.30am – 12.30pm. The Board noted that they do not need to receive papers every meeting.

6.2 General business

The Board asked that its regards be passed on to ENZ staff.

Review of communications key messages

The Board received the following information only paper:

- ENZ corporate channels communication report

The meeting closed at 2.40pm

| Minute | Action | Progress |
|----------------------------------|---|---|
| Meeting: 5 December 2019 | | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | In progress – refer items 3.3 and 3.4 on February 2020 agenda. |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | For implementation in second half of financial year (2021). |
| Meeting: 20 February 2020 | | |
| 2.4 | Develop an outline of international education agency priorities that link to the Transformation Plan. | Work in progress. Linked to the Recovery Plan |
| 2.8 | Pathways Project. Undertake appropriate due diligence on the selected partner organisations. | Due diligence update provided to the Board in April. To be included when the business case is presented to the Board. |
| 2.8 | Include a fully detailed risk assessment in the business case. | In progress. To be included when the business case is presented to the Board. |
| 2.8 | Include details about the universities' personnel and in-kind commitments to the project in the business case. | In progress. To be included when the business case is presented to the Board. |
| Meeting: 23 April 2020 | | |
| 2.1 | Board members to provide John and Grant with the names of any high-profile advocates of international education which come to mind. | Closed. Board members to keep potential advocates in mind. |
| 4.1 | Lyn Provost and Grant McPherson to connect on a fortnightly basis to discuss risks; to meet 30 minutes prior to scheduled board meetings to raise any items of concern. | Ongoing. |
| Meeting: 26 May 2020 | | |
| 3.3 | Board to be provided with an update on the UDLP at the November board meeting. | Noted. |
| Meeting: 21 July 2020 | | |
| 3.1 | Rachael Tuwhangai, Grant McPherson, Ed Tuari and Steve Maharey to meet up via Zoom to discuss further and report back to the board at September meeting. | Completed. Meeting took place on Monday 31 August. |
| Meeting: 13 August 2020 | | |

| | | |
|-----|--|---|
| 3.1 | Update on health and safety compliance and the liability of Board members to be provided at the September Board meeting. | On agenda. |
| 2.1 | Research strategy document to be circulated to Stephen Town and Murray Strong in confidence. | Strategic Recovery Plan for International Education A3 emailed on 8 September. |
| 2.1 | Letter of thanks to Stephen Town and Murray Strong to be drafted and sent, noting desire to continue working together. Follow-up meetings to be arranged. | Letter of thanks sent on 26 September. Regular meetings to be established. |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | To be arranged in 2020. |
| 3.3 | Shruthi Vijayakumar to connect in with Scholarships team around engagement with alumni. | Completed. Meeting arranged with Director, Student Experience & Global Citizens on 9 September. |
| 4.2 | BIM to include cover letter and performance story to date. | |
| 4.2 | Bi-monthly report - to be included as part of CE's Report – to show alignment across Minister's expectations, New Zealand International Education Strategy (NZIES), Recovery Plan and the Chief Executive's KPI's. | Underway. To be included in CE's Report by last meeting of the year. |

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Education New Zealand – Manapou ki te Ao

Interim Board Meeting Notes

Tuesday 22 September 2020, 9.30am to 12.20pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman,
Via Zoom Daniel Wilson, Lyn Provost (with advance apologies for lateness), Rachael Tuwhangai,
Shruthi Vijayakumar

APOLOGIES: Linda Sissons

IN ATTENDANCE: Grant McPherson, John Goulter, Karim Dickie (notetaker). Fiona Cameron (for item 2.2).

1.1 Apologies

Linda Sissons.

Opening karakia

The meeting opened with a discussion about Maori strategy and Board use of karakia, mihi and other protocols. The Board agreed to adopt opening and closing karakia (noting translation of Maori word to 'blessed' to be revised), to learn waiata, to greet guests in Maori and to learn a mihi. Further, that a bi-monthly update be included in reporting to keep the Board informed with how the Maori strategy is progressing.

1.2 Disclosures of interest

Noted.

1.3 Minutes of the previous meeting

Subject to minor amendments, the Chair proposed that the minutes of the 13 August 2020 meeting be accepted as a true and accurate record.

Moved: Daniel Wilson

Seconded: Rachael Tuwhangai

1.4 Oral update by the Chair

s9(2)(g)(i)

2.1 Update from Chief Executive

The Chief Executive noted the first meeting of the International Education Chief Executives' Group, co-chaired with the Secretary for Education. The meeting set the scene for the implementation of the international education recovery plan and highlighted the work going on around the transformation. The Chief Executive told the Board that there was positive recognition about how international education can support their work and how it aligns with broader NZ Inc goals. The next meeting will take place in November.

The Chief Executive also updated the Board on the Government's recovery package, including on the assistance package for PTEs, support for state and state-integrated schools and funding for English language schools.

The Board informed the Chief Executive that the funding to the schools' sector had been appreciated. The Board asked about the DDOS issue and whether ENZ had any responsibility for the NZIST's website. The Chief Executive advised otherwise. The Board expressed interest in receiving an update on the polytechnic sector. The Board enquired about support for international students over the summer holiday period and about managing expectations on employment opportunities given looming unemployment forecast. The Chief Executive advised that work was well underway in this area and that ENZ had been in contact with the Ministry of Business, Innovation and Employment (MBIE) to share ideas.

The Board also asked about ENZ's brand, campaigns and messaging given the border restrictions in place. The Chief Executive advised that messaging was about keeping brand presence alive and that ENZ was working closely with New Zealand Trade and Enterprise/NZ Story.

Student survey results to be added as addendum to minutes.

ACTION: Board to be provided an update on student retention and the polytechnic sector at the October Board meeting.

ACTION: Student survey results to be added as addendum to minutes.

3.1 Oral update by Audit and Risk Committee Chair

The Chair of the Audit and Risk Committee (ARC Chair) gave an update on her most recent meeting with the Chief Executive and the seven previously identified risks. In relation to staff wellbeing, the ARC Chair expressed an interest in seeing the results of the Pulse survey. On the meeting with senior staff from the Minister's Office, she informed the Board that she felt that there was no sense of urgency from them.

The ARC Chair advised the Board that the highlighted risks should be integrated into a business as usual process. ARC Members present were comfortable with this approach.

The update was received and acknowledged by the Board.

2.1 Briefing on responsibilities and liabilities of Directors under the new health and safety legislation

The Board welcomed Greg Cain, a Partner at Dentons Kensington Swan, who provided a briefing on the responsibilities and liabilities of Directors under the Health and Safety at Work Act 2015. His presentation covered Duty Holders, Person conducting a business or undertaking (PCBU), ENZ's general duties as a PCBU, Multiple parties / duties and territoriality. He also ran through several examples of prosecutions and outlined considerations for ENZ.

4.1 General business

The Board were informed that they would receive the draft Briefing to the Incoming Minister (BIM) out of cycle.

Review of communications key messages

The Board received the following information only paper:

- ENZ corporate channels communication report

The meeting closed at 12.20pm

Addendum – Student survey results in July 2020

ENZ surveyed all signatories to the Education (Pastoral Care of International Students) Code of Practice 2016 on the number of international students due to complete their programmes in the next three months who may be unable to leave New Zealand due to limited flight options and/or border closures in their home countries. Students 'stranded' in New Zealand longer than anticipated may have pastoral care, visa and hardship issues that need to be managed.

A total of 446 survey responses and direct emails were received from Code signatory schools, and 52 survey responses from Code signatory tertiary education providers.

Most schools responded that they either currently have no international students (20%) or that they have international students enrolled but there are no issues or concerns relating to their travel home in the next few months (64%). There were 74 schools (16%) that raised issues or uncertainty about travel home for international students coming off enrolment in July-September. Some schools indicated they are also concerned about the end of the year when larger numbers of students will either end their studies or want to return home for the summer break.

Most tertiary education providers noted that their students generally seek to exercise their post-study work rights in New Zealand and do not tend to return straight home at the completion of their studies. Very large education providers, particularly ITPs and universities, do not hold information about their students' travel intentions post-study but were able to provide data about the number and nationality of students due to complete their courses over the coming months. Smaller providers, particularly PTEs and English language schools, reported that some of their students are having difficulty arranging travel due to increased cost of flights or because their home country borders are currently closed. As at 13 July, countries with borders closed to all (including their own nationals) include India, Colombia, Argentina, Saudi Arabia and Nepal.

| Minute | Action | Progress |
|-----------------------------------|---|---|
| Meeting: 5 December 2019 | | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | In progress – refer items 3.3 and 3.4 on February 2020 agenda. |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | On agenda. |
| Meeting: 20 February 2020 | | |
| 2.4 | Develop an outline of international education agency priorities that link to the Transformation Plan. | Work in progress. Linked to the Recovery Plan. |
| 2.8 | Pathways Project. Undertake appropriate due diligence on the selected partner organisations. | Due diligence update provided to the Board in April. To be included when the business case is presented to the Board. |
| 2.8 | Include a fully detailed risk assessment in the business case. | In progress. To be included when the business case is presented to the Board. |
| 2.8 | Include details about the universities' personnel and in-kind commitments to the project in the business case. | In progress. To be included when the business case is presented to the Board. |
| Meeting: 23 April 2020 | | |
| 4.1 | Lyn Provost and Grant McPherson to connect on a fortnightly basis to discuss risks; to meet 30 minutes prior to scheduled board meetings to raise any items of concern. | Completed. |
| Meeting: 26 May 2020 | | |
| 3.3 | Board to be provided with an update on the UDLP at the November board meeting. | Noted. |
| Meeting: 13 August 2020 | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | To be arranged in 2021. |
| Meeting: 22 September 2020 | | |
| 2.1 | Board to be provided an update on student retention and the polytechnic sector at the October Board meeting. | On agenda. |
| 2.1 | Student survey results to be added as addendum to minutes. | Completed. Refer to addendum to meeting notes above. |

Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Thursday 22 October 2020, 9.30am to 4.25pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman, Daniel Wilson, Linda Sissons, Lyn Provost, Rachael Tuwhangai, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (notetaker), Paul Irwin (for items 2.2, 2.5, 3.2), Matt Penney and Sahinde Pala (for item 2.2), Michael Flett and Julian Ashby (for item 2.3), Ed Tuari (for item 2.4), Euan Howden (for item 2.5), Angela Meredith (for items 2.6 and 3.1)

1.1 Apologies

Nil.

1.2 Disclosures of interest

Noted.

Linda Sissons advised that she is now Acting Chief Executive at UCOL and no longer Chair of the Commonwealth of Learning Board; Lyn Provost advised she is now Chair of the Experts Review Group – Operation Burnham.

1.3 Action items

The Chair ran through the list of actions from previous Board meetings.

Action: Pulse Survey results to be emailed to the Board; to be added to the agenda of the November meeting.

1.4 Oral update by the Chair

The Chair noted that the period in the lead-up to the election had been challenging, however, the feeling was more positive with the general election having taken place. He mentioned that he was now waiting for the greenlight for various projects and that it would be good to be in meet with the new Minister as soon as possible.

1.4 Board programme for 2021

The Board accepted the proposed Board programme for 2021. It was suggested that a meeting occur in late January, potentially via Zoom. In line with ENZ's regional engagement strategy, the Board expressed interest in visiting Nelson. It was also suggested that the Board visit Auckland, potentially twice in the year given its significance. One visit could coincide with the New Zealand International Education Conference 2021, if it happens to be hosted in Auckland next year.

Action: Board strategy session to be arranged for late January 2021 and an invitation extended to Rod Drury to cover innovation/technology.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. An area highlighted was the year-to-date underspend. The Board were advised that the underspend was due to the changed working environment due to COVID-19, for example the decline in education fairs and regional activities. Further, that the Senior Leadership Team (SLT) were conscious of how spending was tracking and they had been tasked with reviewing budgets and repurposing spending if required. The Chief Executive advised that the Audit and Risk Committee were provided with an update earlier in the week. The Board highlighted the need to use funding judiciously.

The Chief Executive advised the Board that ENZ's Chief Māori Advisor had been selected to represent ENZ on the Ka Hikitia and Tau Mai Te Reo Governance Group. This Group, which includes representatives across all education agencies, has a focus on the overarching Māori strategy in education and that it would provide a good opportunity for ENZ to showcase its work in these areas.

Upcoming staff departures were mentioned. It was noted that the departures would occur at a time when consideration is being given to ENZ's overall global footprint and approach.

The Chief Executive informed the Board that he had met with the Head of Immigration New Zealand (INZ) where they discussed ENZ-INZ alignment. Also, of a positive meeting held with the Chief Executive of Te Pūkenga – the New Zealand Institute of Skills and Technology during which ENZ was asked to become the independent lead for developing their international strategy.

The Board were advised that \$1 million in funding had been granted to ENZ for the Unified Digital Learning Platform (UDLP). The Chief Executive mentioned to the Board that he would seek a one-on-one meeting with the new Minister to receive assurance ENZ is on the right track.

The Board queried whether another budget bid would be made and if sector needs had been identified. Investing more in research to better understand international students of the future, including perceptions of online delivery was highlighted, as was the need to commission more market research. The Board expressed interest in having a strategy session in late January which would include an item on the future direction of crown entities.

The need to link offshore education to the local job market was highlighted as important, as was rethinking how an offshore education is marketed, including the language used in market (e.g. vocational over professional education).

The Chief Executive advised the Board that a coach was working with the Senior Leadership Team to observe ways of working and suggest improvements.

ACTION: Matt Penney to get clarity on ENZ's legal and financial requirements (fee for service) in relation to working with Te Pūkenga.

ACTION: Board Strategy session to be arranged for January 2021 which would include an item on the future direction of crown entities.

2.2 Area of focus: Early return of students and retention of students

The paper on the Early return of students and retention of students was taken as read. It was noted that the short-term retention approach was about making students continue to feel welcome in New Zealand, and that the pipeline development work was underway to ensure ENZ is ready to go when the border situation changes.

The Board asked about student safety during the summer period and what information was being provided. Sahinde Pala mentioned contact with providers and the duty of care they have to students, including under the Education (Pastoral Care of International Students) Code of Practice. She also advised ENZ had reached out to many providers and regional development agencies.

On long-term retention, two goals were highlighted. Firstly, increasing the number of students undertaking pathways and secondly, increasing the regional share of the value that international education brings to New Zealand. Creating a national conversation at a grass-roots level in regions and working to improve school to tertiary transition was emphasised.

The Board supported building value and regional development, noting the importance of providing a high-quality education and adding value for the student. The Board encouraged ENZ to keep thinking about changing modes of mobility and to ensure ENZ is fostering New Zealand Inc strategic alliances globally. The need to focus on longer term retention programmes – for example two years rather than six months – was noted.

The Board questioned the current retention rate and if there were any regulatory issues which needed to be addressed. Creating an incentive programme was mentioned. The Board also queried whether the short term retention work was done too late. The Board were informed that the connection between secondary and tertiary education providers was not always well joined up, and that work on short term retention had been done as fast as possible in the current environment.

The Board said robust work would be required to build and maintain a student retention system which works long-term, and that retention needs to be sold as a system – not a series of initiatives.

2.3 Area of focus: Broader value of international education

The Board were informed that a decision to better understand the gross and net value of international education was supported by Chief Executives' at the first meeting of the International Education Chief Executives' Group (CEs' Group). Further, that the Ministry of Business, Innovation and Employment (MBIE) offered a resource to help develop the research which would inform this valuation. The Board were updated on the current work underway, including the formation of a Joint Intelligence Group (JIG), and of the opportunities that the information gained could help drive strategic and operational decisions across the governance system. It was noted that connecting with Business New Zealand would be useful from a labour market perspective, as would be accessing Statistics New Zealand's data.

The Board were supportive of the work being undertaken and inter-agency collaboration like the JIG was vital to better understanding where students are going and the wider benefits of international students to New Zealand. Further, that it was great to have support from the CEs' Group for this work.

The Board asked how a qualitative measure can be built in and how the switch to the new model will work, adding that communications are going to really important. The Board also asked whether

contact had been made with other organisations who had done similar work, such as Creative New Zealand and Wellington Zoo.

The Board emphasised the need to build the valuation work into the accountability of agencies involved, adding that how value is reframed was important. The Board approved the work underway and expressed interest in receiving regular updates.

ACTION: Board to receive ongoing updates on the work related to broader value of international education.

2.4 Rautaki Māori induction and update

The Board were provided with a Rautaki Maori induction by ENZ's Chief Māori Advisor. The presentation included an outline of ENZ's journey over the past 15 months. The Board asked how structures and KPIs had changed to make this happen and how staff had responded. The Board were informed that it was a positive evolution, with a number of staff forming a Rautaki Māori group to help grow ENZ's cultural competency throughout the organisation.

The Board expressed interest in receiving regular updates from the Chief Māori Advisor.

ACTION: Board to receive ongoing updates on Rautaki Māori.

2.5 Area of focus: Innovation

The Board were given a high level overview of ENZ's work in the innovation field. The Board queried whether ENZ knew what the Minister of Education meant when he referred to 'change', adding that clarity from the Minister on this point would be useful.

The Board supported the slide on evolution, emphasising that it was where ENZ needs to be focussed on and that some government agencies would need to be taken on the journey. Further, that it allows ENZ to rethink what the future international student looks like in the new world. The opportunities of collaboration with Te Pūkenga, were again highlighted, as was the potential to collaborate with global corporates such as Fonterra to deliver specific and targeted programmes.

The Board again queried whether ENZ's legislation would allow for collaboration with Te Pūkenga, in particular the fee for service aspect. They were also keen to find out how ENZ would make the 'Study with New Zealand' concept work, including getting the support of institutions. The potential of Te Pūkenga to achieve global recognition in some areas was noted, as well as the possibility of it supporting New Zealand's country positioning internationally.

The Board highlighted the need to be realistic about what is achievable in the innovation space, noting resource capacity and that for many involved in the sector a mindset shift would be required. Further, that the number of innovation projects should be narrowed to a smaller set. The Board questioned who the product owner would be – the Board were advised it would be a New Zealand Inc product.

The Board expressed its desire that ENZ get clarity from the Minister that it can drive innovation forward.

ACTION: Innovation agenda to be raised with new Minister of Education to get clarity on expectations for ENZ.

4.1 Oral update by Audit and Risk Committee Chair

The Chair of the Audit and Risk Committee (ARC) gave an update on the 20 October ARC meeting, registering her concern about the \$1 million year to date underspend. She reported on the UDLP funding received, savings from travel and the annual leave liability. Also, the issue of cyber security and the threat posed by Distributed Denial-of-Service (DDoS) attacks, which IT is reviewing.

The ARC Chair updated the Board on the process for elevating high risks on a three monthly basis, with medium and low risks coming to the Board for discussion on a six monthly basis.

The Board were supportive of this plan and expressed a desire to have a deep dive discussion of the eight identified risks at the December Board meeting. Two specific risks highlighted by the Board were lack of ministerial engagement and inability to get buy-in to the recovery plan.

The update was received and acknowledged by the Board.

ACTION: Year to date underspend to be discussed at December Board meeting along with a deep dive discussion of the eight identified risks.

2.6 Draft Annual Report 2019/20

The Board provided feedback and suggestions on the draft Annual Report 2019/20. In particular, for the section on the impact of COVID-19 on ENZ to be expanded. It was suggested that quotes from students who had benefited for the International Student Hardship Fund be included, as well as from offshore staff.

Victoria Spackman excused herself from the meeting.

3.1 Briefing to the Incoming Minister and post-election environment

The Board commented that the Briefing to the Incoming Minister (BIM) had been strengthened since they last reviewed it and that there would be high media interest when it is proactively published. The Board asked whether ENZ's engagement with other organisations should be included, for example Te Wānanga o Aotearoa. Also, about mentioning international education opportunities in the South Pacific and targeting Pacific students in New Zealand for mobility. It was noted that ENZ is working with the Ministry of Foreign Affairs and Trade around New Zealand Aid Scholarships.

Minor amendments were suggested. Overall the Board acknowledged the BIM was a great improvement over the first draft.

3.2 Overview of institutes of technology and polytechnics sector

The Board were provided with an overview of the institutes of technology and polytechnics (ITP) sector. It was noted that ITPs were moving in the right direction and that promoting offshore delivery was the most obvious area for cooperation. In five years, a flourishing offshore education model with pathway options to New Zealand when appropriate was cited as an ideal goal. The need to retain talent was highlighted as critical, including identifying talent involved with international education sector who may become available due to sector restructures in the wake of COVID-19.

The need to be mindful of different cultures and environments was mentioned when proposing a study without the mobility option, including targeting those where migration is not a significant decider.

5.1 General business

There were no general business items.

Review of communications key messages

The Chief Executive summarised verbally the key messages from the meeting.

The Board received the following information only paper:

- ENZ corporate channels communication report

The meeting closed at 3.40pm

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| Minute | Action | Progress |
|-----------------------------------|---|---|
| Meeting: 5 December 2019 | | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | In progress – refer items 3.3 and 3.4 on February 2020 agenda. |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | On agenda. |
| Meeting: 20 February 2020 | | |
| 2.4 | Develop an outline of international education agency priorities that link to the Transformation Plan. | Work in progress. Linked to the Recovery Plan. |
| 2.8 | Pathways Project. Undertake appropriate due diligence on the selected partner organisations. | Due diligence update provided to the Board in April. To be included when the business case is presented to the Board. |
| 2.8 | Include a fully detailed risk assessment in the business case. | In progress. To be included when the business case is presented to the Board. |
| 2.8 | Include details about the universities' personnel and in-kind commitments to the project in the business case. | In progress. To be included when the business case is presented to the Board. |
| Meeting: 23 April 2020 | | |
| 4.1 | Lyn Provost and Grant McPherson to connect on a fortnightly basis to discuss risks; to meet 30 minutes prior to scheduled board meetings to raise any items of concern. | Completed. |
| Meeting: 26 May 2020 | | |
| 3.3 | Board to be provided with an update on the UDLP at the November board meeting. | Noted. |
| Meeting: 13 August 2020 | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | To be arranged in 2021. |
| Meeting: 22 September 2020 | | |
| 2.1 | Board to be provided an update on student retention and the polytechnic sector at the October Board meeting. | On agenda. |
| 2.1 | Student survey results to be added as addendum to minutes. | Completed. Refer to addendum to meeting notes above. |
| Meeting: 22 September 2020 | | |
| 1.3 | Pulse Survey results to be emailed to the Board; to be added to the agenda of the November meeting. | On agenda. |
| 1.4 | Board strategy meeting to be arranged for late January 2021, to include an item on the future direction of crown entities and extend an | To be arranged in January 2021. |



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| | invitation to Rod Drury to cover innovation/ technology. | |
| 2.1 | Matt Penney to get clarity on ENZ's legal and financial requirements (fee for service) in relation to working with Te Pūkenga. | |
| 2.3 | Board to receive ongoing updates on work related to the broader value of international education | |
| 2.4 | Board to receive ongoing updates on Rautaki Māori. | |
| 2.5 | Innovation agenda to be raised with new Minister of Education to get clarity on expectations for ENZ. | |
| 4.1 | Year to date underspend to be discussed at December Board meeting along with a deep dive discussion of the eight identified risks. | |

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Tuesday 17 November 2020, 9.30am to 12.45pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman, Daniel Wilson, Linda Sissons, Lyn Provost, Rachael Tuwhangai, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (notetaker), Angela Meredith (for item 2.4), Fiona Cameron (for item 2.5)

NOTE: The Chair provided the Board with an overview of good governance for the first 20 minutes of the meeting. The next session on the Board's role in strategy will be led by Rachael Tuwhangai.

1.1 Apologies

Advance apologies were received from Lyn Provost for lateness – joined at 10.10am; Daniel Wilson excused himself from the meeting from 9.51am to 10.09am.

1.2 Disclosures of interest

Noted. The Chair advised he had a new role to add.

1.3 Action items

Subject to minor amendments, the Chair proposed that the minutes of the 22 October 2020 meeting be accepted as a true and accurate record.

Moved: Rachael Tuwhangai

Seconded: Linda Sissons

1.4 Oral update by the Chair

The Chair noted recent meetings with Grant McPherson, feedback he had been receiving around the sector, and the work ENZ was doing with the Ministry of Education around possible cohorts of students coming to New Zealand.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. Two issues, ENZ's financial position and the return of students to New Zealand, were highlighted.

On the return of students to New Zealand, the Chief Executive advised that niche areas like aviation and veterinary were being pushed hard. Discussions with core agencies were centred around there being a more targeted approach for the type of student who brings value to New Zealand. The Chief Executive advised that a tier-three ENZ employee had been seconded to the Ministry of Education to ensure ENZ's information, intelligence and feedback were being captured well in the policy process.

s9(2)(g)(i)

The Chief Executive reported that he was seeing innovative work coming from the sector, with groups thinking about taking their education offering to international partners - white labelling offshore.

Discussions with Te Pūkenga – New Zealand Institute of Skills and Technology had affirmed the view that ENZ leads their international education strategy and approach.

On finance, the Chief Executive advised the Board that the \$1 million underspend reflected ENZ's changing initiatives and work programmes in response to the changed global environment. Further, that he was confident funding would be used within ENZ's strategic themes.

Referring to the dashboard document, the Board were interested in having the link to ENZ's strategy being more explicit. The Board asked about the providers wanting to deliver offshore and whether it was being done by an online mechanism or by transferring a resource to deliver in-person offshore.

The Board were interested in the progress of the Unified Digital Learning Platform (UDLP). Grant advised that the UDLP is still in the early development stages but that the goal is to have a prototype by the end of the first quarter next year.

The Board asked about professional isolation services and whether ENZ was funding any innovative responses. Grant advised that he had met with SIEBA who were proposing a user-pays type model which would involve a guardian travelling with the school student. The proposal would soon be presented to the Minister for consideration. Grant added that some funding was provided through ENZ's Future Focus Fund. Further, that some providers were innovating on their own and that there was recognition that 2021 won't be the same as previous years.

The Board raised the Privacy Act and new wording around Software as a Service (SaaS).

The Board expressed interest in having a clearer picture showing the connection between ENZ's sector role and business plan – how ENZ is responding to the Government's Recovery Plan and a report about how ENZ is doing in the leadership space, including with the Chief Executives' Group. It was suggested that the Cabinet paper be used as the starting point.

The Summer Fair was raised and its low participation rate. Grant said there was disappointment that the numbers were not high and that a review was being undertaken to see what worked and what didn't.

The Board asked about staff turnover and whether it was of concern. Grant advised that he wasn't concerned at this stage, and that staff movement had been for a number of reasons including new job opportunities elsewhere. Departing staff had an exit interview process available to them. The Chief Executive had not received any negative feedback from departing staff. He advised that any vital gaps would be filled through recruitment or temporary contracts. The Board also asked if ENZ was involved in the Summer Internship Programme. Grant said there were two interns presently and that interns had been a feature in the past.

The Board asked the Chief Executive to pass on their thanks to ENZ staff for their work.

ACTION: Grant to check whether ENZ uses free software and to get advice on Privacy Act changes in relation to Software as a Service (SaaS).

ACTION: Board to be provided with a report about how ENZ is doing in the leadership space, including the Chief Executives' Group.

2.2 Strategy Day planning

Early February was suggested for a strategy planning day, with areas of focus to include what's going on in the international education industry, the direction of travel for the next few years and what it means for ENZ's roles and responsibilities.

The Chair said that the high-level structure was already good – that ENZ has a strategy – and that it was vital to bring in the sector to better understand their situation, rather than it being internal only.

The Board highlighted how ENZ demonstrates leadership is important. The Board noted that the Minister mandated ENZ to take a leadership role. Without ministerial direction, however, it was difficult to do and they were keen by February to have a renewed sense of purpose from the Minister and the Secretary for Education about what ENZ is to do in the new era. There was also support for using the opportunity to reimagine the future of international education.

Communications to the sector was raised and the need to provide clarity so expectations could be managed. Grant advised that E-News was one method of communication, but that work was underway to assess the best way to keep the sector updated.

Prior to Christmas, the Board supported meeting with the Minister and sending out an invite to stakeholders/industry representatives to attend a half-day meeting in late February (following which the Board would meet for a day to discuss findings and to tweak the strategy if needed.)

ACTION: Board to be provided with background information on what the sector is experiencing at the December meeting, including a range of assumptions, online/offshore delivery.

ACTION: Framework for late February session to be given at December Board meeting; invites to sector representatives to be sent prior to Christmas.

ACTION: Follow-up with Minister's office again to arrange a meeting.

2.3 Engagement with the new Government

Engagement with the new Government was covered in the discussion held under agenda item 2.2.

2.4 ENZ's accountability planning and reporting

The Board noted the timelines for ENZ's key accountability planning and reporting documents.

On the Quarterly Report for 1 July to 30 September 2020, the Board recommended that the Executive Summary be renamed an Introduction and a new section included so that it tells ENZ's story, has a sense of urgency and that it sets up the case for sector leadership. The Board said an inspiring and compelling first section would make a difference in terms of capturing reader attention. They also suggested this section cover ENZ's leadership role. The Board were comfortable with the reporting framework.

Subject to the discussed amendments being incorporated and a 72 hour window for feedback on the front section to be received, the Board approved sending the Quarterly Report to Minister Hipkins.

The Board also thought meeting with him to discuss the report would be of value.

ACTION: Angela Meredith to provide bi-monthly update to be provided to the Board starting early next year.

2.5 Results of the Pulse Survey

Fiona Cameron provided the Board with the findings of the all-staff Pulse Survey. The Board questioned whether the leadership results included Board visibility, too. Fiona advised that all staff were able to provide commentary in the survey and that no comments – positive or negative – mentioned the Board.

Grant advised that although a lot of decisions had been made during the COVID-19 period, they were not necessarily communicated well. As a result, ENZ's leadership were working with a coach to help improve the way they work together and communicate.

The Board commented on the need to take the results into serious consideration but not to overreact. Given the tough year, the Board said the results were not surprising and consistent with the general mood felt in many other workplaces. The Board commented that if it was a trend which continued it would be of concern.

The Board expressed its willingness to assist and do anything that would be useful. It was suggested that Board members could present at an internal staff CoVideo session.

ACTION: Grant to put forward Board engagement ideas forward for consideration.

3.1 General business

The Board end-of-year dinner and function for stakeholders was discussed. It was decided that the dinner should shift to the date of the Board meeting.

The Board received the following information only paper:

- ENZ corporate channels communication report

The meeting closed at 12.30pm

| Minute | Action | Progress |
|-----------------------------------|--|---|
| Meeting: 5 December 2019 | | |
| 3.1 | Compile an inventory of ENZ activity and key messages for the Board to refer. | In progress – refer items 3.3 and 3.4 on February 2020 agenda. |
| 4.3 | Continue with the current economic valuation while a new valuation model is developed. | On agenda. |
| Meeting: 20 February 2020 | | |
| 2.4 | Develop an outline of international education agency priorities that link to the Transformation Plan. | Work in progress. Linked to the Recovery Plan. |
| 2.8 | Pathways Project. Undertake appropriate due diligence on the selected partner organisations. | Due diligence update provided to the Board in April. To be included when the business case is presented to the Board. |
| 2.8 | Include a fully detailed risk assessment in the business case. | In progress. To be included when the business case is presented to the Board. |
| 2.8 | Include details about the universities' personnel and in-kind commitments to the project in the business case. | In progress. To be included when the business case is presented to the Board. |
| Meeting: 26 May 2020 | | |
| 3.3 | Board to be provided with an update on the UDLP at the November board meeting. | To be included as part of Innovation area of focus discussion at December meeting. |
| Meeting: 13 August 2020 | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | To be arranged in 2021. |
| 4.2 | Bi-monthly report - to be included as part of CE's Report – to show alignment across Minister's expectations, New Zealand International Education Strategy (NZIES), Recovery Plan and the Chief Executive's KPI's. | Underway. Diagram to be included in CE's Report by last meeting of the year. |
| Meeting: 22 September 2020 | | |
| 1.4 | Board strategy meeting to be arranged for late January 2021, to include an item on the future direction of crown entities and extend an invitation to Rod Drury to cover innovation/ technology. | To be arranged in February 2021. |
| 2.1 | Matt Penney to get clarity on ENZ's legal and financial requirements (fee for service) in relation to working with Te Pūkenga. | Underway. |
| 2.3 | Board to receive ongoing updates on work related to the broader value of international education | To be incorporated into the Chief Executive's report. |
| 2.4 | Board to receive ongoing updates on Rautaki Māori. | Noted. |
| 2.5 | Innovation agenda to be raised with new Minister of Education to get clarity on expectations for ENZ. | Noted. |

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|----------------------------------|--|---|
| 4.1 | Year to date underspend to be discussed at December Board meeting along with a deep dive discussion of the eight identified risks. | On December agenda. |
| Meeting: 17 November 2020 | | |
| 2.1 | Grant to check whether ENZ uses free software and to get advice on Privacy Act changes in relation to Software as a Service (SaaS). | Underway. |
| 2.1 | Board to be provided with a report about how ENZ is doing in the leadership space, including the Chief Executives' Group. | Underway. To be included in February 2021 Board pack. |
| 2.2 | Board to be provided with background information on what the sector is experiencing at the December meeting, including a range of assumptions, online/offshore delivery. | Refer to information paper at end of December Board papers. |
| 2.2 | Follow-up with Minister's office again to arrange a meeting. | Minister's office has proposed a meeting in January 2021 |
| 2.2 | Framework for late February session to be given at December Board meeting; invites to sector representatives to be sent prior to Christmas. | Included in CE's Report. |
| 2.4 | Angela Meredith to provide bi-monthly updates to the Board starting early next year. | Underway. |
| 2.5 | Grant to put forward ideas for Board engagement with staff for consideration. | Underway. |

Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Tuesday 17 December 2020, 9.30am to 4.10pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman, Daniel Wilson, Linda Sissons, Lyn Provost, Rachael Tuwhangai, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (notetaker), Angela Meredith (for item 2.3), Paul Irwin (for item 2.4, 2.5, 3.1, 3.2), John Laxon and Euan Howden (for item 2.4), Sahinde Pala and Juliet Montague (for item 2.5), Laura Simpson (for item 3.1, 3.2)

1.1 Apologies

Advance apologies were received from Linda Sissons for lateness – joined at 12.00pm; Lyn Provost between 10.00am and 11.00am.

1.2 Disclosures of interest

Noted.

1.3 Action items

The Chair proposed that the minutes of the 17 November 2020 meeting be accepted as a true and accurate record.

Moved: Rachael Tuwhangai

Seconded: Daniel Wilson

1.4 Oral update by the Chair

The Chair advised the Board that he would be meeting with Minister Hipkins on 27 January. Top of mind was the uncertainty those working in the international sector were experiencing. He looked forward to a return to some normality next year but acknowledged 2021 would be a challenging year.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. On the financial results, the Chief Executive (CE) reported that work is underway to repurpose ENZ's budget over the next six months with a focus on ensuring the best possible value for spend. He advised the Board that he was comfortable that the budget would be used and that managers were reviewing spend items line-by-line on a regular basis.

He updated the Board on the 2 December Peak Bodies Forum meeting which involved key sector figures. The primary concern raised by the universities subsector was the lack of students coming into New Zealand. Across the rest of the sector comments were centred around the number of redundancies coming through. It was reported that the Minister attended for 40 minutes to launch the universities pathways programme and to talk about issues around border settings, managed isolation and quarantine (MIQ) arrangements. The CE advised the Board that the Schools International Education Business Association (SIEBA) had put forward a proposal to the Ministry of Education around MIQ, s9(2)(g)(i)

There was also interest from peak bodies representatives about coming together to lobby the government. The CE advised the Board that the Future Focus Programme assessment of ideas was nearing completion and that it would help address the negative perception of ENZ held by some in the sector.

On the financial results, the Board asked whether it would be possible for ENZ to front-load project spending over a longer period. They also asked about the current number of international students in New Zealand and were provided with a few different assumptions of student numbers based on whether a vaccine is rolled out and when the border reopens.

The Board were keen to know whether the schools subsector had been involved in the thinking around the Unified Digital Learning Platform (UDLP). The CE advised that the appetite for online provision of learning was low within that subsector but that the Ministry of Education had been involved with meetings on the UDLP and had representatives attending a future vision workshop s9(2)(f)(iv)

The Board were also interested to know whether there was information available about providers who were considered vulnerable and at risk of collapse.

The CE informed the Board that the Pulse survey results were presented to staff and that the Senior Leadership Team had taken note of the issues they had raised and were working through them.

Te Tiriti o Waitangi and how linkages can be drawn to the work being done in the Rautaki Māori area was raised. Also, the need to integrate student voices into ENZ's thinking, including better understanding how international students will participate in the future state. The Board commented that the diminishing number of international students within the schools subsector could lead them to focus on domestic students instead of international.

ACTION: Grant to investigate options for front-loading current budget over a multi-year period.

2.2 Financial update

- ENZ's Annual Report 2019/20

The CFO informed the Board of the Audit New Zealand opinion and sought Board approval of ENZ's Annual Report 2019/20. The Board Chair and Deputy Chair co-signed the letter of representation.

Moved: Victoria Spackman

Seconded: Rachael Tuwhangai

- **Year to date position**

The CFO provided the Board with a summary of ENZ's spending to date. The Board agreed to support returning round one funding of the Prime Minister's Scholarship.

Referencing the Minister's Letter of Expectations and ENZ's mandate to lead, the Chair said that the coming year should see investment in the sector and that allocating funds against the strategy would be enormously useful to the rebuild.

The Board asked about how many students had returned scholarship funding due to being unable to travel and whether the funding could be repurposed so that it could be used by students to study a subject which would make them globally relevant. The Board suggested the appointment of Student Ambassadors who could be used to promote New Zealand's education offering in-market and recompensed for their work, and a digital campaign supporting a future Ministerial visit when the border has reopened.

ACTION: Grant and Matt to explore possible options for deferred spending initiatives.

2.3 Area of focus: Key risks facing ENZ and the international education sector

The Board revisited the Issue and Risk register reporting to the Board. Noting a recent incident on ENZ's LinkedIn account, the Board raised the question of when an issue should be raised to the Audit and Risk Committee and/or Board. The Board were keen to have the Issue register added to the appendix section at the end of CE's Report. The Board encouraged consistent use of language.

2.4 Area of focus: Innovation

The Board were given an update on the range of project work underway within the Innovation workstream, including the Global New Zealand Education Pathways. The Board were also asked to give guidance on the future direction. A Board member present at the Macro Vision workshop was asked to share her thoughts, noting it was a unique opportunity to dream and vision the future without constraint. It was recommended that an increased indigenous component would be desirable if running future workshops. The Board commented that the way ENZ leverages pathways is going to be very important. The value of micro-credentials was mentioned, with reskilling more likely to happen through this model online rather than a full degree.

The Board posed a question about what ENZ wants the New Zealand education system to look like, and the need to avoid fragmentation. Further, that the education offering could be linked to what Brand New Zealand is already well-known for internationally, for example earthquakes, space, biodiversity and the Antarctica connection.

On the question about working with the UN Sustainable Development Goals framework, it was noted that the Government has already identified the most relevant goals for New Zealand and that building on these would be appropriate.

The Board supported the commissioning of think pieces which could encourage thinking about the future of international education. The Board highlighted the risk of becoming too "cause focused", adding that it was important to recognise the audience and that some views may not be shared across all markets. The Board suggested that establishing a Māori Advisory Group in the indigenous international education space would be valuable.

The Board were supportive of the Pathways work, calling it a huge initiative and a common-sense idea in the new environment, and asking what the next 2-3 years would look like as it develops.

2.5 Area of focus: Social licence

The Board were provided an overview of the social licence research which covered how international education aligns with New Zealanders' values and beliefs. They were also given an update on the short-term national conversation communications plan for 2021, the broader sector valuation and the long-term ENZ social licence strategy.

The Board commented that an economic licence in addition to social would be valuable, as would including other voices outside of the education sector. The Board pointed to the idea of societal licence, and that if the focus is on a constituency rather than the entire population of New Zealand it would make it much more manageable to control.

The Board highlighted the need to identify the support partners for ENZ and to get their spokespeople supporting the message, for example BusinessNZ. Further, that using global New Zealanders who have been through the education system was important. Kiwi Expats Abroad (KEA) and the Edmund Hillary Fellowship were two mentioned.

The cohort of 250 PhD students allowed into New Zealand were raised as a potential group to highlight the value of international education.

3.1 Sector engagement - Universities

Chris Whelan, Executive Director of Universities New Zealand, and Neil Quigley, Vice-Chancellor of the University of Waikato, provided the Board with an overview of how the university subsector has been handling the impact of COVID-19, as well as current and future challenges.

Getting international students back into New Zealand and increasing capacity at the border via Government run and supervised MIQ was highlighted as critical. Chris Whelan said that it would be helpful if issues could be raised via the Senior Officials Group and Chief Executives' Group. Neil Quigley noted a perception amongst universities that ENZ's voice was not being heard in public domain and government around the priority of international students.

Further, Universities New Zealand indicated they were interested in identifying possible cohorts of students, noting that the 250 PhD students allowed in did not help university revenue.

There was agreement that closer engagement between Universities New Zealand and ENZ would be beneficial.

The Board thanked Chris Whelan and Neil Quigley for their time.

3.2 Sector engagement - Te Pūkenga

Stephen Town, the Chief Executive of Te Pūkenga, provided the Board with an update on Te Pūkenga's priorities and engagement. It was reported that meetings between Te Pūkenga and ENZ had been focused on building a future direction in a partnership fashion – with Te Pūkenga working with institutes of technology and polytechnics to have a single portal approach and ENZ supporting Te Pūkenga's international framework development.

The Board thanked Stephen Town for his update.

4.1 Oral update by Audit and Risk Committee Chair

The ARC Chair reported on the meeting held on 15 December. She advised the Board that they covered the finance report to November 2020, received an update from Audit New Zealand on the audit which resulted ENZ maintaining all grades.

The ARC Chair noted low Chief Executive expenditure and that Board expenses had been covered. Further, that an update on cybersecurity had been provided and that training modules would be available for Board members to complete. Further, that an Institute of Directors exercise on where you are on the spectrum of good governance would be useful for the Board to undertake.

The ARC Chair advised that the new Issue and Risk process has been implemented and that it is heading in the right direction.

5.1 General Business

- Review of communications key messages

The Chair provided the Board with some key messages verbally.

The Board noted the following information only papers:

- ENZ corporate channels communication report
- Background information on what the sector is experiencing

The meeting closed at 4.10pm

| Minute | Action | Progress | Responsible |
|-----------------------------------|---|--|--------------|
| Meeting: 13 August 2020 | | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | To be arranged in 2021. | Karim Dickie |
| Meeting: 22 September 2020 | | | |
| 2.1 | Matt Penney to get clarity on ENZ's legal and financial requirements (fee for service) in relation to working with Te Pūkenga. | Underway. | Matt Penney |
| Meeting: 17 November 2020 | | | |
| 2.1 | Grant to check whether ENZ uses free software and to get advice on Privacy Act changes in relation to Software as a Service (SaaS). | Completed. List of free software used by ENZ compiled. Privacy Act reviewed for relevant sections. | Phil Hayward |

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| 2.1 | Board to be provided with a report about how ENZ is doing in the leadership space, including the Chief Executives' Group. | Included in CE's report. | Grant McPherson |
| 2.2 | Follow-up with Minister's office again to arrange a meeting. | Completed. Meeting with the Minister took place on 27 January 2021 | Grant McPherson |
| 2.4 | Angela Meredith to provide bi-monthly updates on accountability planning and reporting to the Board starting early next year. | Underway. | Angela Meredith |
| 2.5 | Grant to put forward ideas for Board engagement with staff for consideration. | Underway. | Grant McPherson |
| Meeting: 17 December 2020 | | | |
| 2.1 | Grant to investigate options for front-loading current budget over a multi-year period. | To be addressed at February meeting. See agenda item 2.2 ENZ's performance | Grant McPherson, Matt Penney |
| 2.2 | Grant and Matt to explore possible options for deferred spending initiatives. | To be addressed at February meeting. See agenda item 2.2 ENZ's performance | Grant McPherson, Matt Penney |

Education New Zealand – Manapou ki te Ao

Interim Board Meeting Notes

Wednesday 27 January 2021, 2.00pm to 3.00pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman, Daniel Wilson, Linda Sissons, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (notetaker).

APOLOGIES: Lyn Provost, Rachael Tuwhangai

1. Oral updates by the Chair and the Chief Executive

The Chair welcomed the Board members and said 2021 was to be a year for real momentum, and that the year-end aim should be that ENZ has made a real difference for international education and the rebuild of the sector.

The Chair outlined the meeting held earlier in the day with the Minister of Education, Hon Chris Hipkins. The discussion points were a continuation of those raised with his officials last year, mainly that the international education sector is in a state of serious decline due to COVID-19 and the closed border, and that the viability of the entire sector is threatened. The Chair reported that the Minister was aware of the problems and that the meeting was free and frank.

Relating to the recovery plan, the Chair was keen for the Minister to endorse the leadership role of ENZ, which the Minister did. s9(2)(f)(iv)

The CE signalled to the Minister that ENZ had been asked to be part of the government's, and that the Prime Minister was interested in being involved with promoting international education. The Minister emphasised that he was also keen to be part of such opportunities.

s6(a)

Concerns about the loss of skills within the sector were raised. The Minister was advised that upscaling at speed would be more challenging with the expertise gone. s9(2)(f)(iv)

The CE informed the Board that a priority was to make sure ENZ is using its funds at the right time for the right reasons, and that the assumptions that informed the initial Business Plan had changed.

s9(2)(f)(iv)

Monthly meetings with the Minister – focused specifically on international education – were raised, s9(2)(f)(iv)

The Minister agreed that ENZ would provide a note on the meeting as a record of what was discussed.

In short form, the Chair said the record would:

- Note that the government has made the international education recovery a priority area;
- Note that the Minister expects that ENZ works with the Ministry of Education on the early return of students but lead the future focused rebuild of the sector;
- Note that ENZ has a leadership role in the recovery;
- Note that the Minister and ENZ should meet more regularly;
- Note that ENZ will provide a virtual Private Secretary to the Minister;
- Note that ENZ can engage with other International Education Ministers.

Overall, the Chair described it as a good, positive meeting but recognised the dominance of COVID-19 related responsibilities.

From a marketing perspective, the Board asked what 2021 would look like if there were no students entering New Zealand in 2021, and how ENZ can ramp up activity if students are admitted in 2021. The CE advised that it was challenging – planning for an opening in the first quarter of 2022 would need to be done with expectations that it may not happen. He added that transferring funds into the next financial year was one way to better align some planned marketing activities.

s9(2)(f)(iv)

Concern was raised again about the loss of skills and capability in the sector and the Board asked whether the Minister understood the challenge this would pose with rebuilding international education in New Zealand.

The Board asked about how much funding was looking to be transferred to the next financial year. The CE advised the Board that they would be given a full report at the 23 February Board meeting. He highlighted, for example, that shifting a significant brand campaign that had been planned for May this year would be better in terms of timing and maximising its effectiveness. The CE mentioned that transferring budget had previously been done before in response to the rebuild of the industry due to the Christchurch earthquakes of 2011-12.

The Board asked about whether the remaining budget and how it was tracking. The CE reported that spending was being monitored on a regular basis and all activities were being reviewed in terms of timing and value.

The Board suggested that there could be value in ENZ doing research or a survey to gauge sector feedback on the loss of capability in the sector. The CE said that understanding where the gaps are would be useful, as it would likely be beyond just marketing roles – for example administration. The Chair commented that in building back sector capability it could not return to the way it was and that it should be recognised as an area of expertise. The CE commented that ENZ should potentially provide seed funding to an institute to create an international education degree/qualification. The Board commented that ISANA provide a good induction for people joining the sector.

The Chair commented that 2021 should be the year for changing habits and for capacity building to a build back better future. He said that the 23/24 February planning session could be the basis for the start. Then in March/April, groups could be invited to a meeting to be shown what 'better' looks like.

The Board asked about student retention and engagement with ENZ's campaigns. The CE noted that campaigns were doing well in terms of awareness about next steps, such as renewing student visas early. Also, that ENZ was engaging with providers to try and get pertinent information to students. On student retention, 50 percent was noted as the historic average. It would be considered a good

achievement if that rate could be maintained. The Board were advised that it was anticipated international student numbers in New Zealand could drop by 15-20,000.

The Board asked about the updated New Zealand-China Free Trade Agreement Upgrade and whether the services part had any impact on international education. The CE said he would provide more details at the February Board meeting.

The Board noted positive feedback that had circulated at the end of last year regarding ENZ's leadership. The Board also asked about progress on ENZ's engagement with Te Pūkenga. The CE reported that the relationship was good but action was slow. He anticipated this would improve as we recruit a former senior ITP executive to help develop this area.

The meeting closed at 3.00pm.

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Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Tuesday 23 February 2021, 9.30am to 12.30pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman, Daniel Wilson, Linda Sissons, Lyn Provost, Rachael Tuwhangai, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (notetaker), Matt Penney (for item 2.2), Diana Solomon (for item 2.2), Roxan Mathys (for item 2.3)

1.1 Apologies

Rachael Tuwhangai for item 2.3.

1.2 Disclosures of interest

Noted. The Chair advised that he had a new interest to disclose: Independent Review of Primary School Resourcing (Chair).

1.3 Action items

The Chair proposed that the minutes of the 17 December 2020 meeting be accepted as a true and accurate record.

Moved: Lyn Provost

Seconded: Rachael Tuwhangai

1.4 Oral update by the Chair

The Chair gave a short update. He noted the 27 January meeting he and the Chief Executive had with the Minister which mapped out concrete actions ENZ could take to enhance engagement with his office, including trying to have regular meetings with the Minister. He also recalled meetings with Business New Zealand and a consultant with an online education delivery proposal.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. The CE gave an update on the vaccine situation for offshore staff, noting ENZ was working with the Ministry of Foreign Affairs and Trade on the issue and that he would provide the board with an update on the end result. He advised the Board of Immigration New Zealand's decision to close offshore visa processing offices in Mumbai, Manila and Pretoria. s9(2)(f)(iv)

perception this would create abroad of New Zealand as a closed country was highlighted.

The Board enquired about staff well-being and EAP services given the announcement. The CE reported that ENZ continues to work hard to engage offshore staff on health and well-being issues, but ongoing restrictions abroad have resulted in offshore staff feeling drained and weary.

The Board noted the ENZ-organised sector deep dives and passed on positive feedback which had been received. The Board asked about progress on the Unified Digital Learning Platform (UDLP) programme and felt that it was difficult to get a sense of it and what form it would take. The Chair commented that it needs to be sophisticated in structure and content and created on the back of a long-term vision for the country.

The Board asked about ENZ's leadership role and expressed concern that the CEs' Group had not been meeting. The CE advised that the last meeting was cancelled at MOE's request and that he had been engaging with CEs on a one-on-one basis to keep them updated. The Board called the CEs' Group vital and both the Chair and Deputy Chair offered to attend if helpful.

Given the cancellation of the New Zealand International Education Conference, the Board asked about the plans for bringing the sector together and whether the alternative could be held virtually. The Board suggested targeting influencers and leaders and to use it as an opportunity to get joint synergised ideas flowing back.

The Board asked about ENZ spending and if there was clarity about what was going to be used and what funding would be deferred. The CE advised that there was clarity and noted it would be covered in item 2.2.

The Board were interested to know about ENZ engagement with Wānanga. The CE said that engagement had started but it was still in its infancy. He also referred to the draft Letter of Expectations with the Minister which had indigenous education included as a key part.

The well-being of international students was also raised by the Board. The CE advised that there was ongoing engagement, including through the international student association, and that some students were homesick.

2.2 ENZ's performance

- Authorise payment of \$1.875m to the Crown, to return 50% of the Prime Minister's Scholarship funding for 2020/21
- Proposed transfer and return of 2020/21 funding
- Financial review
- Quarterly Report to 31 December 2020
- Estimates measure 2021/22

On the financial review, the CE advised managers were reviewing spend items line-by-line on a regular basis and that work was well underway to repurpose areas of ENZ's budget where attention was needed. The CE noted that the Minister was aware that \$2 million would be deferred to the next financial year, and that the Minister understood this was due to external factors and supported the decision. The Board were interested to know the breakdown of spending, including exactly how much funding would be returned, how much would be deferred, and if the forecasted spend would be used by 30 June 2021. Both the CE and Chief Financial Officer expressed high confidence that the funding would be used by the end of the financial year, and that all spending would be done appropriately. The Board were interested to see a breakdown of spending and highlighted the need to spend in a purposeful way. The CFO advised the Board that approximately one third of ENZ's budget was used on people and the remainder two thirds on workstream initiatives.

The Board asked about the soft spend at risk and if it was to be re-purposed, what ideas/proposals were being considered and whether the sector could receive a one-off grant. The CFO responded that our monthly rolling forecast process is capturing all changes as they happen, as well as considering ways to directly support the Industry. The Board commented that it would be difficult to put a case forward for additional funding in the future if the current budget could not be spent by 30 June. The Board expressed interest in finding out more about the innovation workstream and whether there were initiatives within it where investment could be made, for example the offshore pathways initiative and UDLP. Further, whether the number of projects underway could be multiplied and/or delivered at scale.

The Board asked about how the relationship with Te Pūkenga was progressing and whether collaboration could be accelerated. The Board queried ENZ capability and noted no change in spending within that area. Further, whether ENZ could enhance its indigenous capability. The CE noted proposed focus areas for next year include Te Ao Māori. The Board commented that the establishment of a Māori Advisory Board could be useful, including in the online delivery content space. On online teaching and learning platforms, the CFO commented that ENZ's approach was about joining up the system and creating a new marketplace rather than building a platform.

The Board had several questions about the performance measures. They commented that the first on page 7 – Supporting the implementation of the government's Strategic Recovery Plan for International Education, looked like an activity and not a measure. They questioned why the regional measure was removed and suggested it be returned. The Board commented that more information was needed on regions as it is a big part of strategic future. The Board questioned the removal of the percentage of international students enrolled to study outside of Auckland, noting that it should be included. On percentage of facilitated customers that agree ENZ's services and support have added value to their organisation, the Board commented that facilitated customers were exactly the people we should be supporting, and that the information was needed to understand sector needs.

The Board noted ENZ would return \$1.875m to the Crown, which is 50 per cent of the Prime Minister's Scholarship funding in 2020/21.

The Board approved ENZ's proposal to seek a transfer of \$2.0m for COVID response and recovery funded Brand & Marketing activity from its 2020/21 budget to the 2021/22 financial year.

In line with advice from Audit New Zealand, the Board noted ENZ plans not to update its Statement of Intent 2019-2023 or Statement of Performance Expectations 2020/21.

The Board asked for changes to the performance measures for the 2021/22 financial Estimates.

The Board also approved ENZ's quarterly report for the period October to December 2020 for the Minister of Education.

Moved: Victoria Spackman

Seconded: Lyn Provost

4.1 General Business

No general business items discussed.

The meeting closed at 12.30pm Tuesday but reopened the next day at 9.20am (Wednesday 24 February) to cover agenda item 2.3.

2.3 Area of focus: International reputation

The international reputation paper was taken as read. The CE noted that international reputation was a major part of the business plan and a presentation outlined the current workstreams. The CE noted that campaigns were about keeping New Zealand visible and maintaining market relationships. Further, that the brand shift was moving from study *in* New Zealand to study *with* New Zealand. The Board commented that the data used was out of date but that the information provided a fantastic perspective with findings that could be mined. The Board asked about some of the comments noted in the presentation, including protectionist comments about New Zealand coming from India. It was mentioned that protectionist could potentially be used to leverage New Zealand, for example whakahaumarū – safeguarding, protecting those students in the country once settled.

The meeting closed at 9:40 am.

| Minute | Action | Progress | Responsible |
|----------------------------------|--|---|-----------------|
| Meeting: 13 August 2020 | | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | Awaiting confirmation from Te Pūkenga. | Karim Dickie |
| Meeting: 22 October 2020 | | | |
| 2.1 | Matt Penney to get clarity on ENZ's legal and financial requirements (fee for service) in relation to working with Te Pūkenga. | Completed. ENZ is charged a fee for service by other government organisations that act as suppliers to us. We are not aware of any reason that a fee for service could not be charged by ENZ but will assess each contract for service as it is received. | Matt Penney |
| Meeting: 17 November 2020 | | | |
| 2.4 | Angela Meredith to provide bi-monthly updates on accountability planning and reporting to the Board starting early next year. | Completed. Please refer to Appendix 1 of the Strategic Planning paper | Angela Meredith |
| 2.5 | Grant to put forward ideas for Board engagement with staff for consideration. | <i>Meet the Board</i> all staff Covideo session to be arranged. Board to be provided outline by 30 April. | Fiona Cameron |

| Meeting: 23 February 2021 | | | |
|---------------------------|---|---|-----------------|
| 2.1 | Grant McPherson to provide a status update on the vaccine situation for offshore staff. | Included in April Chief Executive's report (under heading COVID-19 vaccination update). | Grant McPherson |
| 2.2 | Di Solomon to update Estimates measure 2021/22 based on Board feedback. | Completed. | Di Solomon |

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Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Thursday 22 April 2021, 9.30am to 3.45pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman (until 3.32pm), Daniel Wilson, Lyn Provost, Rachael Tuwhangai, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (notetaker)

Paul Irwin, Lisa Futschek, Fiona Cameron, Matt Penney, Diana Solomon, Roxan Mathys, Angela Meredith (for item 3.1)

Paul Irwin, Euan Howden, Karl Wixon (for item 3.2)

APOLOGIES: Linda Sissons

1.1 Apologies

Linda Sissons

1.2 Disclosures of interest

The register was updated: Steve Maharey asked for the following interests to be removed: Atlantis Group of former Ministers of Education – Varkey Foundation (Member); Food Forum, Fujian Province, China (Consultant); Sugarbag Communications (Owner); Steve Maharey Ltd (Owner).

Daniel Wilson asked for Facilitator to be added to Creative New Zealand (Peer Assessor) role.

Rachael Tuwhangai noted a new role with Ministry of Education's Curriculum Refresh.

1.3 Minutes of the previous meeting and action items

The Chair proposed that the minutes of the 23 February 2021 meeting be accepted as a true and accurate record.

Moved: Lyn Provost

Seconded: Victoria Spackman

1.4 Oral update by the Chair

The Chair gave a brief update. He asked the CE to outline the SIEBA funding process

The Chief Executive advised that the Minister had been consulted about the funding proposal and was supportive. He informed the Board that the funding was about preserving sector capability, and that future funding to SIEBA would be subject to ENZ seeing a sustainable, future-focused business plan which would require ENZ Board approval. The CE added that funding had also been given to English New Zealand, and funding had been set aside for Peak Bodies to help them get through.

The Chair mentioned that it was important to set a principle that under no circumstance ENZ should fund those that can fund themselves, however, reasonable funding in difficult circumstances was acceptable.

The CE noted SIEBA was the central body for schools and the funding would ensure the sector has the capability required for the future. The Board were comfortable with the reasons and details outlined by the CE and the SIEBA funding was accepted.

The Chair reported on his appearance at the Select Committee and a meeting with Te Pūkenga.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. The CE provided an update on Ministerial engagement and the CE's Group. s9(2)(f)(iv)

and had agreed to having a joint working group to move towards an enabling state.

The CE reported that the Minister of Education also called for a meeting of International Education Ministers and that the dates were being worked out. The Minister had agreed to meet with sector representatives on 11 May. The CE added that the Minister is ready for the Recovery Plan 2.0 and of his desire to have the sector fully engaged on it.

The CE noted work underway to build a framework to put forward for when the borders reopen, but that the conditions needed to be right across all systems. He highlighted that there were several countries of which the potential to reopen early was there, however, each had been assessed differently by key Ministries.

The Board were updated about engagement with Te Pūkenga, with it reported that the Council meeting of which ENZ were to attend had been delayed until June. Further, that there had been several high-level resignations which had recently taken place. The CE noted that ENZ was piloting a programme with FutureLearn in partnership with Te Pūkenga.

Staff well-being was raised, with the Board informed that a staff member in s9(2) had contracted COVID-19 and that another offshore staff member in s9(2) had been in lockdown for 400 days.

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3.1 Business planning

- **Financial review**

The Chief Financial Officer (CFO) briefed the Board on the four scenarios set out in the financial review. The CFO reported that the Ministry of Education's policy team had requested the previous week that an additional upside scenario be included.

The CFO advised the Board that the request for scenarios was based on a request to show how ENZ had reprioritised its funding in the current environment. Further, that a scenario for additional funding would have required a budget bid signal of which the window had already passed for 2021/22 financial year.

The Minister's Draft Letter of Expectation and the objectives around Māori and Te Tiriti o Waitangi were raised. The CFO was asked about the loss of the Export Education Levy (EEL) and the implications for ENZ. The Board commented that ENZ needs to be very clear in making our case: that the sector requires investment to recover and to return to generating revenue for New Zealand.

The Board noted that ENZ the scenarios will be discussed further with MoE's policy team who will report their findings of the financial review to Minister Hipkins by 30 May.

- **Four-year Plan**

The Board were provided with an update on the Four-year plan which outlined ENZ's purpose, vision and mission. An A3 document listed the three focus strategic objectives, their connection to the International Education Strategy and phasing over a four-year period. The Board were asked to provide feedback on the operating environment outlined, the progress to date on the strategic framework, the key areas of focus identified, the prioritisation of short-term activities and the phasing of activities over four years.

The Board were positive about the framework presented and suggested a few changes.

- **Draft Statement of Performance Expectations 2021/22**

The Board were advised that because of the legislation timeframe, the Recovery Plan 2.0 and for other environmental factors that ENZ had tried to keep the Statement of Performance Expectations (SPE) grounded. The Accountability Manager noted new measures were developed and that targets had been largely reviewed, and aligned where appropriate, with Estimates approved earlier. A new measure around ENZ's partnership with NCUK was identified. Further, that there were no measures around the Prime Minister's Scholarships because it was unclear when they would resume. The Accountability Manager informed the Board that the draft Statement of Intent (SOI) would be presented at the December Board meeting. It was noted that the Recovery Plan 2.0 could change the SPE.

The Board approved sending the draft Statement of Performance Expectations (SPE) 2021/22 to Minister Hipkins for his review and feedback.

Moved: Steve Maharey

Seconded: Lyn Provost

4.1 Oral update by the Audit and Risk Committee Chair

The ARC Chair provided an update to the Board on the April Audit and Risk Committee meeting, noting the finance report to March 2021 and the \$13.5 million to spend in the 3 months remaining in the financial year.

The ARC Chair reported the risk around the amount of money to spent in a short period of time and the need for ENZ to be careful not to breach the scope of its appropriation. The ARC Chair informed

the Board that future financial reporting would have GL/cost centres linked to ENZ's business plan themes.

For the upcoming interim audit, she advised that Audit New Zealand had four areas of focus: the risk of management override of internal controls, performance reporting, impact assessment of COVID-19 and Financial Management Information System (FMIS) replacement.

The ARC Chair mentioned the CE expenses had been approved. The ARC Chair also reported that board expenditure had been noted.

ENZ's ComplyWith report was raised, with ENZ being reported as fully compliant with relevant legislation. There was one disclosure raising concerns ENZ had about the lack of a clear pathway for offshore staff to be vaccinated against COVID-19. The Board were advised that the response rate for the survey was 12/13 which was considered sufficient.

The Issue and Risk Register was noted and said to be working well.

Given recent media coverage of consultants, the Board sought assurance that appropriate controls were in place. The CE advised controls were in place but that he and the CFO were reviewing the financial delegation framework to tidy up any areas that might be open to interpretation and to look at the expenditure as a whole.

3.2 Diversification of products and services

The Board were provided with an update on ENZ's innovation workstream and the diversification of products and services.

On the FutureLearn online education offering, the Board were advised that there would be approximately 20 courses that would be free to the user with ENZ covering the cost of the pilot. Further, that the qualification would not be credit bearing.

The Board had a number of queries, including on quality assurance, academic integrity, branding and the pastoral care of students. The Board were advised that with the prototype, FutureLearn was providing an umbrella of quality assurance in combination with their best practice experience. The CE commented that NZQA have a vital role to play in this regard, adding that it was important to creating a quality brand. They were advised that ENZ's Think New branding would be present, and on student support it was available and mandatory to have a New Zealand academic behind each course on offer.

The Board supported partnering and codesigning, rather than ENZ creating a platform on its own. It was suggested that ENZ focus on a small part of the market and niche areas. The Board commented that it was vital to show providers how an online offering would benefit them, including the revenue generating potential.

The Board approved ENZ's adoption of the Te Arawhiti Te Tiriti partnership framework model for engaging and co-creating with Māori educators, innovators, Iwi and other partners.

Moved: Daniel Wilson

Seconded: Rachael Tuwhangai

ACTION: Wananga idea to progressed, with the Board invited to attend.

Victoria Spackman left the meeting at 3.32pm.

5.1 General Business

No general business items were discussed.

The meeting closed at 3.45pm.

| Minute | Action | Progress | Responsible |
|----------------------------------|--|---|--------------|
| Meeting: 13 August 2020 | | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | Awaiting confirmation from Te Pūkenga. | Karim Dickie |
| Meeting: 17 November 2020 | | | |
| 2.5 | Grant to put forward ideas for Board engagement with staff for consideration. | Closed. <i>Meet the Board</i> all staff Covideo session arranged for Tuesday 29 June at 4.00pm. | Karim Dickie |
| Meeting: 22 April 2021 | | | |
| 3.2 | Wananga idea to be progressed, with the Board invited to attend. | On agenda, see: Area of focus: Rautaki Māori | Fiona, Karl |

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Education New Zealand – Manapou ki te Ao

Interim Board Meeting Notes

Thursday 20 May 2021, 9.30am to 11.00am

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Lyn Provost, Linda Sissons, Daniel Wilson, Rachael Tuwhangai, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (notetaker), Angela Meredith (for item 1.2), Matt Penney (for item 2.1)

APOLOGIES: Victoria Spackman, Linda Sissons (from 10.15am to 10.45am)

1.1 Chief Executive's report

The Chief Executive's report was taken as read. The CE highlighted a few points, including the six weeks to the end of the financial year. He advised the Board that ENZ was tracking to have a surplus of \$800,000. He reported that ENZ was looking at a number of initiatives to see how best the funding could be utilised, noting that there is a continuous review process to ensure spending would be done appropriately and in line with ENZ's business plan.

The CE advised the Board that there was increased engagement from the Minister around international education. He reported that the Minister is keenly interested to see how international education can play a role in the recovery, s9(2)(f)(iv)

He also mentioned that the idea to charter a plane – proposed by ENZ as an option last year – was now happening.

s9(2)(f)(iv)

The CE noted that the Minister had met with sector representatives and was keen to have another engagement with the wider sector by the end of June. The meeting was very well received by those in attendance, although the news was not positive for all.

Internally, the CE mentioned that the reallocation of some leadership team responsibilities was underway. He noted the death of a locally employed Ministry of Foreign Affairs and Trade (MFAT) staff member at the s9(2)(a) and the impact of this on the ENZ team in s9(2)(f)(iv)

The Chair commented that overall, there was a feeling that the momentum is underway but expressed worry at the pressures on staff at this important juncture. s9(2)(f)(iv)

The Board asked about ENZ's engagement with Te Pūkenga. The CE noted an upcoming Council meeting in June at which ENZ would be presenting. The CE commented that the engagement with Te Pūkenga was very positive at an operational level, however, key contacts had recently resigned and that there were gaps that needed to be addressed.

The Board were pleased that the Chief Executives' Group had met and questioned whether a date had been set for the International Education Ministers meeting. The CE advised that ENZ was awaiting a response from the Minister's office.

The Board asked about the remaining spend for the financial year and how ENZ was ensuring that it was value for money, including that the approval processes were appropriate. Further, that the Audit and Risk Committee would review provisions at the next ARC meeting. The CE advised that ENZ takes the responsibility of spending public money very seriously and that all expenditure needs to go through a thorough review. Business cases are generally encouraged and are mandatory once the project manager needs to seek one-up approval.

Referencing the challenges being faced by tertiary level Indian international students in New Zealand at the moment, the Board asked what ENZ was doing, or potentially could be doing, in the student support space for these students and more broadly international students in general who might be experiencing the same issues. The CE mentioned that ENZ's websites had information to help students find support services available to them, adding that education providers had pastoral care responsibilities.

The Board asked about the draft Letter of Expectations and its emphasis on Te Tiriti o Waitangi and whether the surplus could be used to set up a Maori Advisory Council. The CE advised that the amount had to be used within the next six weeks, and that setting up a Maori Advisory Council is an undertaking which would require significant planning. He added that work was underway around the Business Plan for the next financial year and it included investment in these areas.

1.2 Quarterly report for 1 January – 31 March 2021

The Board discussed ENZ's performance during the March 2021 quarter. The Accountability Manager advised the Board that the report covered off a lot of activities and achievements during the last quarter. She advised that a number of measures not reported in this document would be covered in the fourth quarter and included in the annual report.

The Board asked about the cover sheet risk assessment and suggested a word change on page three of the report. The Board asked about the draft Letter of Expectations and whether it had been finished yet. The Accountability Manager advised that it had not yet been signed, outlining the stages, and informing the Board that work was underway to decouple it from the Tertiary Education Commission (TEC) and New Zealand Qualifications Authority (NZQA) letter to which it is attached. She advised that Te Tiriti o Waitangi and the Education and Training Act 2020 will be covered in the fourth quarter report and annual report.

The Board approved sending ENZ's quarterly report for 1 January to 31 March 2021 to the Minister of Education.

Moved: Daniel Wilson

Seconded: Rachael Tuwhangai

2.1 Business planning: Financial review

The Chief Financial Officer (CFO) ran through the financial review process with the Board, speaking to each of the scenarios on the A3 document. He advised that the Ministry of Education (MoE) viewed the process as phase one of a multi-phase approval process to demonstrate ENZ is reprioritising and reshaping for the future. The Board asked the CFO for his instinctive view on the financial review. He replied that it was one part of a jigsaw and that the bottom line was that ENZ needs to show how it has reinvented itself and that the A3 illustrated how ENZ has pivoted significantly in response to the changed operating environment.

The Chair commented that the big issue was whether the Government was willing to invest in rebuilding the sector for the future, adding that the sector wouldn't be able to build back better unless there is sufficient investment in building capability and diversification of products and services. Further, that it was important for this investment to be part of the conversation at the International Education CEs' Group meetings. The Chair suggested that a gathering be arranged in November bringing together the Boards of TEC, NZQA and ENZ to ensure alignment in the future direction.

The Board approved the final version of the Financial Review for sending to the Minister of Education.

The Board noted that the Ministry of Education (MoE) will write advice to the Minister about the Financial Review, and this advice will be delivered at the end of May.

General business

The Chair advised the Board that the June meeting would include a self-review of the Board and peer-review. The self-review which had been circulated earlier to the Board for feedback would be finalised and emailed out in early June for completion. The results would then be compiled by the Board Secretary and discussed at the June Board meeting. Prior to the 22 June meeting, the Chair would call each Board member.

The Chair also mentioned that the CE performance review would also take place in June. It was suggested that the ENZ leadership team be offered the opportunity to feedback on the Board.

The meeting closed at 10.52am.

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Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Thursday 24 June 2021, 9.30am to 2.22pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman, Linda Sissons, Daniel Wilson, Lyn Provost, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (notetaker)

Paul Irwin, Lisa Futschek, Fiona Cameron, Matt Penney, Fiona Cameron, Diana Solomon, Roxan Mathys, Angela Meredith (for item 3.1 and 3.3), Abby Humphreys (for item 3.1),

Emily Fabling (for item 3.1 and 3.3)

Karl Wixon (for item 3.2), Julian Ashby (for item 3.4).

APOLOGIES: Rachael Tuwhangai

1.1 Apologies

Rachael Tuwhangai

1.2 Disclosures of interest

The register was updated: Victoria Spackman had the following interests added: Browley & Silver Limited (Director and Shareholder), Toi Mai Workforce Development Council (Director).

Steve Maharey added: Accident Compensation Corporation (Chair).

1.3 Minutes of the previous meeting and action items

The Chair advised the Board that the minutes of the 22 April 2021 meeting would be approved out-of-cycle.

1.4 Oral update by the Chair

The Chair gave a brief update, noting the Chief Executive performance review which had been conducted and that the Board self-assessment and peer review would be covered at the next opportunity.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. The CE focused on two issues, the year-end financials and the scenarios of international education system recovery contained within the report. On the finances, he reported that there was \$7 million of expenditure for June; of that amount \$5 million was committed and \$2 million contracted. He advised that he was comfortable with how the financials were tracking and that the amount would be utilised and spent appropriately.

On the scenarios of international education system recovery, he noted that ENZ was working with the Department of Prime Minister and Cabinet (DPMC) and that the information was sensitive and subject to change. Further, that it would be used to help inform planning ahead, including the Ready to Go plan. The Chair highlighted that the information was consistent with what ENZ had presented nine months prior and stressed the need to continuously push ENZ's plan to the Minister.

The Board noted that the loss of expertise within the sector was very real. The CE highlighted the innovation workstream and the uptake in FutureLearn enrolments since its launch. The Board were interested to know the potential financial returns that online education offerings could deliver the sector and suggested that a form of income calculator would be useful for the sector to show them the potential return on investment. The Board asked about the number of students returning to New Zealand and the low uptake, as well as for an update on ENZ's engagement with Te Pūkenga.

3.4 Broader impact valuation

Request for Proposal – Preferred provider

The Board noted the planned development of the design and build of the Broader Impact Valuation of New Zealand International Education and accepted the recommendation of Ernst and Young Limited as the preferred provider. The Board approved a total Contract for Service of \$459,937 and the design phase payment of \$114,456 to be incurred in the 2020/21 financial year and the build phase payment of \$229,708 be budgeted in the 2021/22 financial year.

The Board noted a Contract for Services has been drafted and will be entered into between Ernst and Young Limited and ENZ. They also noted that further annual internal investment will be required to support the development and operationalisation of the broader impact valuation.

The Board were advised that feedback from other agencies on earlier broader valuation work had been considered when assessing the proposals received. Further, that the broader valuation work would provide ENZ with a depth of data which was currently based on myths and anecdotes. The Board commented that it was a good paper and questioned how long the information would be valid.

Moved: Victoria Spackman

Seconded: Lyn Provost

3.3 Area of focus: Key risks facing ENZ and the international education sector

The Board noted that the risks and issues facing ENZ and the international education sector have been linked to ENZ's three strategic objectives and core capabilities for 2021-2025 and to the Strategic Recovery Plan for International Education. The Board were keen to see what ENZ was doing to mitigate risks included in reporting, commenting that they do not see mitigating risks – residue risks and what is happening with the big issues. The Board asked the Accountability Manager to provide the Board with a timeframe to implement risk/mitigation/residue risk measures at the August Board meeting.

The Chair of the Audit and Risk Committee commented that there was a need to get risks and mitigations first – then to work on a roadmap, adding it would be good to discuss what the final product will look like at the next ARC meeting, ideally before the August Board meeting.

3.1 Business planning

• Four-year Plan (including Business Plan 2021/22)

The Board noted that the feedback given in March and April had been incorporated into the Strategic Four-year Plan and resulting Business Plan for 2021/22 financial year. The Board noted the Statement of Intent will be revised in December to align with the Strategic Four-year Plan. Further, that the current Four-year Plan will undergo further external engagement to ensure wider sector buy-in.

The Board questioned some of the language used within the document and made some minor suggestions. The Board commented that the diagrams were excellent and liked the use of Te Reo Māori within the documents. Overall, the Board expressed general agreement that it is what they asked for and endorsed the three strategic objectives that form the basis of ENZ's Strategic Four-Year Plan.

The Chair proposed that the ENZ Business Plan 2021/22, including budget, be approved.

Moved: Linda Sissons

Seconded: Daniel Wilson

• Statement of Performance Expectations 2021/22

The Board agreed that the document was in good shape but questioned the non-inclusion of two performance measures, including one around cross government collaboration.

The Board requested that 2021/22 performance measures be reworded rather than removed, and to update ENZ's non-financial performance measures included in the Estimates either via the October 2021 or March 2022 Baseline Updates.

The Board noted that a new Statement of Intent will be developed during 2021/22 to reflect changes in ENZ's medium term strategic priorities and work programme.

The Board noted that the updated performance measures in the Estimates would reflect the Statement of Intent that will be developed during 2021/22, reflecting changes in ENZ's medium term strategic priorities and work programme.

The Board noted that Audit New Zealand and ENZ's monitoring agencies have been informed that ENZ plans to develop a new Statement of Intent.

The Board approved the Statement of Performance Expectations (SPE) 2021/22, subject to the rewording requested. Reworded measures to be sent to the Board Chair and Deputy Chair for review and approval out of session.

Moved: Daniel Wilson

Seconded: Linda Sissons

3.2 Area of focus: Rautaki Māori

• Detailed focus on ENZ's activities for the next 12-18 months

The Board were given an update on the Rautaki Māori work programme.

The Board approved the proposed Wānanga and agreed to participate, with the plan to time it around the August Board meeting. The Board also noted ENZ's approach to incorporating Te Tiriti in its strategic planning, day to day operations and staff development.

4.1 General Business

- Review of communications report

The Board requested that they be provided with an overview of how the communications activity is linked to ENZ's strategic objectives and risks.

5.1 General Business

No general business items were discussed.

The meeting closed at 2.22pm.

| Minute | Action | Progress | Responsible |
|--------------------------------|--|--|-----------------------------|
| Meeting: 13 August 2020 | | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | Awaiting confirmation from Te Pūkenga. | Karim Dickie |
| Meeting: 24 June 2021 | | | |
| 3.3 | Accountability Manager to provide the Board with a timeframe to implement risk/mitigation/residue risk measures at the August Board meeting. | The risk management policy is being reviewed, with the updated policy to be presented at the next ARC meeting for approval. The policy will include the process to be used by ENZ to identify and manage risks and issues. | Angela Meredith |
| 4.1 | Strategic Communications report to be included as an information only paper at August meeting. | Completed. See agenda item 4.2, Communications report. | Hazel Dobbie, Fiona Cameron |

Education New Zealand – Manapou ki te Ao

Board Meeting Notes

Thursday 20 July 2021, 11.00am to 11.33am

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman, Daniel Wilson, Lyn Provost, Rachael Tuwhangai, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (notetaker)

APOLOGIES: Linda Sissons

Apologies

Linda Sissons

1.1 Update from Chief Executive

The Chief Executive's report was taken as read. The CE highlighted two areas in particular: sector engagement and the end of year financial position.

On sector engagement, the CE commented that there had been considerably more activity over the past month. He reported that the Minister had held several meetings with individual sector peak body representatives. Further, that the Minister had engaged with the wider subsector at an International Education Forum held in Auckland on 13 July 2021.

The CE commented that the overall feedback from those in attendance at the forum was positive, with attendees happy that the Minister was there and taking questions from the audience. The Board queried why Agents were not at the forum given the impact on them. The Board also questioned the focus of the universities on inbound students and their lack of interest in online delivery offshore given that many provide online learning already for domestic students. The Board asked about ENZ's engagement with the online education providers. The CE advised that ENZ engages with EdTech sector, but further thought was needed in this area.

On the end of year financial position, the CE informed the Board that ENZ was projected to have an underspend of less than \$100,000. The CE advised that he was comfortable with the financial result given the extent of change over the past year as ENZ repositioned itself. He noted that the June spend was higher than usual but that this was down to timing as budgets were repurposed in response to the changed operating environment.

The Board asked about the sub-cohort of Chinese degree level students who returned to New Zealand in June and queried the low uptake. The CE noted several contributing factors, including timings which were not ideal for the students and coordination issues with the MIQ process. The Board commented that it was important to look at the process from a student perspective and to learn from the experience given managed cohorts would likely be the process for entry to New Zealand for the foreseeable future. The CE said that that process was underway.

1.2 Chief Executive's Expenses, Gifts and Benefits Disclosure from April to June 2021

The Board approved the Chief Executive Gifts, Benefits and Expenses Disclosure incurred from 1 July 2020 to 30 June 2021. The Board also approved the publication of the disclosure on ENZ's corporate website and the Government's central repository of publicly available, non-personal datasets (www.data.govt.nz).

The Board noted that the Chief Executive's gifts, benefits, and expenses incurred up to 31 March 2021 had been approved by the Audit and Risk Committee when they had met during the year. Also, that the format complies with the latest disclosure instructions issued by the Public Services Commission.

Moved: Lyn Provost

Seconded: Daniel Wilson

There were no general business items discussed.

The meeting closed at 11.33 am.

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Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Thursday 19 August 2021, 9.30am to 3.00pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Victoria Spackman, Linda Sissons, Daniel Wilson, Rachael Tuwhangai, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (Secretary)

Lisa Futschek, Matt Penney, Fiona Cameron, Laura Simpson, Di Solomon (for item 2.1)

Lisa Futschek, Ana Azevedo, Amy Rutherford, Ben Burrowes, Miranda Herbert (for item 3.1)

Karl Wixon, Fiona Cameron (for item 3.2)

Fiona Cameron (for item 3.3)

Angela Meredith, Alex Spencer (for item 5.1)

APOLOGIES: Lyn Provost, Linda Sissons (between 2.00-3.00pm)

1.1 Apologies

Lyn Provost

1.2 Disclosures of interest

The register was updated: Victoria Spackman added CDC Pharmaceuticals Limited (Director); Daniel Wilson added Ministry of Education: Creatives in Schools Assessment Panel (Chair) and removed Ministry of Education Foundational Learning Advisory Group (Member).

The Chair advised that Linda Sissons had been appointed to the International Education Working Group for Te Pūkenga.

1.3 Minutes of the previous meeting and action items

The Chair proposed that the minutes of the 24 June 2021 meeting be approved as a true and accurate record.

Moved: Daniel Wilson

Seconded: Victoria Spackman

1.4 Oral update by the Chair

The Chair gave a brief update. He congratulated ENZ on holding its first Matariki all staff gathering and mentioned the International Education Forum he and another Board member went to, including the key messages the Minister raised. He also advised that the Board would get an external review of itself in 2022.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. The CE highlighted the end-of-year financial results and that the audit of ENZ would take place at the end of the year. He advised that the drawdown funding for the diversification of international education products and services had agreement from the Ministry of Education (MoE) and Treasury and that the paper will be provided to Minister Hipkins.

The CE was then joined by the wider leadership team. Discussion focused on a draft paper for the Minister outlining the importance of international education to New Zealand's recovery and a roadmap on what actions need to be taken to build back better. The CE noted the feedback received and advised he would circulate the updated draft paper to Board for final review prior to it being sent to the Minister.

2.2 Quarterly Report to 30 June 2021

The Board were provided with an overview of ENZ's performance for 2020/21. Approval from the Board was sought to send the ENZ Quarterly Report for 1 April to 30 June 2021 to the Minister of Education. The Board were advised that ENZ's draft Annual Report 2020/21 will be provided to the Board for review at the September Board meeting.

The Chair proposed that the unaudited ENZ Quarterly Report for 1 April to 30 June 2021 be approved.

Moved: Daniel Wilson

Seconded: Rachael Tuwhangai

3.1 Internationalisation: Beyond student recruitment and the role of ENZ

The internationalisation paper was taken as read. The concept of internationalisation was explained and the Board were provided with several case studies of internationalisation in action: the United States' Gilman – ENZ arrangement and National Science Foundation engagement, China's Early Childhood Education Symposium and Asia's New Zealand Partners Workshop week.

The Board noted the central role of internationalisation as a means through which to extend the positive benefits of international education beyond student recruitment value, to contribute towards New Zealand's economic, social, and diplomatic goals.

The Board noted the models of internationalisation, including strategies of other nations which New Zealand can draw on to deliver broader national objectives. The Board also noted that as the only government agency focused solely on international education, ENZ has embarked on the development of an internationalisation strategy, drawing on global expertise.

3.2 Te Tiriti o Waitangi – moving things forward

The Board were provided with an update on ENZ's approach to Te Tiriti o Waitangi responsiveness. ENZ's Acting Kaitohu Matua Māori (Acting Chief Advisor Māori) noted the different inter-connected strands and the steppingstones for ENZ, including understanding the authorising and strategic environment, developing ENZ capability and getting the frameworks established.

The Board were advised that work on ENZ's indigenous education framework had been done in consultation with offshore teams and that the definition of indigenous could be different in the global context, pointing to the United Nations definition. The Board were advised that the draft Te Tiriti o Waitangi frameworks would be provided to the Board by the end of 2021.

The Chair proposed that the proposed approach to Te Tiriti o Waitangi responsiveness be approved.

Moved: Rachael Tuwhangai

Seconded: Daniel Wilson

3.3 Staff engagement/ENZ culture

The paper was taken as read. The Board noted the impact of COVID-19 on all workplaces and thought the overall response looked good. The Board acknowledged the challenging environment and were encouraged by the positive responses to a range of questions.

The General Manager – Office of the CE commented that the results reflected a degree of uncertainty around the future of the sector and ENZ's ability as a small agency to influence. The Board were advised that the survey was conducted before the four-year business plan was unveiled and that this may have affected responses.

The Board noted that ENZ has been focused on developing its culture and supporting the wellbeing of our staff since being created on 1 September 2011. The Board noted ENZ has been working to support staff wellbeing since the start of the COVID-19 pandemic through a variety of activities.

4.1 Oral update by Audit and Risk Committee Deputy Chair

The Board were given an update on the Audit and Risk Committee meeting which took place on 11 August. They were advised that the draft financial statements were reviewed page-by-page and on the timeframe for the upcoming audit of ENZ by Audit New Zealand. Further, the risk register was discussed including key risks. Board expenses were approved.

5.1 Board programme for 2021/22

The Board agreed to the proposed Board meeting dates for 2022, and to Board meeting occurring every two months. The Board also agreed to only hold interim Board meetings via Zoom if needed.

The Board approved the draft Board programme for the rest of 2021 and the 2022 year. The Board asked for a regional visit to take place.

The Board noted the Board programme for 2021-2022 will be provided at each Board meeting as an information only paper which will indicate any changes to the agreed programme reflecting Board discussions. The Board agreed programme content can be revised as the year progresses.

5.2 Information papers

The Board noted the cybersecurity and communications report. The CE informed the Board about what measures ENZ was undertaking to improve staff awareness about cybersecurity risks, including conducting phishing tests.

General Business

No general business items were discussed.

The meeting closed at 3.01pm.

| Minute | Action | Progress | Responsible |
|--------------------------------|--|--|-------------------------|
| Meeting: 13 August 2020 | | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | Awaiting confirmation from Te Pūkenga. | Karim Dickie |
| Meeting: 19 August 2021 | | | |
| 2.1 | Board to be updated on the online course pilots, early findings. | On agenda, see item 3.1. | Paul Irwin, Euan Howden |
| 2.1 | Grant to circulate updated draft paper for the Minister to the Board for feedback. | Completed. Updated draft paper circulated to the Board for review before being sent to the Minister. | Grant McPherson |
| 3.2 | Draft Te Tiriti o Waitangi frameworks would be provided to the Board by the end of 2021. | Underway. To be presented at 16 December Board meeting. | Karl Wixon |

Education New Zealand – Manapou ki te Ao

Interim Board Meeting Notes

Tuesday 21 September 2021, 10.44am to 12.02pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Lyn Provost, Daniel Wilson, Rachael Tuwhangai, Linda Sissons, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (Secretary)

APOLOGIES: Victoria Spackman

Apologies

Victoria Spackman

1.1 Update from Chief Executive

The Chief Executive's report was taken as read. The CE highlighted four areas. Firstly, the progress of the International Education Chief Executives' Group and the shift toward changing the scope of the CEs' involvement. Secondly, the draft Ministry of Education (MoE) Policy Statement on high value international education and ENZ's feedback. Thirdly, financial matters and the review of the Export Education Levy (EEL) which was taking place. Lastly, in response to a recent media article on te reo Māori plans in different government departments and agencies, he updated the Board on ENZ's Te Reo Māori Plan and advised them that ENZ had met its requirements to date.

The CE advised the Board that ENZ's feedback on the draft Policy Statement on high value international education emphasised the need to consider the broader value of international education, such as the economic, social and diplomatic benefits for New Zealand.

On the Chief Executives' Group, the CE noted that an annual work program was being put forward at the next meeting for their agreement. Further, that the CEs were being asked to consider future focused items, for example the centralised international student recruitment model.

s9(2)(f)(iv)

The most recent lockdown and what support had been made available to international students was raised. s9(2)(f)(iv)

Otherwise, support involved provision of information and working with providers to ensure they were able to support their students.

s9(2)(f)(iv)

s9(2)(f)(iv)

Moved: Daniel Wilson

Seconded: Linda Sissons

1.3 ENZ Annual Report

The Board requested changes to the content and structure of the draft Annual Report 2020/21, commenting that it did not adequately reflect the challenges of the past year.

The Board asked that it be recorded that the Audit and Risk Committee had reviewed the financial statements and the requested changes had been made.

The Board agreed that ENZ will provide the draft Annual Report 2020/21 to Audit New Zealand by 30 September 2021. The Board noted that the year-end audit of ENZ will commence in November, with the exact date yet to be confirmed by Audit New Zealand.

The Board noted that, following the incorporation of their feedback, the Annual Report 2020/21 will be submitted for final approval at the 21 October Board meeting. Further, that two members of the Board will be asked to sign the letter of representation to Audit New Zealand.

Moved: Lyn Provost

Seconded: Rachael Tuwhangai

General Business

The Chair asked that a meeting be convened before the 21 October Board meeting to discuss strategy and ENZ's business plan. He suggested this meeting take place from 6.00 to 9.00pm on a weekday evening.

In addition to the Business Plan, the CE's KPIs will be included in future Board meeting papers.

The Board requested sector engagement at the 21 October meeting, suggesting a sector group be invited to meet the Board.

For the December Board meeting, the Chair suggested the CEs who are on the International Education CEs' Group be invited to attend.

The meeting closed at 12.02pm.

Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Thursday 21 October 2021, 9.30am to 3.10pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Linda Sissons, Daniel Wilson, Lyn Provost

IN ATTENDANCE: Grant McPherson, Karim Dickie (Secretary)

Abby Humphries (for item 2.1)

Paul Irwin, Euan Howden (for item 3.1)

Di Solomon, Angela Meredith, Andy Jackson, Corwin Wallens (for item 3.2)

APOLOGIES: Shruthi Vijayakumar, Lyn Provost (between 9.30-10.30am), Victoria Spackman (between 9.30am-12.30pm), Rachael Tuwhangai (between 9.30am-2.18pm), Linda Sissons (from 2.00-3.10pm)

1.1 Apologies

Shruthi Vijayakumar

1.2 Disclosures of interest

The register was updated. Lyn Provost removed: Experts Advisory Group – Operation Burnham (Chair). Steve Maharey removed: Manawatu Leadership Group and Independent Review of Primary School Resourcing (Chair).

1.3 Minutes of the previous meeting and action items

The Chair proposed that the minutes of the 19 August 2021 meeting be approved as a true and accurate record.

Moved: Linda Sissons

Seconded: Daniel Wilson

1.4 Oral update by the Chair

The Chair gave a brief update on recent meetings held, including with the Chief Executive.

2.1 ENZ Annual Report 2020/21

The Board approved the updated draft of the Annual Report 2020/21, noting it had incorporated the feedback provided at the interim Board meeting September. The Board agreed that ENZ provide the draft Annual Report 2020/21 to Audit New Zealand ahead of its year-end audit of ENZ. The Board noted, as indicated earlier, that the year-end audit of ENZ will commence in November, with the exact date yet to be confirmed by Audit New Zealand. The Board also noted that two members of the Board will be asked to sign the letter of representation to Audit New Zealand after the Board has approved the Annual Report 2020/21. The Board asked about the timeline for submitting the Annual Report and suggested that the information within it could be used in communications to the sector and wider public over the summer. The Board asked for the Māori wording to be checked by a translator for accuracy.

The Chair proposed that the unaudited ENZ Annual Report 2020/21 be approved.

Moved: Daniel Wilson

Seconded: Linda Sissons

4.1 Information papers

The Board noted the communications report, the schools recovery report and ENZ's feedback on the policy statement on high value international education. The Board asked about ENZ's engagement with SIEBA on the schools recovery report and whether ENZ would be providing feedback on the report's findings.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. The CE highlighted key items which were a priority, including implementing the recommendations from the Cultural Review of ENZ. The CE also raised the continuing uncertainty regarding border openings, continued New Zealand Inc engagement and alignment, depth of engagement and value add to the sector as significant issues.

The CE advised the Board that work was underway to improve reporting and information provision to the Board, noting the prototype dashboard included as Appendix 2.

The Board asked for additional detail about the previously announced 1,000 student cohort and the uptake. Also, about wellbeing for international students and ENZ staff in Auckland.

2.3 Cultural Review update

The CE provided the Board with an update on the Cultural Review and the status of the report's recommendations. He advised the Board that staff had been presented with the results of the most recent staff engagement survey and the Cultural Review at an all staff meeting. Further, that all staff had the opportunity to ask questions, including anonymously.

The CE also informed the Board that two external organisations had been engaged to help with addressing aspects of the report. The Board asked how the session was received and highlighted the need to ensure communications and actions were in sync. The Board noted the paper and asked to receive regular status updates at Board meetings into 2022. The Board also asked to meet with representatives of the two external organisations engaged to help ENZ at the next meeting.

2.4 Overview of ENZ's Strategy

The CE provided the Board with a strategy overview and update. The Board provided feedback on the two areas of focus. The Board commented that they look forward to seeing clarity between the strategy, the Business Plan and dashboard.

3.1 Early findings from FutureLearn online education delivery pilot

The Board were briefed on the performance and learnings to date from the FutureLearn pilot launched on 8 June 2021. The Board noted ENZ has received an interim report on performance on the first three months of the FutureLearn Pilot and noted ENZ's initial assessment of progress and learnings, including next steps. The Board commented that it was a good paper and that they were encouraged by the early findings.

3.2 High value policy statement: Update following consultation

Officials from the Ministry of Education provided the Board with an update on the MoE's high value policy statement on international education following public consultation. The CE outlined ENZ's perspective on the statement and the Board and MoE exchanged views. MoE also gave an indication of the next steps and time frame for Ministerial consideration.

General Business

No general business items were discussed.

The meeting closed at 3.10pm.

| Minute | Action | Progress | Responsible |
|---------------------------------|---|---|-----------------|
| Meeting: 13 August 2020 | | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | Dr Angela Beaton and Leon Fourie to attend February 2022 Board meeting on behalf of Te Pūkenga. | Karim Dickie |
| Meeting: 19 August 2021 | | | |
| 3.2 | Draft Te Tiriti o Waitangi frameworks would be provided to the Board by the end of 2021. | On agenda. See item 3.2. | Karl Wixon |
| Meeting: 21 October 2021 | | | |
| 2.3 | Board to receive regular status updates on Cultural Review implementation at Board meetings into 2022. Introductory meeting with representatives of Updraft Consulting and Strategic Pay to be arranged at November Board meeting. | On agenda. See item 2.2. | Grant McPherson |

Education New Zealand – Manapou ki te Ao

Interim Board Meeting Notes

Thursday 18 November 2021, 9.30am to 10.49am

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Lyn Provost, Daniel Wilson, Rachael Tuwhangai, Linda Sissons, Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (Secretary)

APOLOGIES: Victoria Spackman

Apologies

Victoria Spackman

1.1 Update from Chief Executive

The Chief Executive's report was taken as read. The CE highlighted his top priorities which included the implementation of the recommendations of the Cultural Review and change process, the proposed changes to post-study work rights, Budget 2022: Export Education Levy, s9(2)(f)(iv) and implementing the Rautaki Māori framework.

1.2 Update on implementation of Cultural Review Recommendations

The CE advised the Board that ENZ was continuing to make progress on implementing the recommendations of the Cultural Review and addressing the findings of the Engagement Survey. The Board requested that an additional column be included in the status report to track progress.

1.3 ENZ Quarterly Report – 1 July to 30 September 2021

The Board discussed ENZ's performance during the first quarter of 2021, being the quarter between 1 July and 30 September 2021. For future reports, the Board asked for ENZ's leadership of the sector to be clearer and more interwoven throughout.

The Board approved sending ENZ's quarterly report for 1 July to 30 September 2021 to the Minister of Education.

Moved: Linda Sissons

Seconded: Daniel Wilson

General Business

The Board agreed that no end-of-year stakeholder function would be held, and that Board members outside of Wellington could join the December Board meeting virtually.

Moved: Rachael Tuwhangai

Seconded: Daniel Wilson

The meeting closed at 10.49am.

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Education New Zealand – Manapou ki te Ao

Board Meeting Minutes

Thursday 16 December 2021, 9.30am to 3.10pm

Education New Zealand, Level 5 Lambton House, 160 Lambton Quay, Wellington and via Zoom

PRESENT: Steve Maharey (Chair), Lyn Provost, Linda Sissons, Daniel Wilson, Victoria Spackman, Rachael Tuwhangai (absent between 10.30am-11.07am), Shruthi Vijayakumar

IN ATTENDANCE: Grant McPherson, Karim Dickie (Secretary)

Stephanie Ellis, Rachel Bate (for item 2.2)

Abby Humphries (for item 2.4)

Lisa Futschek, Julian Ashby, Sahinde Pala, Matt Penney, Michelle Hancock, Joanna Kempkers (for item 3.1 from 1.00-1.15pm)

Angela Meredith (for item 3.2)

Karl Wixon (for item 3.3)

Laura Simpson, Sam MacKay (for item 3.4)

1.1 Apologies

Nil.

1.2 Disclosures of interest

The register was updated.

Lyn Provost removed: Transparency International (Patron)

Steve Maharey added: Ministry of Health – Health Systems Group (Member)

Rachael Tuwhangai added: Waikato University – Iwi Advisory Board (Member)

1.3 Minutes of the previous meeting and action items

The Chair proposed that the minutes of the 21 October 2021 meeting be approved as a true and accurate record.

Moved: Daniel Wilson

Seconded: Lyn Provost

1.4 Oral update by the Chair

The Chair gave a brief update on recent meetings held, including with the Chief Executive and the Minister of Education.

2.1 Update from Chief Executive

The Chief Executive's report was taken as read. The CE outlined potential scenarios for 2022 and the impact on the international sector if students did not return to New Zealand at sufficient volume by semester two. The challenges around visa processing and capacity were also raised. The Board discussed the situation and suggested alternative ways to engage relevant officials on the issue.

2.2 Organisation proposal presentation

The CE outlined to the Board an overview of a new organisational structure for ENZ. The Board provided feedback and commented that a good process had been followed. Further, that the proposed structure was aligned with ENZ becoming more fit for purpose in the current operating environment.

2.3 Update on implementation of Cultural Review recommendations

The status of the Cultural Review recommendations were noted.

2.4 Draft Statement of Intent, with draft impact and performance measures

The Board provided feedback on ENZ's draft Statement of Intent (SoI) 2022-2026. The Board also provided feedback on ENZ's draft impact and performance measures for the draft SoI and the Statement of Performance Expectations for 2022-23 (SPE) which is under development.

The Board commented that the foreword of the SoI needed to include more on innovation and diversification, as it read as business as usual in its current form. The Board commented that ENZ's leadership role needed to be mapped out and clear. The Board also suggested that some ambition be included, and that the marketing section be moved further back.

s9(2)(f)(iv)

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s9(2)(f)(iv)

Moved: Victoria Spackman

Seconded: Lyn Provost

3.2 Draft Te Tiriti o Waitangi framework

The Board noted the draft Te Tiriti o Waitangi Framework in Appendix 1, provided feedback and approved the proposed next steps. The Board expressed interest in seeing a list of institutions in New Zealand engaged in indigenous education internationally.

The Board commented that it would be good to work alongside NZQA who are embarking on a similar journey. The Board also expressed interest in participating in a Te Tiriti workshop in 2022.

3.3 Draft Board submission to the Productivity Commission

The Board commented that the draft submission was a good paper. The Board suggested that positive international student stories and quotes be included in the submission to reinforce the value of international education to New Zealand.

The Board approved the draft submission to the Productivity Commission, subject to incorporating the feedback provided. In the cover note, the Board requested that the Productivity Commission be invited to engage with them on the submission.

The Board noted submissions close on 24 December 2021 and that, as agreed with Minister Hipkins' office, ENZ's submission to the Productivity Commission will be provided to the Minister for his information in January 2022.

3.4 Proposed Board-Sector engagement plan for 2022

The Board noted and provided feedback on the proposed approach for the Board's engagement with the sector in 2022. Board members were also given the opportunity to indicate which events they would like to attend next year to connect with the sector outside of Board meetings.

4.1 Oral update by Audit and Risk Committee Chair

The Audit and Risk Committee (ARC) Chair provided an oral update of the ARC meeting held on 15 December, noting policy renewals and commenting that the finances were tidy, as were Board and CE expenses.

5.1 Information only papers

The Board noted the key findings of the International Student Experience Survey 2021, Improving the social licence of international education across Aotearoa: Update and next steps, and the Communications report – October-November 2021.

General Business

No general business items were discussed.

The meeting closed at 3.15pm.

| Minute | Action | Progress | Responsible |
|----------------------------------|---|--|----------------------------|
| Meeting: 13 August 2020 | | | |
| 2.1 | Joint SLT-Board meeting to be arranged with NZIST after NZIST Board is in place. | On agenda. See item 3.1. Dr Angela Beaton and Leon Fourie to attend February 2022 Board meeting on behalf of Te Pūkenga. | Karim Dickie |
| Meeting: 21 October 2021 | | | |
| 2.3 | Board to receive regular status updates on Cultural Review implementation at Board meetings into 2022. | On agenda. See item 2.2. | Grant McPherson |
| Meeting: 16 December 2021 | | | |
| 3.1 | Manaaki New Zealand Scholarships Programme – ENZ to get written assurances from MFAT that it would be able to meet reporting requirements, that an Official development assistance (ODA) funding perspective is obtained, in addition to a pro forma report that is to be tested with Treasury. ENZ to consult with lawyers prior to entering any contractual arrangements, and that the financial risk is detailed and on the record. | Underway. The proposed final operating model, interim operating model and transition programme will be presented to the Board for approval at a special out-of-cycle meeting on Monday 4 April 2022. | Lisa Futschek, Matt Penney |
| 3.2 | List of institutions in New Zealand engaged in indigenous education internationally to be compiled. | In progress. | Karl Wixon |

| | | | |
|-----|--|---|------------|
| 3.2 | Te Tiriti workshop to be arranged for the Board in 2022. | To take place at Board meeting on 21 June 2022. | Karl Wixon |
|-----|--|---|------------|

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