



Date: Wednesday 7 December 2022 9.15am-5.50pm

Location: NZTE Auckland

Attendees: Jennifer Kerr (Chair); Mike O'Donnell (Deputy Chair); Carl Carrington; Wayne Norrie; Sarah Paterson, Victoria Spackman, Deb Shepherd, s9(2)(a)

Apologies: Traci Houpapa

In attendance: Peter Chrisp, Chief Executive; Dylan Lawrence, GM Investment (item 2.1, 4.4); Jess Dorman, Business Advisor to CE (items 2.1-2.4); Sanchia Yonge, GM Customer Solutions Group (items 2.1-2.3, 3.1 & 4.2); Clare Wilson, GM International (items 2.1-2.2, & 3.2); Rachel Baxter, GM People and Kōrako (items 2.1-2.2, 3.2 & 4.1); Tim Green, GM Strategy, Performance & Partners (items 2.1-2.4 & 4.3); Daniel Taylor, GM Export Customers (items 2.1 & 3.1); Vanessa O'Neill, Regional Director Europe (item 2.2); Chris Seed, Chief Executive, MFAT (item 2.3); Chris Bunny, Deputy Secretary, Labour, Science & Enterprise, MBIE (items 2.3-2.4); Iain Southall, Director Economic Development and Transitions, MBIE (items 2.3-2.4); Stuart Horne, Divisional Manager Economic Division, MFAT (item 2.4); Jason Hare, Director Safety & Wellbeing (item 4.1); Mohit Misquitta, Director International Growth Fund (item 4.2); Justin Foster, Chief Financial Officer (item 4.3); Jonathan Wells, Investment Director Private Capital (item 4.4); Jodana Samuel, Strategic Communications Advisor (item 5.1); Kate Moran, General Legal Counsel (item 5.3); Richard Cotman, Partner Tech & Services (item 5.4); Mel Blake-Palmer, Board Governance Manager; Jamee Taylor, Board Governance Advisor.

1	INTRODUCTION
1.1	Opening Karakia
1.2	Apologies
Apologies were received from Traci Houpapa.	
1.3	Declared Interests
<i>The Board noted the declared interests register.</i>	
1.4	Minutes of previous meeting – 6 October 2022
The cybersecurity dashboard referred to in the minutes was included in the Resource Centre for this meeting. In future it will be appended to the CE's Report. <i>The Board approved the minutes of 6 October 2022.</i>	
1.5	Actions Register
Items 566, 567 and 570 were closed. Item 568 was amended for clarity and remains open. <i>The Board noted the actions register for November 2022.</i>	
1.6	2023 Board Programme
The Board discussed committee membership to be formalised early in the new year once the current round of Board appointments is complete. The Board agreed to retire the GNC committee. <i>The Board noted the Board Programme for 2023.</i>	
2	KEY REPORTS
2.1	Chief Executive's Report
The CE outlined the strategic cadence/cycle of NZTE – giving context for the format of Board papers and discussions.	
s9(2)(g)(i)	
1.	s9(2)(g)(i)

The Board

- i. **noted** the Chief Executive's Report for December 2022
- ii. **noted** the ONE Team Dashboard for October 2022.

2.2 International Insights

Vanessa O'Neill, Regional Director Europe joined the meeting to share her perspectives on the region. The discussion focused on:

- The diversity of markets in Europe – each country is a completely different, individual market.
- s9(2)(g)(i) [REDACTED]
- The region has been busy with customers now able to travel into market. Key sectors remain marine, tech and agritech.
- s9(2)(g)(i) [REDACTED]

The Board:

- i. **noted** the contents of the paper.

2.3 Ministry Advisor' Updates

Ministry of Foreign Affairs and Trade

Chris Seed joined the meeting to update the Board on relevant issues from MFAT's perspective, including geopolitics, trade agreements, and supporting the safety and wellbeing of people in our international networks.

Ministry of Business, Innovation and Employment

Chris Bunny joined the meeting to update the Board on relevant issues from MBIE's perspective, including budget bids, visa processing, ITPs and supply chain.

s9(2)(f)(iv)

The Board:

- i. s9(2)(g)(i) [REDACTED]

3 STRATEGY

s9(2)(f)(iv)

s9(2)(f)(iv)

s9(2)(g)(i)

The Board:

- i. **noted** the contents of the paper; and
- ii. **discussed** the questions posed in the paper.

3.2 Kaitiakitanga

s9(2)(g)(i)

The Board:

- ii. **noted** the contents of the paper; and
- iii. **discussed** the questions posed in the paper.

4 OPERATIONS

4.1 Safety & Wellbeing

Management thanked Board members for their recent safety and wellbeing site visits at the Auckland, Wellington and Christchurch offices. Short- and long-terms actions are underway in response to Board members' recommendations.

s9(2)(g)(i)	
s9(2)(g)(i)	
The Board noted the incidents and risks reported for October 2022.	
4.2	International Growth Fund (IGF)
s9(2)(f)(iv)	
Management thanked Wayne Norrie for his exceptional support of the IGF programme.	
The Board:	
<ul style="list-style-type: none"> i. noted the IGF progress report as supported by the IGF Dashboard; and ii. noted the pipeline for FY23. 	
4.3	Finance
The Board and management discussed the adjustments to carbon budgets.	
The Board:	
<ul style="list-style-type: none"> i. noted the current financial performance report to 31 October 2022; and ii. noted the allocation of prior year surplus in the October re-forecast. 	
4.4	Investor Migrant programme
GM Investment gave an overview of the context for NZTE taking on Investor Migrant attraction and aftercare work. As part of this, NZTE is now responsible for stewardship of the criteria and process for determining the acceptability of management funds and direct investments for the purposes of the Active Investor Plus visa.	
s9(2)(g)(i)	
5	APPROVALS
5.1	Delegating Authority for the 2021/22 Annual Report
The Board Chair and ARC Chair have reviewed NZTE's 2021-22 Annual Report and Annual Financial Statements, and gave their approval at the meeting. They also approved use of their digital signatures in NZTE's Annual Report 2021-22.	
The Board:	
<ul style="list-style-type: none"> i. delegated to the Board Chair and the Chair of Audit and Risk Committee (ARC) to review and approve NZTE's 2021-22 Annual Report, including the Annual Financial Statements; ii. agreed that Jennifer Kerr (Board Chair) and Sarah Paterson (ARC Chair) sign the 2021-22 Annual Report, Financial Statements and the Board's Letter of Representation, and give permission for the use of their e-signatures for this purpose; and iii. s9(2)(g)(i) 	
5.2	Appointment of NZ G2G Advisory Board member
The NZ G2G Advisory Board Chair gave a brief update on the current challenges and opportunities for NZ G2G.	
The Board:	
<ul style="list-style-type: none"> i. approved the appointment of Graeme Sumner as an independent member of the NZ G2G Advisory Board for a term of three years commencing 13 December 2022. 	

s9(2)(g)(i)

s9(2)(g)(i)

5.5	Out of cycle approvals
<p>The Board formally noted the decisions that were unanimously assented to via email since the Board's last meeting, being:</p> <ul style="list-style-type: none"> a. s9(2)(g)(i) b. amending the attendance requirements for other CE members – Clause 3.4 c. s9(2)(f)(iv), s9(2)(g)(i) 	
6	COMMITTEE AND BOARD UPDATES
6.1	Audit & Risk Committee
<p>The Chair of the Committee gave an update from the 18 November meeting. Key items of discussion at that meeting included the Business Assurance work programme, the risk register, s9(2)(g)(i)</p>	
6.2	Culture & People Committee
<p>The Chair of the Committee gave an update from the 4 November meeting. Key items of discussion at that meeting included the draft Kaitiakitanga paper, s9(2)(g)(i) and options to address the gender pay gap.</p> <p>Since the CPC meeting, Board members have conducted safety and wellbeing site visits to the Wellington, Christchurch and Auckland offices. Management is following up on recommendations made.</p>	
7	GENERAL BUSINESS
7.1	Any other business
<p>There was no other business.</p>	
7.2	Board engagements
<p>The Board noted members' NZTE-related engagements since the last Board meeting on 6 October 2022.</p>	
7.3	NPS Completed
7.4	Meeting review

8	BOARD DISCUSSION
8.1	Board Members only
8.2	Closing Karakia

s9(2)(a)

Jennifer Kerr
Chair

Date

Released under the Official Information Act 1982

Date: Thursday 6 October 2022 8.30am-3.00pm

Location: NZTE New Plymouth

Attendees: Jennifer Kerr (Chair); Mike O'Donnell (Deputy Chair); Carl Carrington; Traci Houppapa; Wayne Norrie; Sarah Paterson, Victoria Spackman, Deb Shepherd, s9(2)(a)



In attendance: Peter Chrisp, Chief Executive; Carolyn Tremain, Chief Executive, MBIE (item 2.2); Stu Horne, Divisional Manager Economic Division, MFAT (item 2.2); Dylan Lawrence, GM Investment (item 2.1-2.2); Jess Dorman, Business Advisor to CE (item 2.1-2.2); Sanchia Yonge, GM Customer Solutions Group (item 2.1-2.3, 3.1 & 4.2); Clare Wilson, GM International (item 2.1-2.2); Rachel Baxter, GM People and Kōrako (item 2.1-2.2 & 4.3); Tim Green, GM Strategy, Performance & Partners (item 2.1-2.2, & 4.2); Dale Stephens, Director Māori Partnership (Item 3.1); Rangi Ririnui, Investment Director Māori (Item 3.1); Theresa Rongonui, Director Learning and Organisational Development (Item 3.1); Jeremy Gardiner, Head of Māori Export Customers (Item 3.1); Florence van Dyke, Sustainability Lead (Item 3.2); Mohit Misquitta, Director International Growth Fund (Item 4.1); Justin Foster, Chief Financial Officer (item 4.2); Jason Hare, Director Safety & Wellbeing (item 4.3); Mel Blake-Palmer, Board Governance Manager; Jamee Taylor, Board Governance Advisor.

1	INTRODUCTION
1.1	Opening Karakia
1.2	Apologies
Traci Houppapa joined the meeting at 10.00 am. There were no other apologies.	
s9(2)(ba)(i)	
1.4	Minutes of previous meeting – 25 August 2022
There was one addition to the minutes of the 25 August meeting, to note that MOD offered to connect the Women in Export Lead with s9(2)(b)(ii) for sharing of the Women in Export podcast library. <i>The Board approved the minutes of 25 August 2022.</i>	
1.5	Actions Register
Items 557, 564 and 565 can be closed. <i>The Board noted the actions register for October 2022.</i>	
1.6	2022/23 Board Programme
There was one correction to the Board Programme for 2022/23, removing the reference to a Governance and Nomination Committee. <i>The Board noted the Board Programme for 2022/23.</i>	
2	KEY REPORTS
2.1	Chief Executive's Report
The CE referred to the performance dashboard and noted that: <ul style="list-style-type: none"> • s9(2)(g)(i) • Investment deals have had a strong start for the year, with pDEI and pDEI ratios particularly strong. • s9(2)(g)(i) 	

- s9(2)(b)(ii) [Redacted]
 - The Export Growth benchmark is an annual result and key indicator in our Statement of Performance Expectations. s9(2)(g)(i)
 - s9(2)(g)(i) [Redacted]
- s9(2)(g)(i) [Redacted]
- s9(2)(g)(i), s9(2)(f)(iv) [Redacted]
- s9(2)(g)(i) [Redacted]

The Board

- i. **noted** the Chief Executive's Report for October 2022
- ii. **noted** the ONE Team Dashboard for August 2022.

2.2 Ministry Advisor' Updates

Ministry of Foreign Affairs and Trade

Stu Horne joined the meeting to update the Board on relevant issues from MFAT's perspective, including trade missions and wider reconnection efforts, progress on trade negotiations, and outreach work to s9(2)(g)(i) [Redacted]. The CE thanked Stu for his support of NZTE.

s9(2)(g)(i)

3 STRATEGY

3.1 Mātau

Te Pora Māori gave an overview of the paper and the four parts of the Mātau strategy:

- i. [Redacted]

s9(2)(g)(i) [Redacted]

[Redacted]

<p><i>The Board:</i></p> <ul style="list-style-type: none"> i. noted the contents of the paper; and ii. discussed the questions posed in the paper. 	
4	OPERATIONS
4.1	International Growth Fund (IGF)
<p>The Director IGF gave a verbal update for the September month end. Approvals s9(2)(g)(i)</p> <p>s9(2)(g)(i)</p> <p>s9(2)(g)(i)</p> <p>s9(2)(g)(i)</p>	
<p><i>The Board:</i></p> <ul style="list-style-type: none"> i. noted the IGF progress report as supported by the IGF Dashboard; ii. noted the year-end result for FY22 and pipeline for FY23; 	
4.2	Finance
<p>s9(2)(f)(iv)</p>	
<p><i>The Board:</i></p> <ul style="list-style-type: none"> i. noted the current financial performance report to 31 August 2022; ii. noted the indicator of carbon usage from flights to 31 August 2022; iii. noted the October reforecast is upcoming, based on September month end results. 	
4.3	Safety & Wellbeing
<p>The Director Safety & Wellbeing advised that the decommissioning of the Expo pavilion has been completed.</p> <p>s9(2)(g)(i)</p>	
<p><i>The Board noted the incidents and risks reported for August 2022.</i></p>	

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5	COMMITTEE AND BOARD UPDATES
5.1	Board Committees
There have been no committee meetings since last Board meeting. In consultation with all Board members, the Board Chair appointed Sarah Paterson as Chair of Audit & Risk Committee, to take effect when Traci Houpapa's Board term ends.	
6	GENERAL BUSINESS
6.1	Any other business
s9(2)(g)(i)	
6.2	Board engagements
The Board noted members' NZTE-related engagements since the last Board meeting on 25 August 2022	
6.3	NPS Completed
6.4	Meeting review
7	BOARD DISCUSSION
7.1	Board Members only
7.2	Closing Karakia

s9(2)(a)

Jennifer Kerr
Chair

Date

Released under the Official Information Act 1982



Date: Wednesday 25 August 2022, 8.30am - 4.00pm

Location: NZTE Auckland

Attendees: Jennifer Kerr (Chair); Mike O'Donnell (Deputy Chair); Carl Carrington; Traci Houpapa; Wayne Norrie; Sarah Paterson, s9(2)(a)

In attendance: Peter Crisp, Chief Executive; Chris Seed, Chief Executive, MFAT (item 2.2); Chris Bunny, Deputy Secretary Labour, Science and Enterprise, MBIE (item 2.2); Dylan Lawrence, GM Investment (item 2.1-2.2); Jess Dorman, Business Advisor to CE (item 2.1-2.2); Sanchia Yonge, GM Customer Solutions Group (item 2.1-2.3, 3.1 & 4.2); Clare Wilson, GM International (item 2.1-2.2 & 3.3); Lisa Thompson, GM Export Customers (item 2.1-2.2); Rachel Baxter, GM People and Kōrako (item 2.1-2.2 & 4.5); Tim Green, GM Strategy, Performance & Partners (item 2.1-2.2, 3.1 & 4.3-4.4); James Crabb, Chief Technology Officer (item 3.1); Pip Cameron, Head of Reach (item 3.1); Iain McCombe, Director Digital Products (item 3.1); Anna Guenther, Women in Export Lead (Item 3.2); Amanda Martin, Regional Director NAM (Item 3.3); Andrew White, Regional Director Greater China (Item 3.3); Benny Goodman, Regional Director East Asia (Item 3.3); Glen Murphy, Regional Director AUSAAC (Item 3.3); Rachael Kerr, Regional Director IMEA (Item 3.3); Steve Jones, Regional Director LATAM (Item 3.3); Vanessa O'Neill, Regional Director Europe (Item 3.3); Clayton Kimpton, Commissioner General for NZ Expo (Item 4.1); Kylie Archer, COO for NZ Expo (Item 4.1); Mohit Misquitta, Director International Growth Fund (Item 4.2); Jodana Samuel, Strategic Communications Advisor (Item 4.3); Justin Foster, Chief Financial Officer (item 4.4); Jason Hare, Director Safety & Wellbeing (item 4.5); Mel Blake-Palmer, Board Governance Manager; Jamee Taylor, Board Governance Advisor.

1	INTRODUCTION
1.1	Opening Karakia
1.2	Apologies
	Apologies were received from Traci Houpapa for the start of the meeting (joined at approximately 10.00am).
1.3	Declared Interests
	The Board noted the declared interests register.
1.4	Minutes of previous meeting – 15 June 2022
	The Board approved the minutes of 15 June 2022.
1.5	Actions Register
	Items 555, 556, 558 and 559 have been completed and were closed . Item 557 (Mātau discussion) is scheduled for the October Board meeting and remains open .
	The Board noted the actions register for August 2022.
1.6	2022/23 Board Programme
	The Board meeting and regional visit on 5 & 6 October has been confirmed for Taranaki.
	The Board noted the Board Programme for 2022/23.
2	KEY REPORTS
2.1	Chief Executive's Report
	The CE referred to the performance dashboard and noted that: <ul style="list-style-type: none"> • s9(2)(g)(i)
	The CE provided a verbal update on s9(2)(g)(i)

<p>Key topics discussed by the Board and management were:</p> <ul style="list-style-type: none"> • s9(2)(f)(iv) [REDACTED] • The benefits, challenges and continuing evolution of hybrid working arrangements. • How sector work and ITPs fit within Kōrako, and the balance between sector work and customer work. <p>The Board congratulated the ONE Global Team for stunning full-year results in challenging circumstances.</p>	
<p><i>The Board</i></p> <ol style="list-style-type: none"> noted the Chief Executive's Report for August 2022 noted the ONE Team Dashboard for the year ending 30 June 2022. noted the ONE Team Dashboard for July 2022. 	
2.2	Ministry Advisor' Updates
	Ministry of Foreign Affairs and Trade
<p>Chris Seed joined the meeting to update the Board on relevant issues from MFAT's perspective, including trade missions and wider reconnection efforts, progress on trade negotiations, and outreach work to encourage diversification of markets.</p>	
	Ministry of Business, Innovation and Employment
<p>Chris Bunny joined the meeting to update the Board on relevant issues from MBIE's perspective, including investment strategy and visa settings, visa processing, and ITPs.</p>	
3	STRATEGY
s9(2)(g)(i)	
<p><i>The Board:</i></p> <ol style="list-style-type: none"> discussed the contents of the attached paper; and noted that the Digital Strategy will be brought to the Board again in April 2023. 	
3.2	Women in Export
<p>The Women in Export Lead introduced the paper and sought the Board's feedback on the four questions posed. Board feedback and discussion points included:</p> <ul style="list-style-type: none"> • s9(2)(g)(i) [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] 	

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- s9(2)(f)(iv) [REDACTED]

The Board requested some data on how women fare in the investment space [ACTION]. The Board also asked the Lead Team to give some thought to the end goal and what equality of outcome looks like. What are the statistics we want to see?

The Board:

- i. **noted** the contents of the paper; and
- ii. **discussed** the dilemmas posed in the paper.

s9(2)(g)(i) [REDACTED]

The Board:

- i. **noted** the contents of the paper; and
- ii. **discussed** the dilemmas posed in the paper.

4 OPERATIONS

4.1 Expo 2020

Commissioner General for NZ Expo thanked the Board for their support and gave an overview of the highlights and challenges of Expo. Key points discussed by the Board and management were:

- s9(2)(g)(i) [REDACTED]

The Board thanked the Expo team for everything they did to achieve such as successful outcome for New Zealand.

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<i>The Board:</i>	
<ul style="list-style-type: none"> i. noted the Expo 2020 Close-Out Report (RC) was tabled at the Audit and Risk Committee on 12 August 2022; ii. noted IQANZ completed an independent post-project review, which is included as an Annex to the Expo 2020 Close-Out Report; and iii. noted decommissioning of the New Zealand pavilion is scheduled for completion by 30 September. 	
4.3	International Growth Fund (IGF)
The Director IGF advised that the new IGF process was launched on 1 July with positive feedback received. The Board asked whether the new DEI calculation has been implemented, and management confirmed that it has.	
<i>The Board:</i>	
<ul style="list-style-type: none"> i. noted the IGF progress report as supported by the IGF Dashboard; ii. noted the year-end result for FY22 and pipeline for FY23; 	
4.4	Annual Report
<i>The Board:</i>	
<ul style="list-style-type: none"> i. noted the draft 2021/22 Annual Report will be circulated (by email) for the Board's feedback in mid-September; ii. delegated to the Audit and Risk Committee (ARC) and the Board Chair to review and approve NZTE's 2021-22 Annual Report, including the Annual Financial Statement; iii. agreed that Jennifer Kerr (Board Chair) and Traci Houpapa (ARC Chair) sign the 2021-22 Annual Report, Financial Statements and the Board's Letter of Representation, and give permission for the use of their e-signatures for this purpose; and iv. noted that the requirement for the Auditor-General to provide an audit report by 31 October has been extended to 31 December this year. This will impact on Audit NZ's timeframes for completing their audit of NZTE. 	
4.4	Finance
<i>The Board:</i>	
<ul style="list-style-type: none"> i. noted the year-end financial performance report to 30 June 2022. ii. noted the current financial performance to 31 July 2022 	
4.5	Safety & Wellbeing
The Board asked about the toolkit to help people leaders monitor hybrid working, and whether there is any variance in approach between international and New Zealand teams. Director Safety & Wellbeing advised there is variance in approach, but it is not a New Zealand/International split, rather it is across different teams in all locations.	
<i>The Board noted the incidents and risks reported for July 2022.</i>	
4.6	NZ G2G
Mike O'Donnell declared his interest in this matter and left the room for this agenda item.	
<i>The Board:</i>	
<ul style="list-style-type: none"> i. approved the appointment of Mike O'Donnell as Chair of the NZ G2G Advisory Board for a term of three years commencing 25 August 2022. 	
5	COMMITTEE AND BOARD UPDATES
5.1	Audit & Risk Committee
The Chair of the Committee gave a verbal update on the 12 August meeting. It was agreed that the Chair of the Audit & Risk Committee, instead of the Board Chair, will attend the introductory meeting requested by the Office of the Auditor General.	
The Board commented that the cybersecurity dashboard (included with the draft minutes) meets their needs as a way of regularly reporting against this risk.	
<i>The Board noted the draft minutes from the 12 August 2022 meeting.</i>	

5.2	Culture & People Committee
<p>The Chair of the Committee gave a verbal update on the 23 August meeting, where it was agreed that a health and safety site inspection of the major New Zealand offices would be completed by Board members (Mike O'Donnell for Wellington, Jennifer Kerr for Auckland, Carl Carrington for Christchurch).</p> <p>The Board and management discussed the gender pay gap, and the Board requested a paper for the Culture & People Committee that maps a path to pay equity across NZTE.</p> <p>The Board and management briefly discussed Trade Commissioner bench strength. The Board suggested that some Trade Commissioners be included in the regular 'International Insights' agenda items at Board meetings.</p> <p><i>The Board noted the verbal update on the 23 August 2022 meeting.</i></p>	
6	GENERAL BUSINESS
6.1	Any other business
<p>The CE and Board Chair are meeting with the interim CE of Callaghan Institute to discuss where NZTE and Callaghan might usefully collaborate and cooperate.</p> <p>The Board and management discussed the various projects underway in priority areas and the demand these place on leaders' time. The Board commented that as long as there is clarity of goal and direction, they have plenty of patience around timeframes.</p>	
6.2	Board Engagements
<p>Traci Houpapa noted a correction for the paper – she did not participate in the judging panel for the New Zealand International Business Awards, but did speak to a group of Te Pora Māori wahine.</p>	
6.3	NPS Completed (via Diligent)
6.4	Meeting review
7	GENERAL BUSINESS
7.1	Freewheeling discussion
7.2	Messages from the Board
<p>The Board requested key messages, including themes that are likely to be included in s9(2)(f)(iv) [ACTION]</p>	
7.3	Board Members only
7.4	Closing Karakia

s9(2)(a)

Jennifer Kerr
Chair

Date

Date: Wednesday 15 June 2022 8.30am-4.15pm

Location: NZTE Auckland

Attendees: Jennifer Kerr (Chair); Mike O'Donnell (Deputy Chair); Traci Houpapa; Wayne Norrie; Sarah Paterson, Carl Carrington.



In attendance: Peter Chrisp, Chief Executive; Dylan Lawrence, GM Investment (item 2.1-2.3 & 3.2); Clare Wilson, GM International (item 2.1-2.3, 4.1 & 4.5); Sanchia Yonge, GM Customer Solutions Group (item 2.1-2.3, 4.3 & 4.6); Rachel Baxter, GM People and Kōrako (item 2.1-2.3 & 4.8); Richard Kay, Chief Digital Officer (item 2.1-2.3); Tim Green, GM Strategy, Performance & Partners (item 2.1-2.3, 4.2 & 4.7); Daniel Taylor, Head of Manufacturing (item 2.1-2.3); Karlene Davis, NZ Inc Advisor (Item 2.3); Andrew White, Regional Director Greater China (item 4.1); Jodana Samuel, Strategic Communications Advisor (Item 4.2); Michael Murphy, Head of Technology and Services (Item 4.2); Richard Cotman, Partner Tech and Services (Item 4.3); Justin Foster, Financial Controller (Item 4.4 & 4.7); Emma Matson, General Legal Counsel (Item 4.4); Richard Ng, Property and New Zealand Facilities Manager (Item 4.5); Mohit Misquitta, IGF Director (item 4.6); Casey Cook, Chief Financial Officer (item 4.7); Jason Hare, Director Safety & Wellbeing (item 4.8); Melanie Blake-Palmer, Board Governance Manager; Jamee Taylor, Board Governance Advisor.

1	INTRODUCTION
1.1	Opening Karakia
1.2	Apologies
Apologies were received from s9(2)(a) Wayne Norrie left the meeting at 3.45pm, and Carl Carrington and Traci Houpapa left the meeting at approximately 4.00pm.	
1.3	Declared Interests
The Chair advised of one interest to be removed from the register.	
<i>The Board noted the declared interests register.</i>	
1.4	Minutes of previous meeting – 13 April 2022
<i>The Board approved the minutes of 13 April 2022.</i>	
1.5	Actions Register
<i>The Board noted the actions register for June 2022.</i>	
1.6	2022 Board Programme
<i>The Board noted the Board Programme for 2022.</i>	
2	KEY REPORTS
2.1	Chief Executive's Report
The CE referred to the performance dashboard and noted that: <ul style="list-style-type: none"> s9(2)(g)(i) 	
The CE reflected on the difficult environment for exporters, with headwinds due to high inflation, ongoing supply chain issues and talent shortages. A new government economic framework has been launched (high wage, low emissions) and NZTE's efforts are aligned with this. The Board and management discussed the range of challenges affecting different sectors and the impact these are having on customers' resilience over time.	

NZTE has now completed the first full year of its transformation programme Kōrako. The Lead Team has been reviewing and resetting the programme, simplifying the model by integrating Smarter Working and Reach across the other strands. Strengthened project management methodology is being put into place, and the simplified Kōrako model will be communicated to the One Global Team in coming weeks. Key points discussed by the Board and management were:

- s9(2)(g)(i) [Redacted]

s9(2)(g)(i) [Redacted]

The Board

- i. **noted** the Chief Executive's Report for June 2022
- ii. **noted** the ONE Team Dashboard for May 2022.

2.2 Ministry Advisor' Updates

Ministry of Foreign Affairs and Trade

Ben King joined the meeting to update the Board on relevant issues from MFAT's perspective, including geopolitical issues, upcoming trade missions, supply chain disruption, and progress on trade negotiations.

Ministry of Business, Innovation and Employment

Carolyn Tremain joined the meeting to update the Board on relevant issues from MBIE's perspective, including border settings, visa processing, and Industry Transformation Plans.

s9(2)(f)(iv)

s9(2)(g)(i) [Redacted]

3 STRATEGY

3.1 Freewheeling discussion

The Board's discussion returned to the CE's report, with the CE seeking feedback on its format and content. The Board's feedback included:

- The length of the report is at the maximum preferred.
- Items such as Finance and Safety & Wellbeing that are reported in separate papers do not need to be included in detail in the CE report.
- The primary purpose of the report is for the Board to hear the CE's thoughts and perspective.
- An insight into cybersecurity was requested, including key metrics about cyber attacks, time taken to patch, etc. This will be included as an appendix in the next CE report (Action Register).

s9(2)(g)(i) [Redacted]

3.2	s9(2)(g)(i)
<p style="text-align: center; font-size: 48px; color: red; opacity: 0.5;">s9(2)(g)(i)</p> <p style="text-align: center; color: red; opacity: 0.3; font-size: 24px; transform: rotate(-45deg);">Released under the Official Information Act 1982</p>	
<p>The Board:</p> <ul style="list-style-type: none">i. noted the contents of the paper; andii. discussed the dilemmas posed in the paper.	
4	OPERATIONS
4.1	International
<p>s6(a)</p> <ul style="list-style-type: none">• s6(a)• s6(a)• Customers are still unable to get to the market and travel restrictions are unlikely to shift before early next calendar year.• New Zealand brand perception at the consumer level is still strong for F&B. New Zealand is well recognised, tried and trusted.• There is growing customer interest in sustainability, but not yet at a level that makes consumers willing to pay a premium for sustainably produced goods. <p>The Board expressed thanks to the s6(a) team for their work in difficult circumstances, and appreciation for s6(a) leadership of the team.</p>	
<p>The Board noted the contents of the paper.</p>	

4.2	Statement of Performance Expectations & Statement of Intent
<p>The Board provided feedback and made minor changes to the Statement of Intent and Statement of Performance Expectations. These included correction of grammatical errors, and minor amendments to language and images.</p> <p>Subject to these changes being made in the final print versions, the Board approved both documents. The Board Chair and Audit & Risk Committee Chair gave permission for their digital signatures to be used in the published documents.</p> <p>The Board thanked management for their work in ensuring the high quality of these documents.</p>	
<p><i>The Board:</i></p> <ol style="list-style-type: none"> i. approved the attached 2022-26 Statement of Intent and 2022-23 Statement of Performance Expectations; ii. noted the final reports will be presented to the responsible Minister for tabling in the House of Representatives. 	
4.3	KiwiSaaS Community
<p>The Board and management discussed the current state of the KiwiSaaS Community. There has been good organic growth and it is close to target membership. It is supporting some good peer-to-peer learning.</p> <p>s9(2)(g)(i)</p> <p>The Board is supportive of NZTE taking over responsibility for KiwiSaaS from Callaghan Innovation for the proposed three year period but recommended that there is a robust design process (involving key stakeholders) to develop a self-sustaining model for the long-term.</p>	
<p><i>The Board:</i></p> <ol style="list-style-type: none"> i. noted that MBIE has requested that NZTE take over responsibility for the SaaS Community work programme (part of the Digital Industry Transformation Plan) for three years as of FY 2022-23 ii. approved the transfer to NZTE of the work programme, budget s9(2)(f)(iv) and headcount (currently 4 FTE, including the Programme Lead) iii. delegated to NZTE Lead Team the design and implementation of a migration process for the work programme in collaboration with MBIE and Callaghan Innovation iv. noted the potential risks identified for NZTE related to the transfer and how these will be managed. 	
s9(2)(b)(ii)	
4.5	s9(2)(b)(ii)
<p><i>The Board:</i></p> <ol style="list-style-type: none"> i. s9(2)(b)(ii) 	
4.6	International Growth Fund (IGF)
<p>The Director IGF gave a brief overview of the paper and noted:</p> <ul style="list-style-type: none"> • Training has now been delivered to Customer teams with very positive feedback. • The drawdown period is being reviewed so that a company's previous project can be fully evaluated before further projects are approved, and so that the overall demand for the fund can be managed effectively. If the drawdown period is changed there will be a transition period for projects already consented to proceed. <p>The Board agreed to changing the IGF term, subject to management completing its deliberations.</p>	

<p><i>The Board:</i></p> <ul style="list-style-type: none"> i. noted the IGF progress report as supported by the IGF Dashboard; ii. noted progress made in allocating the FY22 appropriation; iii. noted progress on IGF Improvement Program, including changes to how we measure DEI; iv. agreed the consideration of changing the IGF term period from two years back to three years. 	
4.7	Finance
<p>The Board welcomed Justin Foster in his new role as CFO. Management gave an overview of the F23 Budget, noting:</p> <ul style="list-style-type: none"> • s9(2)(i) <p>The Board commented that it is good to see a well-thought out, balanced budget. s9(2)(f)(iv)</p> <p>The Board and management discussed the potential impact on property costs as we adjust workspaces to hybrid ways of working. There will be some reduction of floor space in Wellington and Auckland, and this may also be looked at in other locations. s9(2)(g)(i)</p>	
<p><i>The Board:</i></p> <ul style="list-style-type: none"> i. noted the current financial performance report to 31 May 2022; ii. noted NZTE's funding for 2021/22; iii. noted the transition of the Regional Business Partner programme to the Ministry of Business, Innovation and Employment (MBIE) is on track to be completed by 30 June 2022; iv. approved s9(2)(f)(iv) 	
4.8	Safety & Wellbeing
<p>The Board and management discussed the removal of the COVID vaccination policy and the support in place to manage anxiety around return to the physical workplace.</p> <p>Management gave a brief update on the new safety and wellbeing digital platform, advising that this is working very well and there has been positive feedback.</p> <p>The Board asked about safety and wellbeing management of the Expo pavilion demolition, and suggested that an NZTE representative visit the site (Action Register).</p> <p><i>The Board noted the incidents and hazards reported for May 2022.</i></p>	
4.9	2023 Board Programme
<p>The Board and management noted the following additions and changes to the proposed Board programme for 2022 and 2023:</p> <ul style="list-style-type: none"> • August 2022 – include a session on the philosophy and early thinking for the digital strategy. • April 2023 – a summary of the digital strategy, in addition to the Export Customers theme. 	

	<ul style="list-style-type: none"> Split Kaitiakitanga into separate discussions for People (August 2023) and Sustainability (October 2023).
	<p><i>The Board:</i></p> <ol style="list-style-type: none"> agreed Board and Committee meeting dates for 2023; agreed themes and highlight topics for the Board's programme in 2023; agreed Customer Tour locations for 2023.
5	COMMITTEE AND BOARD UPDATES
5.1	Audit & Risk Committee
	The Chair of the Committee gave a verbal update on the 6 May meeting, and noted that the relationship with Audit NZ is working well. The Chair of the Committee has met with the new acting Director Business Assurance to establish a direct relationship.
	<i>The Board noted the draft minutes from the 6 May 2022 meeting.</i>
5.2	Culture & People Committee
	The Chair of the Committee gave a verbal update on the 4 May and 6 June meetings, and provided an overview of the process to finalise the remuneration strategy for F23. The Board expressed their thanks to Steven Young for his great work on the remuneration strategy.
	s9(2)(g)(i)
	<p><i>The Board:</i></p> <ol style="list-style-type: none"> noted the draft minutes from the 4 May 2022 and 2 June 2022 meetings; discussed the remuneration approach.
6	GENERAL BUSINESS
6.1	Any other business
	There was no other business.
6.2	Board Engagements
	<i>The Board noted Board members' NZTE-related engagements since 13 April 2022.</i>
6.3	NPS Completed
6.4	Meeting review
	<p>The Board shared their thoughts about the meeting:</p> <ul style="list-style-type: none"> The Board papers were easy to read and of a high quality, and the calibre of the presenters was excellent. The discussion about the digital strategy was very valuable. There was a lot of operational business to be completed, but there was also plenty of good strategic discussion. Keeping to time is a challenge and future agendas will need to take this into account. It is preferable to have Board members attend for the full duration of the meeting.
7	BOARD DISCUSSION
7.1	Board Members only
7.2	Closing Karakia
	s9(2)(a)

Jennifer Kerr
Chair

Date



Date: Wednesday 13 April 2022 8.15am – 4.30pm

Location: Wellington

Attending: Jennifer Kerr (Chair); Mike O'Donnell (Deputy Chair); Wayne Norrie; Sarah Paterson; Carl Carrington; s9(2)(a); Peter Chrisp, Chief Executive; Jess Dorman, Business Advisor to CE (item 2.1-2.2); Clare Wilson, GM International (item 2.1-2.2, 3.2 & 4.1); Lisa Thompson, GM Export Customers (item 2.1-2.2 & 3.2); Sanchia Yonge, GM Customer Solutions Group (item 2.1-2.2, 3.2 & 4.2); Rachel Baxter, GM People and Kōrako (item 2.1-2.2 & 4.4); Tim Green, GM Strategy, Performance & Partners (item 2.1-2.2 & 4.3); Benny Goodman, Regional Director East Asia (item 4.1); Mohit Misquitta, IGF Director (item 4.2); Casey Cook, Chief Financial Officer (item 4.3); Jason Hare, Safety & Wellbeing Manager (item 4.4); Melanie Blake-Palmer, Board Governance Manager; Charon Mason, Operations Advisor. Ministry Advisors: Chris Seed, Chief Executive, MFAT (item 2.2); Carolyn Tremain, Chief Executive, MBIE (item 2.2).

1	INTRODUCTION
1.1	Opening Karakia
1.2	Introductions
1.3	Apologies
Apologies were received from Traci Houpapa.	
1.4	Declared Interests
<i>The Board noted the declared interests register.</i>	
1.5	Minutes of previous meeting – 17 February 2022
<i>The Board approved the minutes of 17 February 2022</i>	
1.6	Actions Register
See actions register. Items 540 can be closed. Item 537 remains open. Jennifer Kerr and Traci Houpapa are currently arranging with Te Pora Māori to attend part of the rescheduled hui on 3 May.	
<i>The Board noted the actions register for April 2022.</i>	
2	KEY REPORTS
2.1	Chief Executive's Report
<p>The CE referred to the performance dashboard and noted that:</p> <ul style="list-style-type: none"> • Export deals are currently below target but tend to trend upwards towards the end of the financial year as companies' financial results are reported. • International Growth Outcomes are above target YTD and the full year target is expected to be met. • Investment pDEI and Investment pDEI ratio are both strong. • NPS scores are very strong across the organisation. • s9(2)(g)(i) <p>The CE noted that Expo 2020 has now closed, and final close-out reporting is being prepared. The early headline numbers are:</p> <ul style="list-style-type: none"> • 24m people came through Expo in total against a pre-COVID target of 25m. • There were 1.24m visitors to the New Zealand pavilion. 	

- s9(2)(g)(i)

The Board commented on the great work done by the team to land Expo and agreed that the Chair would send a letter of acknowledgement to Clayton Kimpton, Commissioner General. The Board requested a summary for the Culture & People Committee on the safety and wellbeing risks associated with the dismantling of the New Zealand pavilion at Expo, and some key messages about Expo outcomes that Board members can share with their networks.

s9(2)(g)(i)

s9(2)(g)(i), s9(2)(f)(iv)

The Board and management discussed the purpose of the Industry Transformation Plans (ITPs) and how these are being developed. NZTE is an active supporter of some of the key ITPs where there is opportunity to coordinate and consolidate agency and private sector activity around particular sectors for the good of New Zealand.

s9(2)(g)(i)

The Board noted the transfer of Investor Migrant attraction and aftercare from MBIE to NZTE with this being a positive outcome s9(2)(g)(i)

The Board

- i. **noted** the Chief Executive's Report for April 2022
- ii. **noted** the ONE Team Dashboard for March 2022.

2.2 Ministry Advisor' Updates

Ministry of Foreign Affairs and Trade

Chris Seed joined the meeting to update the Board on relevant issues from MFAT's perspective, including geopolitical issues, upcoming trade missions and progress on trade negotiations.

Ministry of Business, Innovation and Employment

Carolyn Tremain joined the meeting to update the Board on relevant issues from MBIE's perspective, including border settings, immigration rebalance, economic strategy, s9(2)(g)(i)

3 STRATEGY

3.1 Board Reflections

The Board took the paper as read and commented on the value in having outgoing Board members share their observations and advice with incoming Board members.

The Board discussed and agreed 'rules of engagement' with the wider NZTE team:

- Direct engagement between Board members and the One Global Team is welcome, with an understanding that all share the same cause.
- If problems are raised by the team to Board members, these should be directed to the right person for resolution.
- Board members are welcome to visit regional offices (both in New Zealand and internationally).

The Board commented on the feedback they heard from the Lead Team during their introductory meeting the previous day:

- Lead Team is keen to harness the Board more strategically.
- Engagement outside of formal Board meetings is welcome.
- Board papers are too long.

The Board commented on the Lead Team’s openness in engaging with the Board and their willingness to be challenged in their thinking.

The Board agreed that a ‘free-wheeling’ session immediately after hearing from the Ministry Advisors would provide a valuable opportunity to discuss emerging issues. This will be incorporated in the next meeting agenda.

The Board discussed the contents of the paper.

3.2 Theme: Export Customers

Management provided a brief summary of key points and the paper was taken as read.

The Board asked what management’s approach is to the digital challenge, and the role of the ‘Reach Squad’. Management reported that, following discussion at the last Board meeting, a semi-independent innovation squad was formed and resourced. Since then, the Lead Team have decided that ‘trimming the ship’ in terms of the breadth of the strategy will be a more effective accelerator and enable greater focus – this largely addresses the first two dilemmas set out in the paper. Management described this as a pause on transformation to focus on implementation.

The Board asked whether there were opportunities to improve change management and make the changes lighter. Management commented that the methodology is there, but there are also pinch points in terms of enablement. Trimming the breath of the strategy, and removing some of the pinch points (e.g. process and hygiene issues) will create more space for people to step up to the transformative change.

The Board and management discussed the critical elements for digital transformation; plumbing, people and processes. Management is undertaking a formal data evaluation at the moment.

s9(2)(g)(i) [Redacted]

- i. s9(2)(g)(i) [Redacted]

s9(2)(g)(i) [Redacted]

The Board:

- i. **noted** the contents of the paper.
- ii. **Discussed** the three questions posed in the paper.

4 OPERATIONS

4.3 Finance Report

s9(2)(g)(i) [Redacted]

s9(2)(g)(i)

The Board:

- i. **noted** the current financial performance report to 31 March 2022.
- ii. **noted** NZTE's funding for 2021/22.
- iii. **noted** the update on the transition of the Regional Business Partner programme to the Ministry of Business, Innovation and Employment (MBIE).

4.5 Statement of Performance Expectations & Statement of Intent

Management gave an overview of the SPE and Sol process from drafting through to tabling in the House. The Board was invited to give feedback on the overall narrative and performance measures set out in the draft documents.

The Board's feedback included:

- s9(2)(g)(i)

The Board:

- i. **endorsed** the draft 2022/23 Statement of Performance Expectations, including the updated performance framework and the 2022/23 performance measures and targets.
- ii. **noted** the final 2022/23 Statement of Performance Expectations will be presented at the Board meeting in June 2022.
- iii. **endorsed** the attached draft 2022/26 Statement of Intent, including the updated performance framework.
- iv. **noted** the final 2022/26 Statement of Intent will be presented at the Board meeting in June 2022.

4.1 International: Insights from East Asia Region

s9(2)(g)(i)

The Board **noted** the content of the slides.

4.2.	IGF Operational Report – March 2022
<p>The Director IGF gave a brief overview of the paper, highlighting three key points:</p> <ul style="list-style-type: none"> • The changes made at the end of last year to manage demand have been effective. There is now a strong pipeline through to the end of the financial year. • The IGF improvement programme is focused on important changes for both systems and processes, and also on improved customer experience. • There is ongoing work to improve how outcomes are measured for projects funded. <p>The Board and management discussed how to clearly signal and manage customers' expectations around the fund.</p>	
<p><i>The Board:</i></p> <ol style="list-style-type: none"> noted the IGF progress report as supported by the IGF Dashboard. noted the progress made in allocating the FY22 appropriation. 	
4.4	Safety & Wellbeing Report
<p>The Board and management discussed withdrawing the COVID vaccination policy as mandates are rolled back in other sectors. The Board agreed that management can make this decision when ready, without seeking further Board approval.</p> <p>The Board requested that a trend line be added to the graph on the Safety and Wellbeing dashboard to show the 12-month rolling average for Total Recordable Incident Frequency Rating (TRIFR).</p>	
<p><i>The Board noted the incidents and hazards reported for January 2022.</i></p>	
5	COMMITTEE AND BOARD UPDATES
5.1	Ministry Advisors Update
	Audit & Risk Committee
<p>The Board Chair gave a verbal update on the 18 March meeting, which included discussion about:</p> <ul style="list-style-type: none"> • An update from Audit NZ. • Review of the Chair and CE's expenses. • The transfer of the Investor Migrant attraction and aftercare function from MBIE. <p><i>The Board noted the draft minutes from the 18 March 2022 meeting.</i></p>	
5.2	Culture & People Committee
<p>The Chair of the Committee gave a verbal update on the 18 March meeting, which included discussion about:</p> <ul style="list-style-type: none"> • An update on Diversity & Inclusion initiatives. • Early thinking about the remuneration review. <p><i>The Board noted the draft minutes from the 18 March 2022 meeting.</i></p>	
5.3	Committee Appointments and Nominations
<p><i>The Board:</i></p> <ol style="list-style-type: none"> noted the appointment of Mike O'Donnell as Chair of the Culture & People Committee. approved the appointment of Carl Carrington and Wayne Norrie as members of the Culture & People Committee. noted the appointment of Traci Houppapa as Chair of the Audit & Risk Committee. approved the appointment of Sarah Paterson and Carl Carrington as members of the Audit & Risk Committee. agreed that the Governance & Nominations Committee be held in abeyance until later in 2022. 	
	GENERAL BUSINESS
6	Any other business
	There was no other business.

6.1	NPS Completed
6.2	2022 Board Programme
The Board identified potential meeting dates for October and December. These will be confirmed by the Board Secretary once all Board members and relevant Lead Team members have been consulted by email.	
	<i>The Board noted the 2022 Board Programme</i>
6.3	Meeting review

s9(2)(a)

17 Jun, 2022 12:04:39 PM GMT+12

Jennifer Kerr
Chair

Date

Released under the Official Information Act 1982



Date: Thursday 17 February 2022 8:30am – 4:35pm

Location: Zoom Meeting

Attending: Andrew Ferrier (Chair); Traci Houpapa; Jennifer Kerr; Charlotte Walshe;

Wayne Norrie; Peter Chrisp, Chief Executive; s9(2)(a) Dylan Lawrence, GM Investment (item 2.1 & 5.1); Jess Dorman, Business Advisor to CE (item 2.1 & 5.1); Clare Wilson, GM International (items 2.1, 4.1 & 5.1); Sanchia Yonge, GM Customer Solutions Group (items 2.1, 4.2, 5.1 & 5.2); Rachel Baxter, GM People and Kōrako (items 2.1, 3.1, 4.4 & 5.1); Tim Green, GM Strategy, Performance & Partners (item 2.1, 3.1, 4.3, 4.5, 5.1 & 5.2); Daniel Taylor, Head of Manufacturing (item 2.1, 3.1 & 4.2); Glen Murphy, Regional Director AUSPAC (item 4.1); Mohit Misquitta, IGF Director (item 4.2); Mistelle Jack, Chief Financial Officer (item 4.3); Jason Hare, Safety & Wellbeing Manager (item 4.4); Jodana Samuel, Strategic Communications Advisor (item 4.5); Melanie Blake-Palmer, Board Governance Manager; Charlie Partridge, Board Governance Advisor. Ministers: Hon. Stuart Nash, Minister for Economic and Regional Development (item 5.2); Hon. Damien O'Connor, Minister for Trade and Export Growth (item 5.2). Ministry Advisors: Chris Seed, Chief Executive, MFAT (item 3.2); Vangelis Vitalis, Deputy Secretary Trade and Economic, MFAT (item 5.1 & 5.2); Paul Stocks, Deputy Chief Executive Labour, Science and Enterprise, MBIE (item 5.1 & 5.2).

1	INTRODUCTION
1.1	Apologies
<p>There were no apologies.</p> <p>The Chair welcomed Ann Clifford to the meeting and invited her to participate as a member of the Board.</p> <p>The Chair thanked Charlie Partridge for her support of the Board and wished her well in her new role with G2G.</p>	
1.2	Declared Interests
<p><i>The Board noted the declared interests register.</i></p>	
1.3	Minutes of previous meeting – 14 December 2021
<p><i>The Board approved the minutes of 14 December 2021.</i></p>	
1.4	Actions Register
<p>See actions register. Items 538 & 539 can be closed. Item 539 remains open due to rescheduling of the Te Pora hui.</p> <p><i>The Board noted the actions register.</i></p>	
1.5	Board Programme
<p>The meeting themes for April and June have been swapped to better support the induction of incoming Board members. The Board agreed to meet in person for dinner in Wellington on 2 May to acknowledge and farewell Andrew Ferrier and Charlotte Walshe.</p> <p><i>The Board noted the 2022 Board Programme.</i></p>	
2	KEY REPORTS
2.1	Chief Executive's Report
<p>The CE referred to the performance dashboard and noted that:</p> <ul style="list-style-type: none"> Overall, metrics are on track for the year. 	

- Export Deals is an area of performance pressure and the Lead Team are pushing hard to achieve the target.
- High Potential Exposure incidents have increased sharply as a result of Omicron in a number of regions, but particularly at Expo.
- myNZTE return rate is another area of performance pressure. This is a big challenge and we need to be really committed to our strategy. Given that we have opened up the site for general consumption, thus increasing significantly the number of companies who can use the site, the metric may not be the right one.

The CE described the broad priorities agreed at the Lead Team’s first meeting of the year. These are:

1. Trade Recovery Strategy (v2) – connection to NZ Inc priority markets, support to address supply chain disruption, support for NZ Inc efforts to improve supply of labour/talent.
2. Kōrako – scaling our impact. This is the ‘year of Reach’ with a focus on creating digital value for our customers, as well as delivering outcomes for Māori, and retaining our strong culture and leadership.
3. Brilliant basics – strong delivery of our core operating models to achieve our targets.

The CE sought the Board’s formal endorsement for NZTE’s nomination of Jason Hare for Government H&S Representative of the Year, and this was unanimously agreed by the Board.

The Board asked about the background and progress on s9(2)(f)(iv), s9(2)(g)(i)

[Redacted]

The Board asked what the impacts for NZTE’s teams will be as borders relax and customers start to get back out into market. Management expects this to be a mixed bag – on the one hand there is certainly some pent up demand, but on the other there are customers who are still very cautious, or who are preoccupied with the challenge of Omicron in their domestic operations. Australia and North America are likely to see the most demand in the short term.

s9(2)(g)(i)

[Redacted]

The Board

- noted** the Chief Executive’s Report for February 2022.
- noted** the ONE Team Dashboard for January 2022.

3

STRATEGY

3.1

Theme: Kōrako

s9(2)(g)(i)

s9(2)(g)(i)

The Board:

- i. **noted** the contents of the paper.
- ii. **discussed** the three questions posed in the paper.

3.2 Board Transition

The CE introduced the discussion, observing that many of the insights in the paper will seem obvious to the current Board, but there is value in making the implicit, explicit. This will help inform the induction experience for incoming Board members.

The Board reaffirmed the comments already provided for the paper and suggested some additional points:

- A te Ao Māori perspective is also an area of strength for NZTE.
- The relationship between the Board and management is an area of strength. Management is very open to feedback and there is a mindset of continuous improvement.
- An area of risk is potential disruption at senior management level.

The Board and management discussed the key elements of the induction programme, and made the following additional points:

- Induction should include a good introduction to customers (through customer visits).
- The outgoing Board members are happy to support the induction of incoming Board members.
- Induction should demonstrate and highlight NZTE's culture, which is critical to our strategy and success.
- Induction could also include introductions to key NZ Inc partners.

Management undertook to update the paper with the additional suggestions from this discussion, and provide it as a resource in the next meeting pack.

*The Board **discussed** the contents of the paper.*

4	OPERATIONS
4.1	International Perspective: Australia Pacific Region (AUSPAC)
<p>Glen Murphy, Regional Director AUSPAC joined the meeting to share his perspectives on the region. He noted that Australia and the Pacific are very important markets for New Zealand, but are two very different regions. The discussion focused on:</p> <ul style="list-style-type: none"> • The current mood of the economy in Australia, and the increase in business activity as the Omicron peak begins to wane. • The critical need for businesses to focus on ESG if they want to trade successfully in the Australian market. Sustainability or social good credentials have very quickly moved from 'nice to have' to an essential part of product storytelling. • The positive impact of the new sector organisation of customer teams – this is supporting more structured and meaningful engagement between New Zealand and International teams. • Engagement with indigenous businesses and networks in Australia – at an early stage but an area of focus and development. • The Australian market as an entry point for New Zealand exporters – it's sophisticated and competitive, but done strategically and well it provides the scale and experience for exporters to take into other markets. • The large growth of the AUSPAC team and the associated effect on ways of working and team culture. <p>The Board thanked Glen for his insights.</p> <p><i>The Board noted the contents of the slides.</i></p>	
4.2.	IGF Operational Report – February 2022
<p>The Board and management discussed the measures introduced in December to manage the demand pipeline. These are to be reviewed by management in March.</p> <p>The Board asked about feedback from customers on the new automated services. Management advised that although Springboard claims have only recently gone live on myNZTE, this is improving efficiency for both NZTE and customers.</p> <p>The Board asked about the possibility of multi-year appropriation for IGF and management advised that the process for deciding this is still underway with MBIE and Treasury.</p> <p>The Board asked about the management of demand for FY23. Management advised that a project will be getting underway in March to assess and triage claims to improve the quality of the pipeline for the new financial year.</p> <p><i>The Board:</i></p> <ol style="list-style-type: none"> noted the IGF progress report as supported by the IGF Dashboard. noted the progress made in allocating the FY22 appropriation. noted current pipeline and demand forecast. 	
4.3	Finance Report
<p>The Board noted the positive Audit NZ report and the good progress made in improving the control environment.</p> <p>The Board asked about processing of RBP payments and management advised work is currently underway to transfer this to MBIE by the end of the financial year at latest, and earlier if possible.</p> <p><i>The Board:</i></p> <ol style="list-style-type: none"> noted the current financial performance report to 31 January 2022. noted NZTE's funding for 2021/22. noted the update on the transition of the Regional Business Partner programme to the Ministry of Business, Innovation and Employment (MBIE). 	

iv. noted the final audit rating for the year ended 30 June 2021.	
4.4	Safety & Wellbeing Report
The Board and management discussed the impacts and management of Omicron as cases begin to rise in New Zealand. NZTE's current policy requires people to be vaccinated in order to enter NZTE offices, travel or attend events, but vaccination is not a condition of employment itself, except for new joiners. The Board noted that vaccination mandates are beginning to ease in other jurisdictions, and asked management stay abreast of the changing public perceptions of mandates as they continue to evolve the policy.	
The Board noted the incidents and hazards reported for January 2022.	
4.5	2022-26 Statement of Intent outline, 2022/23 Estimates and Statement of Performance Expectations measures, and key dates for accountability documents

s9(2)(g)(i)

The Board:	
i. noted the listed accountability documents and key dates for the 2022 calendar year.	
ii. endorsed the 2022/26 Statement of Intent (SOI) outline as guidance for the draft that will be presented to the Board in April 2022.	
iii. endorsed the performance measures, targets, and disclosures listed for inclusion in the 2022/23 Statement of Performance Expectations.	
iv. requested that a summary of the performance measures and targets (and associated explanatory notes) for the 2022/23 Estimates of Appropriation be circulated by email for endorsement.	
4.6	Freewheeling time
The Board identified key points to be raised in their discussion with the Ministers.	
5	ENGAGEMENT
5.1	Ministry Advisors Update
Ministry of Foreign Affairs and Trade (MFAT)	
Chris Seed joined the meeting briefly to give his acknowledgements and farewell to s9(2)(a) [REDACTED]. Vangelis Vitalis updated the Board on relevant issues from MFAT's perspective, including trade negotiations.	
Ministry of Business, Innovation and Employment (MBIE)	

Paul Stocks updated the Board on relevant issues from MBE's perspective, including MIQ, management of the critical services register, and the s9(2)(f)(iv), s9(2)(g)(i)	
5.2	Discussion with Minister Nash and Minister O'Connor
Ministers Nash and O'Connor joined the meeting to thank Andrew and Charlotte for their service to the NZTE Board, and to share their priorities for the export sector.	
6	GENERAL BUSINESS
6.1	Any other business
The Board and management discussed Committee membership for the next round of Committee meetings in March. <i>The Board:</i> <ul style="list-style-type: none"> i. agreed to cancel the Governance & Nominations Committee scheduled for March. ii. approved Traci Houpapa as the Chair of the Audit & Risk Committee, and Wayne Norrie as a member of the Audit & Risk Committee for the March 2022 meeting only iii. approved Wayne Norrie as the Chair of the Culture & People Committee for the March 2022 meeting only. iv. noted that permanent appointments to the Committee Chair and committee member roles would be made in due course once the new Chair and directors came on board. 	
6.2	NPS Completed
6.3	Meeting review

s9(2)(a)

14 Apr, 2022 9:53:59 AM GMT+12

Jennifer Kerr
Board Chair

Date

New Zealand Trade and Enterprise Board**Date:** Tuesday 14 December 2021 8:30am – 4:00pm**Location:** Zoom Meeting

Attending: Andrew Ferrier (Chair); Traci Houpapa; Jennifer Kerr; Charlotte Walshe; Wayne Norrie; Peter Chrisp, Chief Executive; s9(2)(a) Dylan Lawrence, GM Investment (item 2.1-3.1); Jess Dorman, Business Advisor to CE (item 2.1-2.2); Clare Wilson, GM International (item 2.1-2.2, 3.1 & 5.1); Sanchia Yonge, GM Customer Solutions Group (item 2.1-2.2, 3.1 & 5.2); Rachel Baxter, GM People and Kōrako (item 2.1-2.2, 3.1 & 5.4); Richard Kay, Chief Digital Officer (item 2.1-2.2 & 4.1); Tim Green, GM Strategy, Performance & Partners (item 2.1-2.2 & 5.2-5.3); Grace Ashman, Sustainability Lead (item 3.1); Dale Stephens, Director Māori Partnership (item 3.1); Theresa Rongonui, Director Learning and Organisational Development (item 3.1); Jeremy Gardiner, Head of Māori Export Customers (item 3.1); Kiwa Whatarau, Trade Commissioner Hong Kong (item 3.1); Amanda Martin, Regional Director NAM (item 5.1); Mohit Misquitta, IGF Director (item 5.2); Dan Taylor, Head of Manufacturing (item 5.2); Casey Cook, Financial Planning and Analysis Manager (item 5.3); Jason Hare, Safety & Wellbeing Manager (item 5.4); Melanie Blake-Palmer, Board Governance Manager; Charlie Partridge, Board Governance Advisor.

Ministry Advisors: Vangelis Vitalis, Deputy Secretary Trade and Economic, MFAT (item 2.2); Carolyn Tremain, Chief Executive, MBIE (item 2.2)

1	INTRODUCTION
1.1	Apologies
There were no apologies.	
s9(2)(a)	
1.3	Minutes of previous meeting – 13 October 2021.
<i>The Board approved the minutes of 13 October 2021</i>	
1.4	Actions Register
See actions register. Items 499, 529 and 530 can be closed. The Board discussed item 528 and agreed that this is no longer required. This item can also be closed.	
<i>The Board noted the actions register for December 2021.</i>	
1.5	Board Programme
<i>The Board noted the 2022 Board Programme.</i>	
2	KEY REPORTS
2.1	Chief Executive's Report
<p>The CE referred to the performance dashboard and noted that:</p> <ul style="list-style-type: none"> Export deals are well behind the YTD target and well down compared to the same period last year. IGO and Investment metrics are both strong, and NPS is also very strong. s9(2)(g)(i) <p>Overall, there is strong engagement with customers, good progress is being made with the export recovery strategy, but we are concerned about some exporters.</p> <p>s9(2)(g)(i) s9(2)(g)(i)</p>	
<p>The Board asked about the Reach strategy and whether it would be useful to have an update on that in the next 3-6 months. Reach is the theme topic for the April 2022 Board meeting, and management agreed this would be an appropriate time for a deep dive. The CE noted that the Reach team is very focused on using</p>	

customer insight to determine what products need to be built to deliver value to a much greater number of customers via digital channels, and to lift the return rate for myNZTE.

The Board asked whether management had any insights about the slowdown in tech company growth. Management said this reflects several elements; first, that tech companies tend to be smaller (and smaller companies are more vulnerable generally), second, there is a shortage of talent, and third, the channels that tech companies sell in to are struggling. As COVID drags on, sales pipelines are being run down and not refilled.

The Board expressed support for the early thinking that has gone into the four-point plan for a reconnecting export customers and investors. This is still in design, but has taken the important first step of identifying the problem to be solved.

The Board

- i. **noted** the Chief Executive's Report for December 2021.
- ii. **noted** the ONE Team Dashboard for November 2021.

2.2 Ministry Advisors' Updates

Ministry of Foreign Affairs and Trade (MFAT)

Vangelis Vitalis updated the Board on relevant issues from MFAT's perspective, including the Trade Recovery Strategy, APEC, Expo and trade negotiations.

Ministry of Business, Innovation and Employment (MBIE)

Carolyn Tremain updated the Board on relevant issues from MBIE's perspective, including Industry Transformation Plans, immigration, and talent supply.

§9(2)(g)(i)

3 STRATEGY

3.1 Theme: Kaitiakitanga

The CE described kaitiakitanga as being about people of this generation caring for the environment on behalf of those who have gone before, thereby also caring for the future. NZTE uses this as a construct to contain its strategy for care of people and place.

Care of People

GM People & Kōrako acknowledged the previous discussion about Kaitiakitanga at the recent Culture & People Committee meeting and thanked the Committee for their feedback on the draft paper.

Management commented that NZTE people are certainly feeling tired at the end of the year but are in good heart and the organisational culture is still really strong. This was in evidence at the recent Pounamu awards.

§9(2)(g)(i)

§9(2)(g)(i)

- §9(2)(g)(i)
- Focus on development and career paths. Things to consider:
 - §9(2)(g)(i)
 -
 -
 -
- Keep being flexible about hybrid working and keep experimenting and challenging ourselves. We are unlikely to land on a single model for hybrid working – there will be a range of models for different locations and cultures.

The Board endorsed the approach.

Care for Place

NZTE's Sustainability Lead gave a brief overview of progress made over the past three years. This includes work to understand the challenges and opportunities facing our customers, developing tools to support capacity building, and working on our own programme for carbon budgeting. The Board provided the following feedback around the three 'care for place' questions in the paper:

- The Board endorsed the Sustainability Strategy of:
 - Reducing our own internal emissions by reducing air travel
 - Focusing on providing practical tools and support for willing customers

- s9(2)(g)(i) [Redacted]



The Board:

- i. **noted** the contents of the paper.
- ii. **discussed** the seven questions posed in the paper.

4	APPROVALS
4.1	s9(2)(g)(i) [Redacted]
	s9(2)(g)(i) [Redacted]

s9(2)(g)(i)

5	OPERATIONS
5.1	International Perspective: North America Region
<p>The Regional Director North America (NAM) joined the meeting to share her first-hand perspective on the NAM market:</p> <ul style="list-style-type: none"> • Supply chain challenges continue to be a major issue for customers, as does the labour dynamic in the US. • Companies are needing bigger war chests to develop the market, including investment in 'boots on the ground'. • There is rapid acceleration of digital innovation, especially with some of the smaller companies. This is having the positive effect of improving data-driven decision making. • The NAM team welcomed the recent COVID vaccination policy and vaccination rates are very high. • s9(2)(g)(i) <p>Induction of new team members has been a significant and deliberate focus, and this has paid dividends in terms of creating a really strong team culture.</p> <p>The NAM team now has a sector team structure overlaying its geographical team structure. This is creating good synergies and opportunities for customers and is also helping with scalability.</p> <p>Key questions from the Board included:</p> <ul style="list-style-type: none"> • What has the team observed from US companies in terms of their response to COVID? • What would be the ideal team structure to support New Zealand customers getting into market, if the structure was redesigned from scratch? • Are labour shortages in the US beginning to ease? • What has changed in the last two years in terms of what employees expect and want? • How does the NAM market perceive the New Zealand brand? <p>The Board thanked management for the insights shared, and commented this has been a very positive first session of regular engagement with international teams. The Board and management agreed that the slides prepared for this session will be used as a template for future 'International Perspective' discussions.</p> <p><i>The Board:</i></p> <ol style="list-style-type: none"> i. noted the contents of the presentation. ii. discussed the questions in the presentation. 	

s9(2)(g)(i)

<p><i>The Board:</i></p> <ul style="list-style-type: none"> i. noted the IGF progress report as supported by the IGF Dashboard. ii. noted the proposed timeline for testing new DEI approach. iii. noted the progress made in allocating the FY22 appropriation. iv. noted current pipeline and demand forecast. 	
5.3	Finance Report
s9(2)(g)(i)	
<p><i>The Board:</i></p> <ul style="list-style-type: none"> i. noted the current financial performance report to 30 November 2021. ii. noted the allocation of prior year surplus in the October re-forecast. 	
5.4	Safety & Wellbeing Report
<p>Management advised that the new COVID vaccination policy is now in effect in New Zealand, and will be operational in most other markets very soon. s9(2)(a) and all newly recruited people must be fully vaccinated.</p> <p>The Board thanked management for their stunning work to support safety and wellbeing throughout COVID, and also for Expo.</p>	
<p><i>The Board</i></p> <ul style="list-style-type: none"> i. noted the incidents and hazards reported for November 2021 	
5.5	Freewheeling time
<p>s9(2)(g)(i)</p> <p>█</p> <ul style="list-style-type: none"> █ █ █ █ 	
<p>The Board and management discussed the development of a comprehensive induction programme and agreed to workshop this further at the February meeting. Induction needs to be an ongoing process.</p> <p>The Board commended the quality of the Te Pora Māori team – it is showing depth of talent and a very impressive capability.</p> <p>The Chair acknowledged and thanked the Board, CE and Board Team for all of their work in a really challenging year.</p>	
6	COMMITTEE & BOARD UPDATES
6.1	Audit and Risk Committee
<p>The Chair of the Committee gave a verbal update on the 1 December meeting, which included discussion about:</p> <ul style="list-style-type: none"> • Feedback following completion of the final audit. • Cyber security assurance and governance. <p><i>The Board noted the minutes from the 1 December 2021 Committee Meeting.</i></p>	

6.2	Culture & People Committee
<p>The Chair of the Committee gave a verbal update on the 1 December meeting, which included discussion about:</p> <ul style="list-style-type: none"> • The draft Kaitiakitanga paper (final paper discussed at item 3.1 of this meeting). • Progress on the gender pay gap. • COVID vaccination rates and policy. • Business continuity with regard to the new COVID Protection Framework settings. <p><i>The Board noted the minutes from the 1 December 2021 Committee Meeting.</i></p>	
6.3	Governance & Nominations Committee
<p>The Chair of the Committee gave a verbal update on the 29 October meeting, which included discussion about:</p> <ul style="list-style-type: none"> • s9(2)(g)(i) <p><i>The Board</i></p> <ol style="list-style-type: none"> <i>noted the minutes from the 5 May 2021 Committee Meeting.</i> <i>noted the draft minutes from the 29 October 2021 Committee Meeting.</i> 	
6.4	Directors Update
Nothing to report from Directors.	
7	GENERAL BUSINESS
7.1	Any other business
<p>The Chair acknowledged s9(2)(a) last meeting as Board Observer and thanked her for her very valuable contributions to meetings.</p> <p>The Board asked s9(2)(a) input and reflection on the Grow Your Governance programme. s9(2)(a) commented:</p> <ul style="list-style-type: none"> • The Grow Your Governance programme has opened up new possibilities in terms of future career aspirations and progression. • The Board is very welcoming and encouraging, and really support the Board Observer as an active participant and contributor to the discussion. • Observation of governance conversations provided excellent modelling of effective coaching dialogue to expand others' thinking, and inclusive Chairing that ensures all voices are heard. • The strategic discussion was a valuable lesson in 'slowing down to go fast', rather than jumping to quick solutions. • The insights from the Board packs are very interesting and provide a great depth of information. • The Grow Your Governance programme could have greater visibility within the organisation. • Induction would be strengthened if the previous Observer had a role in helping to induct the next Observer. <p>The Board agreed that the programme is very valuable for both the Board and programme participants. A new Grow Your Governance candidate for the first half of 2022 will be nominated by the Lead Team before the February meeting.</p>	
7.2	NPS Completed
7.3	Meeting review

s9(2)(a)

Andrew Ferrier
Chair

14 Feb, 2022 7:11:21 AM GMT+12

Date

New Zealand Trade and Enterprise Board

Date: Wednesday 13 October 2021 8:00am – 3:00pm

Location: Zoom

Attending: Andrew Ferrier (Chair); Jennifer Kerr; Charlotte Walshe; Wayne Norrie

Peter Chrisp, Chief Executive; s9(2)(a) Dylan Lawrence, GM Investment (item 2.1-2.2 & 3.2); Tim Green, GM Strategy, Performance & Partners (item 2.1-2.2, 3.1 & 4.2); Jess Dorman, Business Advisor to CE (item 2.1-2.2); Rachel Baxter, GM People and Kōrako (item 2.1-2.2 & 4.3); Richard Kay, Chief Digital Officer (item 2.1-2.2 & 3.2); Clare Wilson, GM International (item 2.1-2.2 & 3.1); Lisa Thompson, GM Export Customers (items 2.1-2.2, 3.2, 5.1); Graham Rouse, Acting GM Customer Solutions (items 2.1-2.2); Anne Collins, Director Operations International (item 3.1); Dale Stephens, Director Māori Partnership (item 3.2); Jeremy Gardiner, Head of Māori Export Customers (item 3.2); Rangi Ririnui, Investment Director Māori (item 3.2); Theresa Rongonui, Director Learning and Organisation Development (item 3.2); Mohit Misquitta, IGF Director (item 5.1); Mistelle Jack, Chief Financial Officer (item 5.2); Jason Hare, Safety & Wellbeing Manager (item 5.3); Melanie Blake-Palmer, Board Governance Manager; Charlie Partridge, Board Governance Advisor

Ministry Advisors: Chris Seed, Chief Executive MFAT (item 2.2); Michael Bird, GM Entity Performance & Investment, MBIE (item 2.2)

Apologies: Traci Houpapa



1	INTRODUCTION
1.1	Apologies
Apologies were received from Traci Houpapa.	
1.2	Declared Interests
<i>The Board noted the declared interests register.</i>	
1.3	Minutes of previous meeting – 11 August 2021
<i>The Board approved the minutes of 11 August 2021.</i>	
1.4	Actions Register
See actions register. Items 494, 521, 522 can be closed.	
<i>The Board noted the actions register for September 2021.</i>	
1.5	Board Programme
<i>The Board noted the 2021/2022 Board Programme</i>	
2	KEY REPORTS
2.1	Chief Executive's Report
<p>The CE referred to the performance dashboard and made some comments on the year to date results:</p> <ul style="list-style-type: none"> • Export deals and IGOs are on track for this time of year. The pipeline for deals is not huge. • There has been strong engagement with the export community. NPS results are strong, and this is underlined by fantastic feedback from customers. • Investment activity is very pumped up. • The number of customers with a target market is being watched closely, and that metric is slowly creeping up. s9(2)(b)(ii) • s9(2)(g)(i) • s9(2)(g)(i) • s9(2)(g)(i) • There has been a big fall in emissions due to travel restrictions. This will increase again when travel resumes but there is room to bring forward the target end date. 	

The Board congratulated management on their performance, highlighting the strong improvements in Customer Solutions, successful delivery of Expo 2020, the Diversity Works Leadership Award, and the very positive sentiment for NZTE from the Mood of the Boardroom survey.

The Board asked if there were any early insights from the sector approach to customer team organisation. Management commented that benefits are starting to be seen already, such as improved sharing of knowledge and insights, efficiency gains, and increased engagement with industry partners.

The CE noted that most activity is still completely dominated by COVID. Expectations from customers are increasing now that the world is beginning to open up, and opportunities for New Zealand exporters are being lost because of supply side constraints. The Board and management discussed the three significant issues affecting exporters (MIQ, supply chain and talent acquisition) and potential responses to these during this next phase of reconnection with the world.

The Board:

- i. **noted** the Chief Executive's Report for September 2021.
- ii. **noted** the ONE Team Dashboard for September 2021.

2.2 Ministry Advisors' Updates

Ministry of Foreign Affairs and Trade (MFAT)

Chris Seed updated the Board on relevant issues from MFAT's perspective, including Ministerial travel and trade negotiations.

Ministry of Business, Innovation and Employment (MBIE) (Michael Bird)

Michael Bird updated the Board on relevant issues from MBIE's perspective, including demands on MIQ, immigration and border settings, and a **s9(2)(g)(i)**

3 STRATEGY

3.1 Highlight: International

The GM International gave a general overview of the international ecosystem, noting the challenges and dilemmas being seen globally. Board and management discussion focused on the following key points:

- Wellbeing and engagement with the physical workplace – important that this demonstrates empathy and is leader-led, but with intentional guidance about what autonomy looks like.
- International footprint – look for agile solutions and new ways of working (including digital) that will make collaboration richer, more productive and more cost efficient. Think about the productivity improvements that could be made, as well as the footprint.
- Service – consistency of service is important, but this could be tailored for specific areas as long we are clear and specific with customers. Look for opportunities to dial up/dial down services in particular parts of the world.

The Board and management discussed the value of having a clear direction of travel, without necessarily having to make all the big decisions in one go.

The Board thanked the GM International for a great, thought-provoking paper and discussion.

The Board:

- i. **noted** the contents of the paper.
- ii. **discussed** the two questions posed in the paper.

3.2 Theme: Mātau

The Board agreed to split discussion of this paper across two Board meetings – **s9(2)(g)(i)**

The GM Investment introduced the Te Pora Māori leadership team to the Board. The Board and management discussed the profile of the Māori customer portfolio and the performance dashboard:

- **s9(2)(g)(i)**

5.2	Finance Report
<p>The CFO gave a verbal update on the financial position to the end of September. s9(2)(g)(i)</p> <p>The Board asked whether sufficient provision had been made for the potential increase in travel costs once travel restrictions are lifted. Management advised that increased travel has been factored in, but it was not intended that there be a return to pre-COVID levels of travel due to emission targets and better ways of working.</p> <p><i>The Board:</i></p> <p>i. noted the current financial performance report to 31 August 2021.</p>	
5.3	Safety & Wellbeing Report
<p>GM People and Kōrako gave an update on COVID vaccination recording, noting that this is complicated due to the need to consider employment and privacy law across 40 different jurisdictions. A voluntary vaccination register will be set up in New Zealand next week. Offshore there is a reasonable understanding of vaccination numbers in most offices.</p> <p>s9(2)(g)(i)</p> <p>Management advised that a risk assessment for roles is currently underway and this will inform the COVID vaccination policy. The Board commented that there is also a need to have a policy for visitors, and management advised that this was under consideration.</p> <p><i>The Board</i></p> <p>i. noted the incidents and hazards reported for August 2021.</p>	
5.4	Freewheeling time
<p>The allocated time for this agenda item was used for the discussion with Chris Seed.</p>	
6	COMMITTEE & BOARD UPDATES
6.1	Audit & Risk Committee
<p>The Chair of the Committee gave a verbal update on the 21 May and 19 August meetings, which included discussion about:</p> <ul style="list-style-type: none"> • Interim audit feedback – this was positive and aligned with internal audits. • Resourcing for the Business Assurance programme. • Good innovation to improve business processes and involve Business Assurance upfront in project planning. <p><i>The Board:</i></p> <p>i. noted the minutes from the 21 May 2021 committee meeting.</p> <p>ii. noted the draft minutes from 19 August 2021 committee meeting.</p>	
6.2	Culture & People Committee
<p>The Chair of the Committee gave a verbal update on the 21 May and 19 August meetings, which included discussion about:</p> <ul style="list-style-type: none"> • The impacts of COVID on safety and wellbeing. • Diversity & Inclusion – good momentum in this area with a full-time lead in place. • The Pulse Survey – shifting the dial from very good to best in class. • 'Safe to Speak Up' programme implementation. 	

The Board requested further information and training on the Safe to Speak Up programme.	
<i>The Board:</i>	
i. noted the minutes from the 21 May 2021 committee meeting.	
ii. noted the draft minutes from 19 August 2021 meeting.	
6.2	Directors' Update
The Chair gave an update on progress with Board appointments.	
7	GENERAL BUSINESS
7.1	Any other business
There was no other business to discuss.	
7.2	Board Engagement
<i>The Board noted Board members' NZTE-related engagements since the last Board meeting on 11 August.</i>	
7.3	NPS Completed
7.4	Meeting review

s9(2)(a)

8 Feb, 2022 10:13:21 AM GMT+12
Andrew Ferrier
 Chairman

Date

Released under the Official Information Act 1982

New Zealand Trade and Enterprise Board

Date: Wednesday 11 August 2021, 8:00am - 2.00pm (EDT: Tuesday 10 August 2021, 4.00pm – 10.00 pm)

Location: Zoom

Attending: Andrew Ferrier (Chair); Traci Houpapa; Jennifer Kerr; Charlotte Walshe; Wayne Norrie; s9(2)(a)



Peter Chrisp, Chief Executive; Dylan Lawrence, GM Investment (item 2.1-2.2 & 3.1); Tim Green, GM Strategy, Performance & Partners (item 2.1-2.2, 4.1-4.2); Sanchia Yonge, GM Customer Solutions (item 2.1-2.2 & 5.1); Rachel Baxter, GM People and Kōrako (item 2.1-2.2 & 5.3); Richard Kay, Chief Digital Officer (item 2.1-2.2); Lisa Thompson, GM Export Customers (item 2.1-2.2); Jess Dorman, Business Advisor to CE (item 2.1-2.2); Mohit Misquitta, IGF Director (item 5.1); Mistelle Jack, Chief Financial Officer (item 5.2); Jason Hare, Safety & Wellbeing Manager (item 5.3); Melanie Blake-Palmer, Board Governance Manager; Charlie Partridge, Board Governance Advisor.

Ministry Advisors: Chris Seed, Chief Executive MFAT (item 2.2); Paul Stocks, Deputy Chief Executive MBIE (item 2.2)

1	INTRODUCTION
1.1	Apologies
There were no apologies.	
The Chair welcomed s9(2)(a) to the meeting and invited her to participate as a member of the Board.	
s9(2)(g)(i)	
1.3	Minutes of previous meeting – 17 June 2021
The Board requested one minor amendment to item 2.2 of the previous minutes, to reflect that the finalised approach to the remuneration adjustment for 2021/22 was in line with Public Service Pay Guidance.	
<i>The Board approved the minutes of 17 June 2021.</i>	
1.4	Actions Register
See actions register. Items 397, 437, 507, 511, 517, 518, 519 & 520 can be closed.	
<i>The Board noted the actions register for August 2021</i>	
1.5	Board Programme
The Programme has been amended with new dates for the October and December Board meetings, as agreed by email since the last meeting.	
<i>The Board noted the 2021/2022 Board Programme</i>	
2	KEY REPORTS
2.1	Chief Executive's Report
The CE referred to the performance dashboard and gave an overview of the full year 2021/21 performance story:	
<ul style="list-style-type: none"> • Export deals are at pre-COVID levels, although this metric is a lag indicator and reflects deals that were in the pipeline prior to COVID. • IGO performance was very strong - the best it has ever been. • NPS numbers are very strong for both new and existing Focus customers, reflecting the huge amount of engagement with customers and the appreciation from customers for the support provided 	

<p>throughout the COVID period.</p> <ul style="list-style-type: none"> • Customer sign-ups to myNZTE are good but below target. This has been more challenging than expected and will continue to be a big focus in the current year. • s9(2)(g)(i) [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] <p>The Board congratulated management on outstanding results. The Board and management discussed the future outlook and noted that it is difficult to predict given the ongoing uncertainty around COVID and increasing likelihood that COVID will be a long-term disruption. Supply chain, travel and logistics, and labour supply are increasing concerns for customers.</p> <p>s9(2)(g)(i) [REDACTED]</p> <p>The Board asked about the transition of the RBP to MBIE, and the CE gave a brief update confirming that the programme and personnel have been transferred but NZTE retains the digital platform and invoicing system. The Board and management discussed the Expo leverage programme and the impact of border restrictions on New Zealand businesses' willingness and ability to travel for Expo events.</p>	
<p><i>The Board</i></p> <ul style="list-style-type: none"> i. noted the Chief Executive's Report for August 2021. ii. noted the ONE Team Dashboard for July 2021. 	
2.2	Ministry Advisors' Updates
<p>Ministry of Foreign Affairs and Trade (MFAT)</p> <p>Chris Seed updated the Board on relevant issues from MFAT's perspective, and provided insights from his recent travel to Singapore, Berlin, London, Los Angeles and Washington.</p>	
<p>Ministry of Business, Innovation and Employment (MBIE)</p> <p>Paul Stocks updated the Board on relevant issues from MBIE's perspective, and noted the work now underway on Industry Transformation Plans.</p>	
3	STRATEGY
3.1	Theme: Investment
<p>The GM Investment gave a general overview of the investment ecosystem, noting volatility and uncertainty but also relentless optimism and a high level of activity. Board and management discussion focused on the following key points:</p> <ol style="list-style-type: none"> 1. Overall, we are on the right track, keep going. But just look closely at how much of our deal-flow is a lag effect of the previous environment versus what is reflective of our current environment. 2. ESG - while it seems for the most part New Zealand investors are engaging on their own account, it is interesting to note that the UK financial regulator is planning to extend climate reporting requirements for most UK listed companies. We need to watch what is happening over there and see if there is any best practice we can copy and apply here, or whether it has future implications. 3. s9(2)(g)(i) [REDACTED] 	

s9(2)(g)(i)

The Board thanked management for great work in the investment space.

The Board:

- i. **noted** the update on the Investment team since our last inform in August 2020.
- ii. **discussed** and **provided** feedback on the questions on slide 17.

4 APPROVALS

4.1 Committee Terms of Reference review

The Board:

- i. **noted** that the Terms of Reference for the Audit and Risk Committee, Culture and People Committee, and Governance and Nominations Committee are due for review
- ii. **approved** amendments to the Audit & Risk Committee Terms of Reference
- iii. **approved** amendments to the Culture & People Committee Terms of Reference
- iv. **approved** amendments to the Governance & Nominations Committee Terms of Reference

4.2 Delegated Authority for the 2020-2021 Annual Report

The Board:

- i. **delegated** authority to the Audit and Risk Committee (ARC) to review and approve NZTE's 2020/21 Annual Report, including the Annual Financial Statements.
- ii. **agreed** that Andrew Ferrier (Board Chair) and Charlotte Walshe (ARC Chair) sign the 2020-21 Annual Report, Financial Statements and the Board's Letter of Representation, and give permission for the use of their e-signatures for this purpose.
- iii. **noted** that the requirement for the Auditor-General to provide an audit report by 31 October has been extended to 31 December this year and next. This will impact on Audit NZ's timeframes for completing their audit of NZTE.

5 OPERATIONS

5.1 International Growth Fund (IGF)

The IGF Director reported that the first Springboard approval under the IGF was made today. The IGF team is focused on clear monitoring and reporting of the IGF pipeline and recruitment is underway for an Operations Manager to assist with this.

s9(2)(g)(i)

s9(2)(g)(i)

The Board noted the improvements and additional insights added to the dashboard, and thanked management for their work on this.

The Board and management discussed the adjusted rDEI metric and how this result is normalised to remove outliers. The Board requested an unadjusted metric be added to the graph for comparison.

The Board:

	<ul style="list-style-type: none"> i. noted the IGF progress report as supported by the IGF Dashboard; ii. noted final results of FY21 and progress made in allocating the FY22 appropriation; iii. noted progress made towards claims automation, Springboard launch and myNZTE customer experience.
5.2	Finance Report
	<p>The Board noted the full year financial result and congratulated management on landing so close to budget. Management advised that the Audit plan has been revised by Audit NZ, with the Audit report now expected to be signed on 29 November 2021.</p> <p><i>The Board:</i></p> <ul style="list-style-type: none"> i. noted the current financial performance report to 30 June 2021. ii. noted the Financial Statements for the period 1 July 2020 to 30 June 2021 subject to audit
5.3	Safety & Wellbeing Report
	<p>Management gave an update on the COVID situation for our people in India and Brazil. s9(2)(g)(i)</p> <p>Management advised that the safety and wellbeing focus for the year ahead will be restarting work on critical risks, taking a regional perspective. There will also continue to be a huge focus on wellbeing.</p> <p>The Board asked about the vaccination rate of staff. Management advised that vaccination status is only known for expats. The Board suggested that voluntary reporting of vaccination could be considered for the rest of our people.</p> <p>The Board asked about preparedness for lockdown at short notice. Management advised that we are well positioned to cope with lockdown, and business continuity planning is being actively reviewed in light of statements made today by the Minister for COVID-19 Response.</p> <p>s9(2)(g)(i)</p>
	<p><i>The Board</i></p> <ul style="list-style-type: none"> i. noted the incidents and hazards reported for June 2021.
5.4	Directors' updates
	<p>Jennifer Kerr provided some comments on issues discussed at the recent Crown Entities Chairs' Forum.</p>
5.5	Freewheeling time
	<p>The Board discussed international input into Board meetings. s9(2)(g)(i)</p> <p>s9(2)(g)(i)</p> <p>s9(2)(g)(i)</p>
6	GENERAL BUSINESS
6.1	Any other business

There was no other business to discuss.	
6.2	Board Engagement
<i>The Board noted Board members' NZTE-related engagements since the last Board meeting on 17 June 2021.</i>	
6.3	NPS Completed
6.4	Meeting review

s9(2)(a)

2

Date

Chairman

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New Zealand Trade and Enterprise Board**Date: Thursday 17 June 2021 – 8:15am – 4:30pm****Location: Hikurangi Room, NZTE Wellington**

Attending: Andrew Ferrier (Chair); Charles Finny; Traci Houppapa (v); Jennifer Kerr (v); Charlotte Walshe; Wayne Norrie

Peter Chrisp, Chief Executive; s9(2)(a) Jess Dorman, Business Advisor to CE (item 2.1-2.2); Peter Fenton, Head of Transformation (item 2.1-2.2, 3.2 & 5.2); Richard Kay, Chief Digital Officer (item 2.1-2.2); Clare Wilson, GM International (v) (item 2.1-2.2 & 3.1); Lisa Thompson, GM Export Customers (item 2.1-2.2 & 3.1); Dan Taylor, Head of Focus and Coalition Customers (item 2.1-2.2 & 3.1); Sanchia Yonge, GM Customer Solutions (v) (item 2.1-2.2, 3.1 & 5.1); Tim Green, GM Strategy, People & Partners (item 2.1-2.2, 4.1 & 5.2); Rachel Baxter, Transformation Lead (item 3.2); s9(2)(a)

s9(2)(a) Mohit Misquitta, IGF Director (v) (item 5.1); Mistelle Jack, Chief Financial Officer (item 5.2); Kylie Goodwin, Director People & Capability (v) (item 5.3); Jason Hare, Safety & Wellbeing Manager (item 5.3); Melanie Blake-Palmer, Board Governance Manager; Charlie Partridge, Board Governance Advisor

Ministry Advisors: Chris Seed, Chief Executive MFAT (item 2.1); Paul Stocks, Deputy Chief Executive, Labour, Science & Enterprise MFAT (item 2.1)

1	INTRODUCTION
1.1	Apologies
There were no apologies. The Chair acknowledged s9(2)(a) last meeting as Board observer and thanked s9(2)(a) for her valuable contribution to Board discussion.	
1.2	Declared Interests
Jennifer Kerr has joined Panuku Development Auckland as a Director. <i>The Board noted the declared interests register.</i>	
1.3	Minutes of previous meeting – 14–15 April 2021
<i>The Board approved the minutes of 14-15 April 2021.</i>	
1.4	Actions Register
<i>The Board noted the actions register for June 2021.</i>	
1.5	Board Programme
<p>The Board discussed the proposed meeting dates for 2022 and requested three changes:</p> <ul style="list-style-type: none"> • The February Board meeting to be brought forward by one week. • The March GNC meeting to be brought forward by one week. • Align the June Board meeting date with Fieldays (15-18 June 2022). <p>The Board discussed locations for Customer Tours and noted that they had not recently had Customer Tours in Palmerston North, Wellington or Whangarei. The Board and CE discussed Fieldays as a good opportunity to engage with a range of Focus customers given NZTE's importance to the Fieldays ecosystem.</p> <p>The Board commented it would be good to have a balance of regional and metro Customer Tours. The Board agreed to hold Customer Tours in Wellington, Whangarei and at Fieldays in 2022. A South Island location will be prioritised for 2023.</p> <p>The Board noted the proposed themes and focus topics for the Board's programme in 2021/22 and agreed that alignment with Kōrako priorities was a sensible approach.</p>	

3	STRATEGY
3.1	Theme: Export Customers

s9(2)(g)(i)

The Board:

- i. **noted** the overview of NZTE's Focus customer portfolio.
- ii. **considered** the questions and challenges posed on slide 20 of the slide pack.

3.2	Kōrako session follow-up
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The Board welcomed Rachel Baxter in her new role of GM People and Kōrako, and thanked outgoing GM Transformation Peter Fenton.

The Board and management commented that the s9(2)(g)(i)

The Board and management discussed s9(2)(g)(i)

The Board:

- i. **noted** the Lead Team response to the Kōrako strategic risks from the earlier Board session.
- ii. **considered** referring this paper to the Audit and Risk Committee to be incorporated as part of the ARC review programme for F21-23.

s9(2)(g)(i)

s9(2)(g)(i)

<p>The Board:</p> <p>i. s9(2)(g)(i)</p>	
4	APPROVALS
4.1	Statement of Performance Expectations 2021/22
<p>The Board:</p> <p>i. approved the final 2021/22 Statement of Performance Expectations (SPE).</p> <p>ii. noted the performance measures and targets in the 21/22 SPE were approved by the Board at the 14-15 April 2021 Board meeting.</p> <p>iii. agreed that Andrew Ferrier and Charlotte Walshe sign the SPE on behalf of the Board and give permission for the use of their signatures for this purpose.</p>	
4.2	Rules for Board Members' interests
<p>The Board:</p> <p>i. approved the Rules for Board Member Interests.</p> <p>ii. noted the Committee terms of reference will be reviewed at the 11 August 2021 Board meeting.</p>	
5	OPERATIONS
5.1	International Growth Fund (IGF)
<p>Management thanked the Board for their feedback on the IGF dashboard. The Board noted the great performance results and asked management whether higher internal targets had been considered.</p> <p>s9(2)(g)(i)</p> <p>s9(2)(g)(i)</p> <p>s9(2)(g)(i)</p> <p>The Board commented that it would be good to see the dashboard further refined so that the top line showed the indicators relating to performance first, with activity indicators second.</p> <p>s9(2)(g)(i)</p>	
<p>The Board:</p> <p>i. noted the IGF progress report as supported by the IGF Dashboard.</p> <p>ii. noted progress made in allocating the FY21 appropriation.</p> <p>iii. noted progress made in implementing the five-point transformation programme.</p>	

5.2.1	Finance Report
<p>Management advised the Board that the current year's funding is fully committed. s9(2)(g)(i) This is a positive result as it demonstrates that work has been scaled up significantly to support export recovery.</p>	
<p><i>The Board:</i> i. noted the current financial performance report to 31 May 2021.</p>	
5.2.2	s9(2)(g)(i)
<p style="text-align: center; color: red; font-size: 48px; font-weight: bold;">s9(2)(g)(i)</p> <p style="text-align: center; color: red; font-size: 24px; font-weight: bold;">Released under the Official Information Act 1982</p>	
5.3	Safety & Wellbeing Report
<p>Management noted the impact of the Delta COVID-19 strain in parts of East Asia. The requirement to have vaccination passports in some markets is also a live issue and management is working with MFAT on this. The Board suggested that management look at the work Air New Zealand and IATA is doing in this area.</p> <p>Management advised that the critical risk work that was paused due to COVID-19 is now restarting, beginning with wellbeing.</p> <p>The Board thanked management for the report and update.</p>	
<p><i>The Board</i> i. noted the incidents and hazards reported for May 2021</p>	

5.4	Freewheeling
The Board held a freewheeling discussion during the Board Review session.	
6	COMMITTEE UPDATES
6.1	Audit & Risk Committee
The Chair of the Committee gave a verbal update on the 21 May 2021 meeting, which included discussion about: <ul style="list-style-type: none"> • The Business Assurance programme and progress with audits. • s9(2)(g)(i) • The quality of the Committee's discussion and appropriate pacing of meeting agendas. <p><i>The Board noted the minutes from the 12 March 2021 Committee Meeting.</i></p> <p><i>The Board noted the verbal update from the 21 May 2021 Committee Meeting.</i></p>	
s9(2)(g)(i)	
6.2	Culture & People Committee
The Chair of the Committee gave a verbal update on the 21 May 2021 meeting, which included discussion about: <ul style="list-style-type: none"> • Vaccine plans and vaccine hesitancy • Diversity & inclusion strategy and the Pulse survey • Difficult situations continuing to impact on our people offshore as a result of COVID-19. <p>s9(2)(g)(i)</p> <p>The Committee expressed confidence in management but noted that these continue to be very challenging times for many people.</p> <p>The Board Chair advised that Wayne Norrie will join CPC from the next meeting, replacing Charles Finny.</p> <p><i>The Board noted the minutes from the 12 March 2021 Committee Meeting.</i></p> <p><i>The Board noted the verbal update from the 21 May 2021 Committee Meeting.</i></p>	
6.3	Governance & Nominations Committee
<i>The Board noted the Chair's verbal update from the 5 May 2021 Committee Meeting.</i>	
7	GENERAL BUSINESS
7.1	Any other business
There was no other business to discuss.	
7.2	Board Annual Self-Review
The Board discussed this paper in a closed session, and also had a freewheeling discussion.	
<i>The Board noted the results of the Board's Annual Self-Review 2021</i>	

7.3	Board Engagement
<i>The Board noted Board members' NZTE-related engagements in 2021 to date.</i>	
7.4	NPS Completed
7.5	Meeting review

s9(2)(a)

14 Aug, 2021 12:02:17 AM GMT+12
Andrew Ferrier
Chairman

Date

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New Zealand Trade and Enterprise Board**Wednesday 14 – Thursday 15 April 2021****Portside Hotel (Wednesday) and Trust Tairāwhiti Boardroom (Thursday), Gisborne**

Attending: Andrew Ferrier (Chair); Charles Finny; Traci Houppapa; Jennifer Kerr; Charlotte Walshe; Wayne Norrie

Peter Chrisp, Chief Executive s9(2)(a); Tim Green, GM Strategy, People & Partners; Jess Dorman, Business Advisor to CE (v) (item 2.1-2.2); Peter Fenton, Head of Transformation (v) (item 5.1); Richard Kay, Chief Digital Officer (v) (item 2.1-2.2); Sanchia Yonge, GM Customer Solutions Group (v) (item 3.1); s9(2)(a); Mohit Misquitta, Director International Growth Fund (v) (item 3.1); Mistelle Jack, Chief Financial Officer (v) (item 3.2); Kylie Goodwin, Director People & Capability (v) (item 3.3); Jason Hare, Safety & Wellbeing Manager (v) (item 3.3); Rachel Baxter, Transformation Lead (item 5.1); Mark Langdon, Director Business Assurance (v) (item 5.1); Trent Fulcher, Director Strategy (v) (item 5.1 & 5.2); Andrew Holden, Director Communications (v) (item 5.2); Megan Hurnard, Director Customer Knowledge & Digital Channel (v) (5.3); Libby McFadden, Director Brand & Content (v) (item 5.3); Melanie Blake-Palmer, Board Governance Manager; Charlie Partridge, Board Governance Advisor.

Ministry Advisors: Chris Seed, Chief Executive MFAT (v) (item 2.2); Catherine Graham, Divisional Manager Economic Division MFAT (v) (item 5.2); Paul Stocks, Deputy Chief Executive, Labour, Science & Enterprise, MBIE (v) (item 2.2).

1	INTRODUCTION
1.1	Apologies
<p>There were no apologies.</p> <p>The Board welcomed s9(2)(a) to the meeting as a Board observer and invited her to be an active participant in the discussion.</p>	
1.2	Conflicts of Interest
<p><i>The Board noted the declared interests register.</i></p>	
1.3	Minutes of previous meeting – 10 February 2021
<p><i>The Board approved the minutes of 10 February 2021.</i></p>	
1.4	Actions Register
<p>Items 473, 495, 496, 497, 498, 500, 501, 502, 503 can be closed.</p> <p><i>The Board noted the actions register.</i></p>	
1.5	2021 Board Programme
<p>The Board agreed to change the location of the 6-7 October Customer Tour from Queenstown to Tauranga.</p> <p>The Board commented on the need to ensure there is a good spread and balance of visits across regions in both the North and South Islands, and asked that planning for the 12 months ahead be placed on the agenda for the 17 June Board meeting.</p> <p><i>The Board noted the 2021 Board programme.</i></p>	
2	KEY REPORTS
2.1	Chief Executive's Report
<p>The Board discussed the performance dashboard and noted that NZTE is essentially on track to deliver the s9(2)(g)(i)</p>	

<ul style="list-style-type: none"> • s9(2)(g)(i) [REDACTED] <p>The Board asked for a summary of the systemic medium-term effects on broad sector groups from ongoing COVID-19 border restrictions (e.g., supply chain, labour, connectivity with markets).</p> <p>The Chief Executive advised that s9(2)(g)(i) [REDACTED]</p>
<p><i>The Board</i></p> <ul style="list-style-type: none"> i. noted the Chief Executive's Report for April 2021 ii. noted the ONE Team Dashboard for March 2021
<p>2.2 Ministry's Advisors Updates</p>
<p>Ministry of Foreign Affairs and Trade (MFAT)</p> <p>Chris Seed updated the Board on relevant issues from MFAT's perspective.</p>
<p>Ministry of Business, Innovation and Employment (MBIE)</p> <p>Paul Stocks updated the Board on relevant issues from MBIE's perspective.</p>
<p>3 OPERATIONS</p>
<p>3.1 International Growth Fund (IGF)</p>
<p>The new Director IGF was introduced and welcomed to the meeting. Management noted that IGF approvals are on track to meet target, and that the focus is on ensuring quality stays consistent.</p> <p>s9(2)(g)(i) [REDACTED]</p>
<p><i>The Board:</i></p> <ul style="list-style-type: none"> i. noted the IGF progress report as supported by the IGF Dashboard. ii. noted progress made in allocating the FY21 appropriation. iii. noted progress made in implementing the five-point transformation programme.
<p>3.2.1 Finance Report</p>
<p>The Finance Report was taken as read, and there were no questions.</p> <p>The Chief Executive commented on the pressure on the budget, with only a very small year-end surplus forecast.</p>

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<i>The Board:</i>	
i. noted the current financial performance report to 31 March 2021.	
3.2.2	New Zealand Banking Partner Delegated Authority
<i>The Board:</i>	
i. approved the banking delegation covering all our New Zealand banking partners.	
ii. delegated signing of the New Zealand banking partners delegation letter by two Board Members.	
iii. approved s9(2)(g)(i) [REDACTED]	
3.3	Safety & Wellbeing
The Board thanked management for a very informative report.	
The Board asked about the implications of two vaccines being temporarily withdrawn from use in some countries due to concerns about blood clots. Management advised that NZTE’s provider s9(2)(b)(ii) continues to recommend use of those vaccines as the benefit outweighs the risks. Additional information has been added to s9(2)(b)(ii) vaccine information website to ensure that our people understand the balance of risk and can make a well-informed decision.	
<i>The Board:</i>	
i. noted the incidents and hazards reported for March 2021.	
4	COMMITTEE & BOARD UPDATES
4.1	Audit & Risk Committee
A verbal summary of the March 2021 meeting was provided by the ARC Chair. Key issues from the meeting were RBP audits, annual report process, s9(2)(g)(i) [REDACTED]	
<i>The Board:</i>	
i. noted the minutes from 3 December 2020 meeting.	
ii. noted the verbal update from 12 March 2021 meeting.	
4.2	Culture & People Committee
The CPC Chair gave a verbal summary of the March 2021 meeting. Key issues from the meeting were Diversity & Inclusion, and the Wellbeing strategy.	
<i>The Board:</i>	
i. noted the verbal update from 12 March 2021 meeting.	
5	STRATEGY
5.1	Theme: Strategy
The Head of Transformation gave a brief overview of Project Kōrako to date.	
The Board asked about the theme of kaitiakitanga – which was confirmed to be focused on internal improvement initiatives.	
s9(2)(g)(i) [REDACTED]	
s9(2)(g)(i) [REDACTED]	

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s9(2)(g)(i)

s9(2)(g)(i)

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Management gave an overview of the paper, noting it is a continuation of the Digital item presented at the February Board meeting. Content is now a major pillar of NZTE's Reach strategy.

s9(2)(g)(i)

The Board:

- i. noted progress on NZTE's Knowledge strategy.*
- ii. considered the questions and challenges posed on slide 20.*

6	GENERAL BUSINESS
6.1	Any other business

The Chair requested that the Governance and Nominations Committee scheduled for 29 April 2020 be moved to the following week.

The Board requested a letter of thanks to overseas staff be drafted on behalf of the Prime Minister or Ministers, to acknowledge the work delivered throughout COVID-19 restrictions.

6.2	Correspondence
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The Board:

- i. noted the inward and outward Board correspondence for February and March 2021.*

s9(2)(a)

29 JUN, 2021 7:00:40 AM GMT+12

Andrew Ferrier
Chairman

Date

New Zealand Trade and Enterprise Board**10 February 2021, 9.15 am – 5.05 pm****Kauri Room, NZTE Christchurch**

Present: Andrew Ferrier (Chair); Charles Finny; Traci Houpapa (v); Jennifer Kerr; Charlotte Walshe; Wayne Norrie, Peter Chrisp, Chief Executive s9(2)(a)

In attendance: Jess Dorman, Business Advisor to CE (v) (item 2.1-2.3); Peter Fenton, Head of Transformation (v) (item 2.1-2.3); Richard Kay, Chief Digital Officer (item 2.1-2.3 & 3.1); Clare Wilson, GM International (v) (item 3.2); Dylan Lawrence, GM Investment (item 2.1-2.3); Lisa Thompson, GM Customers (item 2.1-2.3, 3.1, 3.3 & 4.1); Dan Taylor, Head of Focus and Coalition Customers (v) (item 2.1-2.3); Tim Green, GM Strategy, People & Partners (v) (item 2.1-2.3, 3.1 & 4.2); Rachel Baxter, Transformation Lead (v) (item 2.3); Megan Humard, Director Customer Knowledge & Digital Channel (item 2.1-2.3 & 3.1); Jonathan Southee, Director Digital Delivery (item 3.1); Mischa Mannix-Opie, Director G2G (item 3.2); Tony Martin, Director Advisory & Networks (v) (item 3.3); Jeremy Gardiner, Director Māori Customers (v) (item 3.3); Jacinda Swain, RBP Manager (v) (item 3.3); Simon Ansley, Investment Director - Companies (v) (item 4.1); Mistelle Jack, Chief Financial Officer (v) (item 4.2 & 4.3); Emma Matson, Legal Counsel (item 4.2); Kylie Goodwin, Director People & Capability (v) (item 4.4); Jason Hare, Safety & Wellbeing Manager (v) (item 4.4); Melanie Blake-Palmer, Board Governance Manager; Charlie Partridge, Board Governance Advisor

Ministry Advisors: Chris Seed, Chief Executive MFAT (v); Carolyn Tremaine, Chief Executive MBIE (v) (item 2.1)

1	INTRODUCTION
1.1	Apologies
There were no apologies.	
The Board welcomed s9(2)(a) as the new Board observer under the Grow Your Governance programme and invited her to be an active participant in the discussion.	
1.2	Declared Interests
Andrew Ferrier advised that he has joined Te Papa Whakaaronui Thought Leader's Group – this is an independent agency under MPI to help develop and refine their long-term vision.	
Jennifer Kerr has joined Waipa Networks Ltd.	
<i>The Board noted the declared interests register.</i>	
1.3	Minutes of previous meeting – 10 December 2020.
<i>The Board approved the minutes of 10 December 2020.</i>	
1.4	Actions Register
See actions register. Items 453, 476, 492 and 493 can be closed.	
<i>The Board noted the actions register.</i>	
1.5	Board Programme
Knowledge will replace Expo as the Focus item on the April agenda (separate from the Digital item presented today).	
The Board suggested that the Māori theme may be moved to April to align with the Gisborne Customer Tour.	
<i>The Board noted the 2021 Board programme.</i>	

2	KEY REPORTS
2.1	Ministry's Advisors Updates
Ministry of Foreign Affairs and Trade (MFAT)	
Chris Seed updated the Board on relevant issues from MFAT's perspective.	
Ministry of Business, Innovation and Employment (MBIE)	
Carolyn Tremaine updated the Board on relevant issues from MBIE's perspective.	
2.2	Chief Executive's Report
The CE tabled a draft of discussion topics for Minister's meetings, for the Board's feedback. Further discussion centered on:	
<ul style="list-style-type: none"> • The financial re-forecast currently underway, and potential re-prioritisation of any potential underspend • The impacts of COVID-19 on the global supply chain • The transition of the RBP from NZTE to MBIE 	
The Board provided feedback on topics for the Minister's meetings and the Chair requested talking points for these.	
<i>The Board</i>	
<ul style="list-style-type: none"> i. noted the Chief Executive's Report for December 2020. ii. noted the ONE Team Dashboard for October 2020. 	
2.3	s9(2)(g)(i)
s9(2)(g)(i)	
<i>The Board</i>	
<ul style="list-style-type: none"> i. noted NZTE's update on the Kōrako Transformation Programme. ii. noted the activity timeline for FY21. iii. discussed the "Beyond the Enterprise" opportunity and questions posed. 	

s9(2)(g)(i)

The Chair will support the transition process by writing to the Chief Executive of MBIE to highlight key focus areas for the RBP programme.

The Board:

- i. **noted** the transition of RBP funding from NZTE to MBIE.
- ii. **noted** the learnings and outcomes from improving access and delivery of services to Māori businesses through the RBP network.
- iii. **discussed** NZTE's approach in supporting a successful transition to MBIE in parallel with the Kōrako Reach Strategy.

4 OPERATIONS

4.1 International Growth Fund (IGF)

The Board asked about the change in Cabinet approved funding ratios and whether this was applied to IGFs previously approved. Management advised that the new ratio was applied to IGFs with existing approval as a means of accelerating projects.

s9(2)(g)(i)

The Board:

- i. **noted** the IGF progress report as supported by the IGF Dashboard.
- ii. **noted** progress made in allocating the FY21 appropriation.
- iii. **noted** progress made in implementing the five-point transformation programme.

s9(2)(b)(ii)

4.3 Finance Report

s9(2)(g)(i)

The Board:

- i. **noted** the current financial performance report to 31 December 2020.

4.4	Safety & Wellbeing Report
<p>The paper was taken as read and the Board noted that COVID-19 obviously dominates the safety and wellbeing programme. The Board asked whether there was any material change to high potential incidents, other than the COVID-19 related incidents indicated, and Management advised that there were not. Management is conscious of the need to keep on top of regular health and safety issues, in addition to COVID-19.</p> <p>The Board and Management discussed the complexities of COVID-19 vaccination and the importance of ensuring consistency in policy across the One Global Team.</p> <p>The Board acknowledged the significant burden and workload carried by the Safety and Wellbeing Manager over the past year and thanked him for his great work.</p> <p><i>The Board:</i></p> <p><i>i. noted the incidents and hazards reported for December 2020.</i></p>	
4.5	Freewheeling
<i>Time used elsewhere in the agenda.</i>	
5	GENERAL BUSINESS
5.1	Any other business
<i>No other items raised.</i>	
5.3	Meeting review

s9(2)(a)

21 Apr, 2021 5:49:32 AM GMT+12

Andrew Ferrier
Chairman

Date

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