

MIT and Unitec Council Meeting - 11 March 2026

11 March 2026 9:00 AM - 5:00 PM

Agenda Topic		Presenter	Time	Page
1.	COUNCIL-ONLY time	Chair	9:00 AM-10:15 AM	
2.	COUNCIL AND EXECUTIVE DIRECTOR-ONLY time	Chair, Peseta Sam Lotu-liga	10:15 AM-10:30 AM	
3.	Welcome, Karakia and apologies	Chair	10:30 AM-10:45 AM	3
4.	Declarations and administration	Chair		4
	<ul style="list-style-type: none"> • Conflicts of interest • Council functions and duties • Insurance declarations • Confidentiality • Minutes of the meeting held 4 February 2026 (open session) • 2026 Council workplan • Proposed 2027 meeting dates 			
5.	Correspondence (open)	Chair		15
6.	Executive Director's report (open)	Peseta Sam Lotu-liga	10:45 AM-11:00 AM	40
7.	Resolution to exclude the public	Chair	11:00 AM-11:05 AM	43
8.	Administration	Chair	11:05 AM-11:10 AM	47
	<ul style="list-style-type: none"> • Minutes of the meeting held 4 February 2026 (closed session) • Actions from previous meeting 			
9.	Correspondence (confidential)	Chair		55
10.	Council Committee Terms of Reference and membership	Chair	11:10 AM-11:15 AM	57
11.	Safety report	Chris Hutton	11:15 AM-11:25 AM	74
12.	Executive Director's report (confidential)	Peseta Sam Lotu-liga	11:25 AM-11:35 AM	79
13.	Transition / integration report	Simon Bilton	11:35 AM-11:40 AM	117
14.	KPI Framework development	Simon Bilton	11:40 AM-11:50 AM	120
15.	Minutes of Academic Committee meeting on 3 February 2026	Martin Carroll	11:50 AM-12:00 PM	139
16.	Educational Performance Indicators	Martin Carroll	12:00 PM-12:10 PM	170

17.	Approval of policies	Peseta Sam Lotu- liga, Kara Hiron	12:10 PM-12:20 PM	174
18.	Financial dashboard and report	Kristine Brothers	12:20 PM-12:30 PM	200
19.	BREAK Refreshments to be supplied		12:30 PM-12:45 PM	
20.	International and domestic students report	Simon Nash	12:45 PM-12:55 PM	205
21.	People and Culture report	Chris Hutton	12:55 PM-1:00 PM	216
22.	Property projects report	Dan Brady	1:00 PM-1:05 PM	220
23.	Digital projects report	Dan Brady	1:05 PM-1:10 PM	223
24.	MIT Data Centre	Dan Brady	1:10 PM-1:20 PM	238
25.	Stakeholder (business and community) engagement report	Simon Nash	1:20 PM-1:50 PM	265
26.	Risk report	Kara Hiron	1:50 PM-1:55 PM	272
27.	Legal matters	Kara Hiron	1:55 PM-2:00 PM	281
28.	Other business	Chair, Kara Hiron		
29.	Next Meeting 15 April 2026 (location to be confirmed), 9.00am to 4.00pm	Chair		
30.	Karakia and meeting close	Chair		309
31.	SAFETY WALK Mt Albert campus			

KARAKIA

MIT KARAKIA

Me inoi tātou

Kia tūturu tātou (*Let's be real*)

Kia manaaki tātou (*Let's be caring*)

Kia whai hiranga tātou (*Let's pursue excellence*)

Kia tūhonohono tātou (*Let's connect*)

Whano! Whano!

Haramai te toki!

Haumi ē!

Hui ē!

Taiki ē!

UNITEC KARAKIA – OPENING

Manawa mai te mauri nuku

Manawa mai te mauri rangi

Ko te mauri kai au

he mauri tipua

Ka pakaru mai te pō

Tau mai te mauri

Haumi ē, hui ē, taiki ē!

Embrace the life force of the earth

Embrace the life force of the sky

The life force I have gathered is powerful

And shatters all darkness

Come great life force

Join together, gather together, let it be done!

CLOSING

Ka wehe atu tātou

I raro i te rangimārie,

Te harikoa, me te manawanui

Haumi ē! Hui ē! Taiki ē!

Let us depart

Under the mantle of peace

Happiness and joy

Bind it, fasten it, it is steadfast!

Manukau Institute of Technology and Unitec Register of Council Members

Member	Start Date	Re-appointment date	Current term ends	Appointed by	Committee membership	Safety walks undertaken
Alastair Bell (Chair)	2 December 2025		1 December 2028	Minister for Vocational Education	Nominations Committee (Chair)	MIT Tech Park (8 December 2025) MIT Ōtara (4 February 2026)
Simon Harding (Deputy Chair)	2 December 2025		1 December 2028	Minister for Vocational Education	Finance, Property and Risk Committee (Chair) Nominations Committee (Member)	MIT Tech Park (8 December 2025)
Ward Kamo	2 December 2025		1 December 2028	Minister for Vocational Education	People and Culture Committee (Chair) Academic Committee (observer) Programmes and Engagement Committee (Member)	MIT Ōtara (4 February 2026)

Member	Start Date	Re-appointment date	Current term ends	Appointed by	Committee membership	Safety walks undertaken
Sharon Brownie	2 December 2025		1 December 2029	Minister for Vocational Education	Programmes and Engagement Committee (Chair) Academic Committee (observer)	MIT Ōtara (4 February 2026)
Peter Parussini	5 February 2026		4 February 2028	Council		MIT Ōtara (4 February 2026)
Bhav Dhillon	5 February 2026		4 February 2028	Council		MIT Ōtara (4 February 2026)

Council of Manukau Institute of Technology and Unitec Interests Register

Dated 11 March 2026

This Interests Register records interests that have been disclosed and considered.

Note that any conflicts declared by Council members or Council committee members should also be recorded in the minutes of the meeting of the council/committee at which the conflict is declared (with this being a statutory requirement where the conflict relates to the conditions of service of the person as the chief executive or a member of the staff or the person has any other direct or indirect pecuniary interest in the matter).

Name	Interest	Nature of Interest
Alastair Bell	Entrust	Elected Trustee
	Vector Limited	Board member
	New Zealand Post Limited	Board member
	Kiwirail Holdings Limited	Board member
	Auckland Nationalist Centre Incorporated	Committee member
Simon Harding	Broadway Properties Limited	Director
	The Golf Lounge Newmarket Limited	Director
	Residual Aurum Limited	Director
	Droxford Farms Limited	Director
	MTT Limited	Director and Shareholder
	Tuesday Corporation Limited	Shareholder
	The Mist Trust	Settlor, Trustee and Beneficiary
	The Padiwi Trust	Settlor, Trustee and Beneficiary
	The Fianna Trust	Settlor and Trustee

Name	Interest	Nature of Interest
Sharon Brownie	School of Rural Medicine, Charles Sturt University, NSW, Australia	Professor in Medicine School of Rural Medicine
	Australasian College of Health Service Managers	Fellow
	College of Nurses Aotearoa New Zealand	Fellow
	Peter MacCallum Cancer Centre	Honorary Research Fellow
	Green Templeton Centre Oxford University	Member PRAXIS Forum Events Manager Oceania Alumni Group
	Australian Institute of Company Directors	Graduate GAICD and Member
	New Zealand Institute of Company Directors	Member
	New Zealand Nursing Council	Director and Deputy Chair Nursing Council Board
	New Zealand Nursing Council	Registered Nurse
	Waikato Institute of Technology (Wintec)	Adjunct Professor
	Australian Health Practitioners Regulatory Authority	Registered Nurse
	Affinity Nursing Agency, Australia	FIFO Registered Agency Nurse
	Frontiers in Medicine Health Workforce	Academic Editor
	Kōtuitui: New Zealand Journal of Social Sciences	Academic Editor
Ward Kamo	Te Kawerau A Maki Investment Trust	Chair
	Te Pūhana Ora	CEO

Name	Interest	Nature of Interest
	Ngāti Mutunga o Wharekauri iwi Trust	CEO
	Te Kahui Manu Taiko (Chatham Islands)	Member
Peter Parussini	ANZ Bank New Zealand	Executive staff member On board of Pacific Operations Company
	Southern Cross Campus in Mangere	On the board of trustees
Bhav Dhillon		

FUNCTIONS AND DUTIES OF A POLYTECHNIC COUNCIL

Section 280 Functions of Councils

- (a) appoint a chief executive, and monitor and evaluate the chief executive's performance:
- (b) prepare and submit an investment plan:
- (c) ensure that the institution is (i) managed in accordance with the investment plan and (ii) determine policies to implement the investment plan:
- (d) determine the policies of the institution in relation to the management of its affairs:
- (e) undertake planning relating to the institution's long-term strategic direction

281 Duties of Councils

- (a) strive to ensure that the institution attains the highest standards of excellence in education, training, and research:
 - (b) acknowledge the principles of [Te Tiriti o Waitangi](#):
 - (c) encourage the greatest possible participation by the communities served by the institution:
 - (d) ensure that the institution does not discriminate unfairly against any person:
 - (e) ensure that the institution operates in a financially responsible manner:
 - (f) ensure that proper standards of integrity, conduct, and concern for the public interest and the well-being of students are maintained.
- (2) comply with [section 97](#) of the Crown Entities Act 2004 in respect of subsidiaries

321 Additional duties of council of polytechnic

- (a) consider the need to collaborate with other polytechnics to use resources effectively, to avoid duplicating effort, and to identify opportunities for sharing services; and
- (b) be responsive to industry and community needs, including skills shortages; and
- (c) ensure that the polytechnic operates in a way that allows the polytechnic to develop meaningful relationships and to engage with communities at a local level, including industries, Māori employers, hapū and iwi, and Pacific communities



Minutes (Open Session)
Manukau Institute of Technology and Unitec Ordinary Council Meeting
Held on Wednesday, 4 February 2026, 10.30am
At Boardroom, Level 3, Ōtara campus

Present: Alastair Bell (Chair), Simon Harding (Deputy Chair), Sharon Brownie (Member), Ward Kamo (Member)

In Attendance: Peseta Sam Lotu-liga (Executive Director, MIT and Unitec), Martin Carroll (DCE Academic, MIT and Unitec), Simon Bilton (Programme Director – Tāmaki), Kristine Brothers (Finance Director – Tāmaki), Christine Hutton (People and Culture Director – Tāmaki), Simon Nash (DCE Student Experience and Success, MIT and Unitec), Ali Ikram (Senior Communications Manager, MIT and Unitec), Viv Merito (Director of Māori Success, Unitec), Wiremu Manaia (Director of Māori Education, MIT), Mike Foley (Director Digital Strategy Experience - Tāmaki), Kara Hiron (Legal Director - Tāmaki / Minutes), Bhav Dhillon (observer), Peter Parussini (observer)

Apologies: Dan Brady (GM Operations, MIT and Unitec)

1. KARAKIA / WELCOME / APOLOGIES

Alastair Bell delivered the opening karakia and the meeting started at 11.05am.

The Chair welcomed the Council Members, MIT and Unitec staff and the observers to the meeting.

Apologies were received from Dan Brady (GM Operations).

2. DECLARATIONS AND ADMINISTRATION

The Chair reminded members:

- to declare any agenda items where a conflict arises between their role as a member of the Council and to declare any private or other external interest they may have. The Chair noted a typo to be corrected in the current Interests Register, and that Ward Kamo's interests have now been submitted.
- of the Council's functions and duties.
- to declare anything that could cause a claim against Council insurance policies. No declarations were received.
- that confidentiality is implicit in Council appointments.

Action: Council Secretary to amend the typo in the Interests Register, and update with Ward Kamo's interests.

3. CORRESPONDENCE (OPEN)

3.1 Letter from Ministry of Education 30 December 2025



The Council received the letter from the Minister of Education, which confirmed that Manukau Institute of Technology and Unitec is recognised as lead provider of a secondary-tertiary programme.

3.2 Resolution agreed by email on 30 December 2025

The Council noted that there was a resolution agreed by email on 30 December 2025, to make an employment offer to the incoming Chief Executive.

4. EXECUTIVE DIRECTOR'S REPORT (OPEN)

The Executive Director spoke to the report.

The Executive Director noted the following:

- There has been a strong start to the year.
- The new MIT and Unitec organisation conducted an opening karakia on Monday morning, which was well-attended.
- An applied research workshop brought together staff from both MIT and Unitec
- To improve organisational culture during transition and integration, we are focussed on engagement with staff

RESOLVED (Ward Kamo/Simon Harding)

That all reports within the Council papers that are for "Information" or "Receiving" are received.

CARRIED

5. 2026 POLICY REVIEW SCHEDULE

The Legal Director and DCE Academic spoke to the report.

The Legal Director noted that:

- The 2026 policy review list does not include all policies. Academic policies are approved by Academic Committee and operational policies are approved by TTG.
- The Institute Policy Framework will come to the next Council meeting for review and approval.

The DCE Academic noted that:

- Academic Committee has the delegation to approve academic policies and these policies are reported to Council via the minutes of Academic Committee.
- The Student Regulations are the main document governing our relationship with students and these are recommended by Academic Committee for Council approval.

Council queried whether certain academic policies, such as programme approvals and academic integrity, should be approved by Council, and requested that a list of academic policies be provided to Council at the next Council meeting.

The 2026 policy review schedule was approved by Council.



Action: Legal Director to send the Chair the draft Institute Policy Framework for review as soon as possible (in addition to submitting the draft Institute Policy Framework to Council for approval at the next Council meeting).

Action: DCE Academic to provide a list of all academic policies under the Academic Committee at the next Council meeting.

6. RESOLUTION TO EXCLUDE THE PUBLIC

The Chair spoke to the resolution.

RESOLVED (Alastair Bell/Simon Harding)

That the public be excluded from the remainder of the meeting.

CARRIED

Manukau Institute of Technology and Unitec
Annual Council Work Plan

		Financial Year 2026								
		February	March	April	May	June	July	August	October	November
		2/4/2026	3/11/2026	4/15/2026	5/20/2026	6/24/2026	NO MEETING	13-14/08/2026	7-8/10/2026	27/11/2026 (26/11 TBC)
	Frequency									
General										
CE's Report	Monthly	x	x	x	x	x		x	x	x
Transition / Integration Update	Monthly	x	x	x	x	x		x	x	x
Annual Report	Annually					Noting				
Investment Plan	Annually					x				
Review Committees	As required		x					x		
Policy approvals	As required	x	x	x	x	x		x	x	x
2027 Council Workplan	Annually								x	
Strategic Planning Workshop	Annually					x				
Strategic Plan 2026 - 2031	Annually							x		
Appointments										
Council appointments	As required									
CE appointment	One-off	x								
CE performance review	Six-monthly								x	
CE KPIs	Annually	x								
Financial										
Financial report	Monthly	x	x	x	x	x		x	x	x
Treasury report	Quarterly			x		x			x	
TEIFM report and supporting letter	Annually				x					
Status of external audit recommendations	Quarterly	x			x			x		x
Fee setting	As required					x				
Insurance Renewal	Annually									x
Delegations review	As required							x		
Budget assumptions review	Annually					x				
2027 Budget	Annually								x	
Property / Digital										
Property projects report	Monthly	x	x	x	x	x		x	x	x
Digital projects report	Monthly	x	x	x	x	x		x	x	x
People and Culture										
People and Culture Report	Monthly	x	x	x	x	x		x	x	x
Wellbeing and Safety										
Wellbeing and Safety Report	Monthly	x	x	x	x	x		x	x	x
Site visits	Bi-monthly	x		x		x		x	x	x
Wellbeing and Safety Policy	Annually									x
Officer engagement plan	Annually					x				
Officer self-review	Annually								Plan	Report
Kaimahi wellbeing indicators	Annually								Discussion	Report
Legal and Risk										
Risk Report	Quarterly		x			x			x	
Risk Management Framework	Annually							x		
Strategic Risk Workshop	As required				x					
Internal audit plan	Annually			2026 plan					2027 plan	
Status of internal audit recommendations	Quarterly	x			x			x		x
Legislative Compliance	Annually		Noting							
Contentious Legal Matters	Quarterly		x			x			x	
Student Success / External Engagement										
Enrolments report	Monthly	x	x	x	x	x		x	x	x
Stakeholder engagement report	Monthly	x	x	x	x	x		x	x	x
Pastoral Code self report	Annually					x				
Academic Committee										
Review Terms of Reference	Annually								x	
Meeting minutes	Monthly	x	x	x	x	x		x	x	x
Educational Performance Indicators	Bi-annually		x					x		
Graduation ceremonies	Annually			Unitec	MIT					

NOTE: Timing of strategies for each area to be determined after Strategic Plan approved

PROPOSED 2027 MIT and Unitec Council meeting dates

1. Tuesday 2nd February
2. Tuesday 16th March
3. Tuesday 20th April
4. Tuesday 25th May
5. Wednesday 30th June
6. Tuesday 3 August
7. Tuesday 14 September
8. Tuesday 19 October
9. Tuesday 16 November
10. Friday 3 December

Full day meetings. Start times 9.00am



23 February 2026

Alastair Bell
Chair
Manukau Institute of Technology & Unitec
[REDACTED]

Level 9, 44 The Terrace
PO Box 27048
Wellington, New Zealand 6141
P +64 4 462 5200
www.tec.govt.nz

Dear Alastair

Tertiary Education Commission monitoring role

As we commence 2026, I wanted to take the opportunity to write to you to acknowledge the journey to date, the work that is still ongoing, and to provide an overview of the TEC's monitoring role as we settle into more of a 'business as usual' cadence.

Firstly, I wanted to thank you for the work that you and your team have undertaken to date to support the re-establishment of the polytechnic sector. While we have reached a pivotal milestone in the establishment of individual polytechnics, the broader TEC team and I are very aware of the amount of work that is occurring, and still to be completed, to support the ongoing operation of each polytechnic. Given this, I wanted to take the opportunity to outline our monitoring role and ensure all institutions are aware of expectations and processes.

I look forward to meeting with all the new councils over the coming months and will be happy to further discuss the TEC's monitoring role there. As per my recent email we are organising a session for all Chairs and Chief executives on April 23rd. We will discuss TEC's approach to monitoring and investment at that session. If you are unable to attend please feel free to send an alternative member of your Council.

The TEC's monitoring role

The TEC is mandated to ensure that public investment in tertiary education delivers strong outcomes for learners, communities and employers. To this end, the TEC's general monitoring includes your organisation's:

- implementation of the Tertiary Education Strategy
- educational achievement and progress of your learners
- commitment to and implementation of approaches to improve learner outcomes
- mix of programmes and activities delivered, and
- compliance with funding conditions.

While your council is ultimately accountable for the performance of the polytechnic¹, the TEC also has a statutory role to monitor institutions that receive funding in order to assess whether the

¹ section 281(1)(e) of the Education and Training Act 2020

operation or long-term viability of any of those institutions is at risk². Our role is to provide oversight on behalf of the Crown and to the public that the public tertiary education network is sustainable and delivering strong outcomes for New Zealand. This includes providing advice to the Government on the financial sustainability of TEIs and to identify key risks to their ongoing operation.

We are committed to a transparent monitoring approach, and to building an effective working relationship with your Council and executive management team. Key aspects of an effective monitoring function are strong relationships and the open sharing of information.

I also note that the TEC sent you a funding confirmation letter on 4 December 2025 that outlines the funding conditions for your polytechnic. To support the TEC's monitoring role and taking into consideration that your polytechnic is in a re-establishment phase, we have included additional reporting requirements in the conditions of funding for your polytechnic. These conditions require you to provide

- All Manukau Institute of Technology & Unitec Council papers no later than five working days after each Council meeting

We understand that many polytechnics are continuing to implement financial improvement plans developed over 2025. Financial improvement plans were developed to enable and support the re-establishment and financial sustainability of your polytechnic. These reports contain key financial targets and delivery against these targets will form a significant part of our assessment of your performance over the short- to medium-term. It is paramount that polytechnics continue to deliver on these targets whilst also delivering on the needs of the region.

If you become aware of any significant negative variances to these targets we would expect early notification together with information on the new actions to be taken to ensure you are able to meet your commitments.

TEI risk assessment process

The TEC utilises a well-established risk assessment process, which takes a holistic view of institutions' performance and utilises both qualitative and quantitative information. This process was most recently revised in 2024 in consultation with the sector and with support from independent expertise. It has been in place with the university sector, the wananga, and the New Zealand Institute of Skills and Technology (formerly Te Pūkenga) for the past two years and will be core in our monitoring of the polytechnic sector.

I have attached a document which outlines our risk assessment approach. It provides an overview of how we undertake our assessments and includes a breakdown of the TEC's Financial Monitoring Framework (FMF). The document also contains our key expectations for TEIs around six key themes:

1. **Governance** – A strong and effective governance regime that sets the institution's long-term strategic direction, holds the Chief Executive to account, and ensures the institution operates in a financially responsible manner.

² section 405(1)(a)



We ensure New Zealand's future success.

2. **Financial drivers** – A strong understanding of the drivers of financial performance and a clear, achievable financial strategy that ensures ongoing financial sustainability.
3. **Learner characteristics**– A strong understanding of learner enrolments and trends that helps support financial and operating decisions to ensure high-quality outcomes for learners.
4. **Financial position** – Policies and practices that ensure a TEI has appropriate cash reserves and liquidity to meet its financial commitments as they fall due.
5. **Borrowing needs** – A clear view of what a long-term sustainable level of debt is (if any) and what shorter-term debt levels are appropriate when compared to its financial performance. When we reflect on the historical financial challenges of the ITP sector, debt must be carefully considered, and we would urge you to tread cautiously here.
6. **Capital asset management** – Effective capital asset management systems and processes in place to enable capital assets to be managed and maintained effectively whilst ensuring individual investments and long-term priorities are aligned in the most cost-effective way to protect Crown assets.

We monitor these expectations through a mixture of financial and non-financial reporting, direct engagement with the Council and management, and, where necessary, through independent and self-assessments.

The TEC writes to each TEI annually to outline their FMF risk ratings and set out the TEC's overall risk assessment of each TEI (these two ratings may differ). The risk assessment is completed in the second half of the year following the review of the May TEI Financial Monitoring return (TEIFM) and the subsequent FMF assessment. I would welcome a written letter in support of your May TEIFM submission outlining the progress that has been made, any major shifts since budget, and where your immediate areas of focus for the upcoming 12 months. This information, alongside our engagements with you and your management teams, will support our overall risk assessment process.

I note that we are currently reviewing the FMF measures to ensure they are fit for purpose for the polytechnic sector as they were developed when the New Zealand Institute of Skills and Technology was in operation. We will share the results of this review with each polytechnic for consultation in due course and discuss any possible changes directly with the sector. This will be finalised before your submission of the May TEIFM.

I look forward to engaging with you over the coming months and we will be touch regarding a future Council induction.

Yours sincerely



Tim Fowler
Chief Executive
Tertiary Education Commission



We ensure New Zealand's future success.

**Tertiary Education
Commission**
Te Amorangi Mātauranga Matua



Risk assessment process for tertiary education institutions

and the Tertiary Education Commission's
financial monitoring framework

Purpose

This document sets out how the Tertiary Education Commission (TEC) assesses risk for tertiary education institutions (TEIs). It is intended to provide transparency and clarity to TEIs and other stakeholders on key factors the TEC considers when assessing a TEI's overall risk level. This includes assessing key financial risk metrics through our financial monitoring framework (FMF). This document also sets out the TEC's high-level operational and financial performance expectations for TEIs.

Legislative settings

There are two primary sections within the Education and Training Act 2020 (the Act) that set the foundation of the TEC's monitoring of TEIs' operations and viability. These are:

- › **Section 281(1)(e)** of the Act requires that a TEI Council must “ensure that the institution operates in a financially responsible manner that ensures efficient use of resources and maintains the institution's long-term viability”.
- › **Section 405(1)(a)** of the Act states that the Chief Executive of the TEC “must, on an ongoing basis, monitor institutions that receive funding in order to assess whether the operation or long-term viability of any of those institutions is at risk”.

Each TEI is ultimately accountable for its own performance, operation and long-term viability. TEC's monitoring provides assurance to the Crown and New Zealand public that the public tertiary education network is sustainable. Where there are challenges, it enables early engagement and support, or, if necessary, informs the potential use of interventions by either the TEC Chief Executive or the responsible Minister.



Our performance expectations

To fulfil our monitoring role, the TEC takes a holistic view of an institution's performance, using both quantitative and qualitative information. We assess each TEI against a set of performance expectations and ultimately determine its overall risk level. An institution that operates in a sustainable manner and delivers high-quality outcomes is considered low risk. A high-risk institution has areas of performance that are below expectations and/or faces challenges that impact its long-term sustainability.

The performance expectations¹ below set out the key factors against which we "test" a TEI's performance when we are considering overall risk. Our operational and financial performance expectations come from many years of monitoring the financial viability and sustainability of tertiary education organisations, and identifying best practice across the sector. To develop these expectations we also identified elements of business practices that were "missing" when performance was poor, when we had to increase monitoring, or when more formal interventions were required. These performance expectations **do not** override specific guidance provided by the TEC on other matters, such as minimum educational performance expectations, priority areas of delivery, learner success, Gazette notices, Investment Plan guidance and funding conditions.

The TEC's primary expectation is that TEIs deliver high-quality education and research outcomes for learners, industry, communities and other stakeholders in a financially sustainable manner. To achieve this, a TEI needs:

- 1. A strong and effective governance regime that sets the institution's long-term strategic direction, holds the Chief Executive/Vice-Chancellor to account, and ensures the institution operates in a financially responsible manner.** In general, the TEC expects the Council to:
 - a. Understand the environment (including the full legal framework) within which it performs its functions and duties.
 - b. Ensure meaningful and regular engagement with the stakeholders the institution serves.
 - c. Develop and adopt a clear, achievable, and evidence-based institutional strategy that meets the needs of its stakeholders, addresses government educational priorities, and contributes positively to regional and national outcomes. The institutional strategy should be linked to a financial strategy and the TEI's forecast financial performance. We expect TEIs to clearly articulate their strategy and its benefits, and, when implemented, how it will deliver high quality and improved outcomes.

¹ While we have provided a comprehensive listing of expectations, this is not exhaustive, and there may be circumstances of each TEI. Where appropriate, we would communicate

- d. Satisfy itself that there is an adequately resourced, time-bound and robust work programme that will deliver the institutional strategy.
- e. Hold the Chief Executive/Vice-Chancellor to account for the successful delivery of the work programme and have well documented key performance indicators, while maintaining a constructive, positive relationship.
- f. Ensure management provides timely, good quality, well-presented information that supports and enables productive discussion and effective decision-making by Council members.
- g. Develop and use an appropriate Council work plan that supports effective and timely decision-making.
- h. Establish and maintain appropriate sub-committees with clearly defined roles that support Council decision-making. Independent representation should be considered, where appropriate, to strengthen sub-committee capability.
- i. Actively monitor risk and risk management practices and ensure appropriate mitigations and responses are being put in place by management. This should include risk reporting being regularly provided to Council in a format that is usable and supports discussion. The Council should also be regularly reviewing financial modelling and scenario analysis to understand financial risk.
- j. Undertake regular (at least once every two years) independent assessments of Council performance and operations and maintain up-to-date skills maps.
- k. Work with the Chief Executive/Vice-Chancellor to ensure senior management have the appropriate resources (both capability and capacity) in place to implement the institutional strategy.
- l. Actively monitor and understand the overall organisational health (including employee engagement, staff turnover, achievement of strategic goals etc).
- m. Ensure compliance with all relevant legislation and regulations.

The TEC assesses this expectation through:

- › engagement with key management staff and the Council chair
- › analysis of a TEI's Investment Plan, its annual report, its statement of service performance or statement of performance expectations, and other institutional strategic documents
- › analysis of financial reports submitted
- › analysis of Council sub-committee and Council papers (where applicable)
- › the results of governance self-reviews.

2. A strong understanding of the drivers of financial performance and a clear, achievable financial strategy that ensures ongoing financial sustainability. The Act

te in a financially responsible manner that ensures the

efficient use of resources and maintains the institution's long-term viability. In general, the TEC expects:

- a. Each TEI to deliver a financial result that allows it to implement its institutional strategy. This should include a robust assessment of the capital and cash flow required to fund an appropriate capital programme and allow for targeted investment in core operations and strategic initiatives.
- b. Each TEI to accurately undertake robust budgeting and reforecasting exercises throughout the year, including scenario/sensitivity analysis. These activities should reflect what is achievable and realistic, rather than forecasting results that it "needs" or "would like" to achieve to deliver on its strategy and satisfy its stakeholders.
- c. TEIs to be able to clearly articulate the assumptions behind financial forecasts and their associated confidence levels.
- d. TEIs to regularly model plausible downside scenarios associated with key risks and put in place plans for how management will respond if these downside scenarios eventuate. These downside scenarios, the key risks and the available mitigations should be regularly reported to and considered by the Council.
- e. TEIs to have a clear understanding of the drivers of financial performance and the profitability of their various business activities. This includes understanding the cost of serving learners and delivering research. We also expect TEIs to know the contribution margins generated at a course/faculty level and how cross-subsidisation of their central services and any non-profitable delivery (or campuses) occurs.
- f. That if a TEI is not operating profitably (or in line with its financial/institutional strategy), it should (in a timely manner) appropriately assess revenue growth opportunities, implement cost savings, or explore changes to its operating model that will put it on a path to profitability and long-term financial sustainability.
- g. If long-term deficits are forecast, the TEI should prepare a financial recovery plan that is endorsed by its Council. Management should regularly report progress against this plan to Council. The plan should:
 - i. Be informed by a minimum viability assessment to understand the level of change that is required.
 - ii. Clearly identify the key challenges being experienced and their underlying cause.
 - iii. Set out clear areas of focus to improve financial performance and the associated initiatives. Where appropriate, these should be linked back to the TEI's underlying challenges.

- iv. Identify timelines, measures of success, and who is accountable for specific activities.
- v. Include a summary of key risks and mitigations.

The TEC assesses this expectation through:

- › engagement with senior management and finance personnel
- › analysis of financial forecasts and other financial and enrolment information (including forecasting accuracy)
- › the FMF
- › benchmarking data
- › audit management letters
- › analysis of Council sub-committee and Council papers (where applicable)
- › an assessment of the TEI's overall approach to risk management and its track record of dealing with disruptions and challenges.

3. A strong understanding of learner enrolments and trends that helps support financial and operating decisions to ensure high-quality outcomes for learners. In general, the TEC expects each TEI to:

- a. Have robust internal systems and operating processes in place to accurately monitor learner applications and enrolment conversion rates for both domestic and international learners.
- b. Have a clear understanding of changes in demographics and enrolment trends.
- c. Adapt to changing learner preferences. This may mean exploring alternative methods of teaching delivery or implementing changes to operating models.
- d. Design and implement evidence-based learner success initiatives to support increased student retention and completion rates. This should include understanding the return on investment.
- e. Regularly review its programme offering and staffing mix (academic and non-academic) to ensure it aligns with expected learner and industry demand. Any adjustments should be made in a timely manner and be considered against the overall financial performance/position of the TEI.
- f. Have a clear international student recruitment strategy. This should be interlinked with the finance strategy to support the TEI's financial performance as well as the institutional strategy to realise any international objectives while appropriately managing risk.

The TEC assesses this expectation through:

- › engagement with TEIs
- › analysis of Single Data Return submissions and other enrolment information
- › finance indicators



- › analysis of Investment Plans, Learner Success Plans, Disability Action Plans and learner recruitment strategies
- › analysis of Council sub-committee and Council papers (where applicable).

4. Policies and practices that ensure a TEI has appropriate cash reserves and liquidity to meet its financial commitments as they fall due. In general, the TEC expects:

- a. TEIs to have strong forecasting and risk management capabilities, with internal policies and procedures being regularly reviewed and updated.
- b. TEIs to maintain an appropriate level of liquidity, so that they can meet their commitments as they fall due in the ordinary course of business.
- c. TEIs to have a treasury management policy that has been informed by experts in the field and that appropriately manages risk.
- d. That liquidity risks and mitigations are regularly reviewed by management and reported to Council.
- e. That if a TEI is forecasting to exceed available liquidity at any time, then it should immediately engage with the TEC in order to understand the associated risks and any available mitigations.

The TEC assesses this expectation through:

- › engagement with senior management and finance personnel
- › analysis of financial and cash forecasts
- › the FMF
- › analysis of Council sub-committee and Council papers (where applicable).

5. A clear view of what a long-term sustainable level of debt is (if any) and what shorter-term debt levels are appropriate when compared to its financial performance. In general, the TEC expects TEIs to:

- a. Ensure that levels of debt and the associated interest charges are not adversely impacting on the TEI's ability to deliver on its strategy and appropriately manage risk.
- b. Maintain a sustainable level of debt (if needed) that are consistent with their profitability forecasts and remain affordable under downside scenarios.
- c. Ensure debt limits do not exceed 3x earnings before interest, taxes, depreciation and amortisation (EBITDA), unless in exceptional circumstances. In general, the TEC considers that debt levels above 3x EBITDA carry an elevated risk.
- d. Have a clear plan for how debt will be repaid, including if financial performance deteriorates. This could include the need for possible asset sales, in which case the TEI should have a clear understanding of any



operational or educational impacts that may arise due to a sale and how these would be mitigated.

- e. Only access debt facilities for liquidity purposes and strategic or capital asset investment. TEIs should not use debt to fund day-to-day operational expenditure, which should be funded from free cash flow.

The TEC assesses this expectation through:

- › engagement with senior management and finance personnel
- › analysis of financial and cash/debt forecasts
- › the FMF
- › borrowing consent applications and any agreed monitoring requirements
- › the analysis of Council sub-committee and Council papers (where applicable).

6. Adequate Capital Asset Management (CAM) systems and processes in place to enable capital assets to be managed and maintained effectively whilst ensuring individual investments and long-term priorities are aligned in the most cost-effective way to protect Crown assets. The TEC expects TEIs to:

- a. Maintain a capital plan that is financially affordable and aligned to their institutional strategy. We expect the Council to regularly review and critically assess both short-term and long-term capital plans.
- b. Follow the Government's expectations for delivering major capital projects, and for the management of capital assets by participating in independent and self-assessment of CAM capabilities.
- c. Ensure robust, forward capital planning through their 10-year Capital Intentions Plan and establish the collection and monitoring of Asset Performance Indicators via this plan.
- d. Achieve a minimum rating of "core" as required for Tier 2 investment-intensive agencies, which the TEI sector is classified as, in their annual CAM maturity assessments (self-assessments and independent assessments).
- e. Continually work towards achieving CAM target scores set by independent assessors biennial as part of the independent assessment process, which will be based on several characteristics.²
- f. Regularly review the utilisation of real estate assets in line with enrolments, funding and the cost of ownership to leverage maximum potential. This should consider geographic diversity, disposal strategies and development strategies.

² These characteristics could cover elements such as EFTS (to assess capacity), General Floor Area (GFA), asset values, condition of assets, type of facilities, range of delivery offered, coverage, capital intention and asset performance indicators such as leadership commitment, capability and supporting management systems etc).

The TEC assesses this expectation through:

- › engagement with senior management, finance, and estates/property personnel
- › analysis of financial forecasts
- › analysis of annual capital intention plans and annual CAM capability assessments
- › borrowing consent applications and any agreed monitoring requirements
- › analysis of Council sub-committee and Council papers (where applicable).

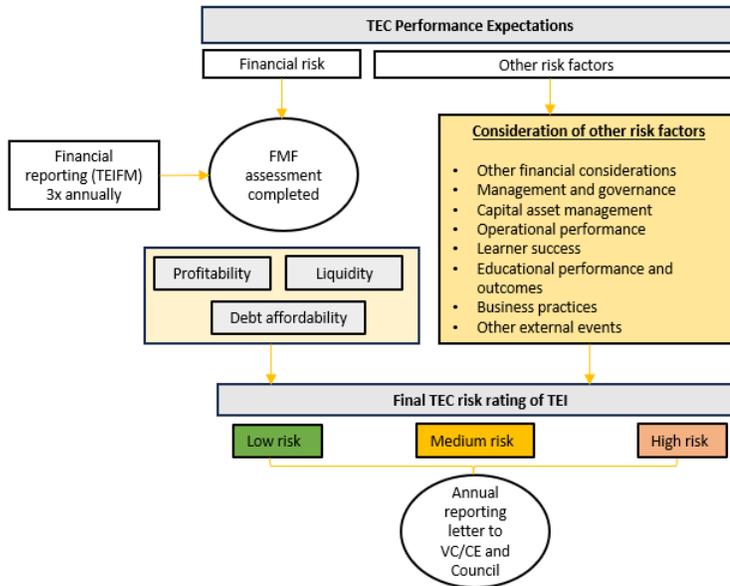
The risk assessment process

We use a range of quantitative and qualitative information to assess TEI performance against our expectations. Financial risk is assessed using both the FMF (refer to Appendix 1 for detailed information) – which provides risk assessments across three dimensions – and other financial information and analysis. We then use all other information available to us (including any information gained through engaging with TEIs)³ to assess operational, educational, management and governance risks. Using both the FMF and other information, we then determine an overall risk rating for each TEI. This process is set out in Figure 1.

In practice, this could mean that a TEI has a low-risk rating across all three financial metrics in the FMF (profitability, liquidity and debt affordability) but receives an overall risk rating of medium or high risk based on other considerations (eg, poor financial forecasting accuracy, optimistic enrolment forecasts, management turnover). Alternatively, a TEI may be high risk on some dimensions of the FMF but have a lower overall risk rating when other considerations are made (eg, an upcoming asset sale or agreed insurance settlement, strong management and governance capability, or having recently implemented a successful restructure to achieve operating savings).

information in isolation. Each TEI's information is considered alongside other TEIs, and other environmental or contextual factors.

Figure 1: The TEC's risk assessment process



Annual reporting letter to each TEI stating the TEC's overall risk assessment

Following the May TEI Financial Monitoring (TEIFM) submission (which is when we receive the audited financial statements for each TEI and a reforecast of in-year performance), we will formally write to the management and Council of each TEI outlining both the FMF risk ratings and our overall risk rating. We will set out the key factors and risks we considered as part of determining your overall risk rating (particularly where the rating is medium or high).

Where a TEI is considered medium or high risk, we will engage with its senior management on how we arrived at this assessment and seek a response to how the risk is being managed and responded to. The response will then inform our ongoing monitoring activity.

Our approach to monitoring and assessing risk

Our general approach to monitoring overall TEI performance and assessing its risk level is underpinned by constructive engagement and, ideally, the mutual sharing of information and insights. One of our key aims is to understand the nuances of an institution's operations and its strategic objectives so that we can monitor risk effectively, and appropriately advise the Minister responsible for tertiary education and the TEC Board on those risks.

In instances where a TEI is considered high risk, this may include advising on the potential use of interventions by either the TEC Chief Executive or the Minister to manage risks to the tertiary education system.



Appendix 1: The Financial Monitoring Framework

The FMF is a technical tool that ensures a consistent and transparent approach to assessing each institution's viability and performance. The FMF relies upon audited financial statements and administrative financial information to undertake formulaic risk calculations for profitability, liquidity and debt affordability.

The profitability, liquidity and debt affordability risk dimensions are stand-alone tests. This means that a low-, medium- or high-risk rating is produced for each dimension. The FMF ratings are key inputs into the TEC's overall risk rating.

The TEC will calculate the FMF risk ratings against the TEIFM returns submitted in February, May and September each year. We will formally write to TEIs after the May return outlining both the FMF risk ratings and our overall risk rating.

The FMF tests

Profitability

Profitability provides a basis for understanding the viability of an institution's continued operations, reflecting whether its revenue and cost structures enable it to sustain its position and/or continue to grow. While there are a variety of common profitability metrics available, the FMF uses three:

1. **Operating surplus/deficit before trust and abnormal items to income:** This measure considers whether revenue covers expenditure for normal annual operations (which includes capital-related expenditure and interest). The size of this surplus or deficit compared to total annual income gives an indication of how efficiently resources are being used within an institution.
2. **Operating surplus/deficit after trust and abnormal items to total income:** This measure is similar to the above metric but includes abnormal and trust items within the calculation of the surplus/deficit. This recognises that some institutions have other activities or items that are outside their normal operations, but which can have a positive or negative impact on viability.
3. **Core earnings:** This measure considers the financial performance of the core operational activities of an institution and excludes capital-related and interest costs. This is calculated by considering the ratio of EBITDA to total income.

Liquidity

The liquidity test provides visibility on how easily an institution can meet its short-term obligations or withstand unexpected financial shocks. The framework uses two indicators to evaluate the adequacy of an institution's liquidity buffers:



1. **Liquid funds ratio:** This measure is a direct reflection of an institution's ability to pay operational costs and short-term debt obligations. It is calculated by considering liquid assets less short-term overdrafts to cash outflow (payments) from operations.
2. **Net cashflow from operations:** This measure provides an indication of an institution's ability to generate cash from normal operating activities. The measure is calculated by subtracting the cash outflows from operations from the cash inflows.

Debt affordability

The debt affordability test provides a medium- to long-term view on an institution's debt levels and its ability to meet those debt obligations. It considers both the balance-sheet strength of an institution and the ability of its operational performance to service debt on the balance sheet. The framework has three metrics to evaluate the debt held by an institution:

1. **Relative debt level:** This measure provides an indication of how much debt an institution holds relative to its profitability. This compares an institution's total debt to its EBITDA, reflecting how operational activities can be used to address debt obligations.
2. **Interest strain:** This is a relative measure that depicts interest repayments as a percentage of an institution's total revenue. It is calculated by comparing the annual interest paid on debt to total annual revenue.
3. **Debt-equity ratio:** This measure assesses the size of an entity's debt levels compared to the overall size of the institution's balance sheet. It is calculated by comparing total debt to total debt plus equity.

For clarity, low debt-affordability risk does not automatically mean TEIs will be able to obtain larger borrowing consent limits. The standard considerations will still be assessed as part of borrowing consent applications.

How the FMF works – assessment calculations

The FMF undertakes the quantitative assessment through the following three steps.

Step 1: Calculate a percentage or ratio for each measure

There are eight performance measures:

- › three profitability measures;
- › two liquidity measures; and
- › three debt affordability measures.

A percentage (or ratio) is calculated for each of the performance measures over five financial years:

- › two historical years;
- › the current year; and



The values for each year are calculated as a weighted average over this five-year period, with specific weightings applied to each of these five years relative to the current year and the dimension that the measure relates to. For example, profitability measures have the following weighting profiles:

- › 10 percent for the second historical year
- › 20 percent for the first historical year
- › 40 percent for the current year
- › 20 percent for the first forecast year, and
- › 10 percent for the second forecast year.

For example, if the current year was 2024, the profitability measure captures the, 2022 actual (10%), 2023 actual (20%), 2024 budget (or reforecast if prepared) (40%), 2025 forecasts (20%) and 2026 forecasts (10%). This relative year weighting allows historical and out-year forecasts to be considered while retaining a high emphasis on the current performance of the institution.

Liquidity and debt affordability measures place a greater emphasis on forecast years than historical years. The weighting profile for the liquidity and debt affordability measures is:

- › 0 percent for the second historical year
- › 20 percent for the first historical year
- › 40 percent for the current year
- › 25 percent for the first forecast year, and
- › 15 percent for the second forecast year.

Step 2: Convert each measure's percentage/ratio, for each year, to a score between zero and five

This step sees the weighted average measure converted into a score between 0 and 5. Scoring criteria have been set using both current sector averages and historical data, and have been specifically determined for each measure. The following outlines scoring outcomes for the measures:

- › A score below 2 is considered **high risk**.
- › A score between 2 and 3 is considered **medium risk**.
- › A score above 3 is considered **low risk**.

The tables below provide a definition and the scoring bands for each measure.



Table 1: Profitability scoring

Measure	Definition/calculation	Scoring table performance bands					
		0	1.0	2.0	3.0	4.0	5.0
Operating surplus/deficit before trust and abnormal items	Operating surplus/deficit <u>before</u> net trust and abnormal items to total income less net trust income	< -4%	-4% to 0%	0% to 2%	2% to 4%	4% to 6%	6% +
Operating surplus/deficit after trust and abnormal items	Operating surplus/deficit <u>after</u> trust and abnormal items to total income	< -4%	-4% to 0%	0% to 2%	2% to 4%	4% to 6%	6% +
Core earnings	EBITDA to total income	< 4%	4% to 9%	9% to 11%	11% to 13%	13% to 15%	15% +

Table 2: Liquidity scoring

Measure	Definition/calculation	Scoring table performance bands					
		0	1.0	2.0	3.0	4.0	5.0
Liquid funds ratio	Liquid assets and undrawn borrowings less short-term overdrafts to cash outflows (payments) from operations	< 5%	5% to 10%	10% to 15%	15% to 20%	20% to 25%	25% +
Net cash flow from operations	Cash inflows (receipts) from operations to cash outflows (payments) from operations	< 104%	104% to 108%	108% to 111%	111% to 113%	113% to 115%	115% +

Table 3: Debt affordability scoring

Measure	Definition/calculation	Scoring table performance bands					
		0	1.0	2.0	3.0	4.0	5.0
Relative debt level	Total debt to EBITDA	>4.0	3.0 to 4.0	2.0 to 3.0	1.5 to 2.0	0 to 1.5	0
Interest strain	Interest paid to revenue	> 3%	3% to 2.25%	2.25% to 1.5%	1.5% to 0.75%	0.75% to 0%	< 0%
Debt–equity ratio	Total debt to total debt plus equity	25% +	15% to 25%	7.5% to 15%	0% to 7.5%	0%	0% and 12% + Core Earnings

Step 3: Weighting the dimension measures

Within each dimension (ie, profitability, liquidity, debt affordability) each specific measure has been given a weighting to place additional emphasis on more important measures. For example, within the debt affordability dimension, greater emphasis is placed on an institution's relative debt level score (total debt to EBITDA) than interest strain or the debt–equity ratio. Table 4 below shows these relative weightings.



Table 4: Metric weightings

Dimensions					
Profitability		Liquidity		Debt affordability	
Measure	Weighting	Measure	Weighting	Measure	Weighting
Operating surplus/deficit before trust and abnormal items	30%	Liquid funds ratio	50%	Relative debt level	50%
Operating surplus/deficit after trust and abnormal items	20%	Net cash flow from operations	50%	Interest strain	25%
Core earnings	50%			Debt–equity ratio	25%

The final score for each dimension is the sum of each metric's score. As per the individual measure scoring, these dimension scores give values between zero and five. A score of three to five indicates low risk in that dimension. The following outlines scoring outcomes for the dimensions:

- › A score below 2 is considered **high risk**.
- › A score between 2 and 3 is considered **medium risk**.
- › A score above 3 is considered **low risk**.



Kara Hiron

From: [Redacted]
Sent: Monday, 2 March 2026 3:05 pm
To: [Redacted]
Subject: Courtesy notification of upcoming proactive release
Attachments: OC02186 NZQA OIA response 20251203 (1)_Redacted.pdf

Kia ora koutou

We are writing to advise that NZQA is proposing to proactively release the attached document on its website before the end of this month. The Ministerial briefing contains some information about your organisation.

Ngā mihi

[Redacted]
Senior Advisor, Chief Executive and Ministerial Services | Kaitohutohu Matua - Ratonga Minita
Office of the Chief Executive | Tari o te Pou Whakahaere
New Zealand Qualifications Authority | Mana Tohu Mātauranga o Aotearoa



[Redacted]
www.nzqa.govt.nz
125 The Terrace, PO Box 160, Wellington, 6140

This email may contain legally privileged information and is intended only for the addressee. It is not necessarily the official view or communication of the New Zealand Qualifications Authority. If you are not the intended recipient you must not use, disclose, copy or distribute this email or information in it. If you have received this email in error, please contact the sender immediately. NZQA does not accept any liability for changes made to this email or attachments after sending by NZQA.

All emails have been scanned for viruses and content by Check Point Harmony.
NZQA reserves the right to monitor all email communications through its network.

Report: NZQA's advice on the quality assurance of Institutes of Technology and Polytechnics

To:	Hon Penny Simmonds, Minister for Vocational Education		
Cc:	Hon Erica Stanford, Minister of Education Hon Shane Reti, Minister for Universities		
Date:	16/10/2025	Deadline:	Click or tap to enter a date.
Security Level:	Unclassified	Priority:	Medium
From: Who can MO call?	Dr Grant Klinkum, Chief Executive	Phone:	
Key Contact:	Emily Fabling, Deputy Chief Executive, Quality Assurance 04 463 3222 	OC No:	OC02103

Why are we sending this to you?

- You are receiving this report because section 315 of the Education and Training (Vocational Education and Training System) Amendment Bill requires NZQA to provide you with advice on quality assurance matters before you recommend the establishment of a polytechnic to the Governor-General.
- This report provides that advice.

Background

- New section 315 of the Education and Training (Vocational Education and Training System) Amendment Bill provides for the:
 - Establishment of polytechnics
 - The Governor-General may, by Order in Council made on the recommendation of the Minister, establish a polytechnic.
 - Before making a recommendation, the Minister must -
 - seek advice from NZQA on quality assurance matters and consider any advice given;** and ...
- We have interpreted this provision as meaning that NZQA should advise you of:
 - steps that NZQA will take to quality assure newly established polytechnics; and

- any concerns NZQA has about the performance of Te Pūkenga business divisions that are proposed to become standalone polytechnics.
3. The advice in this report relates to the following proposed polytechnics:
- The Open Polytechnic of New Zealand
 - Universal College of Learning
 - Otago Polytechnic
 - Unitec Institute of Technology
 - Manukau Institute of Technology
 - Waikato Institute of Technology
 - Toi Ohomai Institute of Technology
 - Southern Institute of Technology
 - Nelson Marlborough Institute of Technology
 - Eastern Institute of Technology
 - Ara Institute of Canterbury.

Discussion

Te Pūkenga's ITP Business divisions current performance

4. NZQA has undertaken the following quality assurance activities that can be drawn on to provide an ITP business division view of quality. These activities include:
- monitoring and moderation of level 1 to 6 programmes;
 - monitoring and moderation of degrees;
 - investigating poor outcomes identified through programme monitoring, moderation, or complaints; and
 - assuring consistency reviews.
5. The outcomes of NZQA's monitoring activities from 1 January 2024 to 1 October 2025 are set out in Appendix 1.
6. The bulk of the matters requiring remedial action from ITP business divisions over this period were identified through the monitoring of level 1 to 6 programmes and the moderation of standards. These activities include a deep dive into the assessment practices within a particular programme, and the internal moderation process supporting the programme. We have found valid assessment practices to be a useful proxy for the overall quality of a given programme, and taking this focused approach enables NZQA to monitor the wide range of sub-degree programmes over time.
7. The outcomes of monitoring Degree level programmes were generally that NZQA requirements were met. Degree monitoring takes a more 'whole-of-programme' approach to monitoring than the deep dive into assessment practice applied to sub-degree delivery. This recognises that there are less degree programmes to monitor, and that degree monitoring is repeated for the same programme every year.
8. ITP business divisions also met requirements for Assuring Consistency reviews over this period. This means sufficient evidence was provided by ITPs that graduates of their

programmes had comparable skills and knowledge to graduates from other providers with a programme leading to the same qualification.

9. None of the issues identified are sufficient to cause concern about any business division's fundamental ability to deliver quality education outcomes in the future. NZQA considers there is an opportunity for assessment practices to be strengthened across the sector, and will be looking to support all providers to implement robust assessment and moderation systems under the new integrated Quality Assurance Framework (iQAF).

Assuring performance of the new ITPs

Academic Board and Quality Management System

10. ITPs are expected to deliver quality outcomes. To this end they establish academic committees, policies and procedures to appropriately assure the quality of their provision.
11. Te Pūkenga's transition plan for the establishment of regional ITPs comments that all "establishing ITPs have fully functioning Academic Committees, and appropriate governance structures underneath (i.e. Research; Approvals; Learning and Teaching; Quality), which have remained in place during the establishment and disestablishment of Te Pūkenga".
12. Each establishing ITP also has access to Te Pūkenga policies and procedures including their:
 - overarching Educational Regulatory Framework (Quality Management System)
 - Continuous Quality Improvement Policy
 - Assessment Policy
 - Moderation Policy
 - Pastoral Care Policy
 - Pastoral Code Framework.
13. The oversight provided by an ITP's academic committee and the ITP's quality management system provides the assurance NZQA relies on when approving programmes, accrediting these and providing consents. That these matters are already in place is reassuring.
14. When the ITPs are established NZQA will engage with them to confirm that their academic structures, policies and procedures are functioning as required.

Recommended Actions

NZQA recommends you:

- a. **note** that section 315 of the Education and Training (Vocational Education and Training System) Amendment Bill requires NZQA to provide you with advice on quality assurance matters before you recommend the establishment of a polytechnic to the Governor-General;

Noted

- b. **note** that NZQA's monitoring of Te Pūkenga's ITP business divisions, since 1 January 2024 has identified some issues that either need to be remedied or have been satisfactorily addressed;

Noted

- c. **note**, however, that none of the issues identified are of sufficient magnitude to cause fundamental concern about any business division's overarching capability to deliver quality outcomes.

Noted

- d. **note** that from 1 January 2026 NZQA proposes to use the iQAF to quality assure the newly established ITPs [see OC02125 iQAF update coming 14/10/2025].

Noted

Proactive Release:

- e. **Agree** that this report is proactively released as part of the next publication of documents following the establishment of these polytechnics by the Governor-General

Agree / Disagree



Dr Grant Klinkum
Pouwhakahaere/Chief Executive



Hon Penny Simmonds
Minister for Vocational Education

16 /10/2025

27/10/25

Appendix 1: Outcome of NZQA monitoring from 1 January 2024 to 1 October 2025

The table below provides an overview of NZQA monitoring activities of each ITP business division including Degree programme monitoring, other programme monitoring, the moderation of standards by NZQA, and assuring consistency reviews.

Te Pūkenga's ITP Business division	Monitoring outcomes
The Open Polytechnic of New Zealand	The Open Polytechnic met all NZQA requirements that were monitored over this period.
Universal College of Learning	UCOL met most requirements that were monitored over this period. Some remedial action by UCOL was required to remedy matters identified through programme monitoring and moderation of standards.
Otago Polytechnic	Otago met most requirements that were monitored over this period. Some remedial action by Otago was required to remedy matters identified through programme monitoring and moderation of standards.
Unitec Institute of Technology	Unitec met most requirements that were monitored over this period. Some remedial action by Unitec was required to remedy matters identified through moderation of standards. Two complaint investigations were conducted over this period which identified minor issues.
Manukau Institute of Technology	MIT met most requirements that were monitored over this period. Some remedial action by MIT was required to remedy matters identified through programme monitoring and moderation of standards.
Waikato Institute of Technology	Wintec met most requirements that were monitored over this period. Some remedial action by Wintec was required to remedy matters identified through programme monitoring and moderation of standards.
Toi Ohomai Institute of Technology	Toi Ohomai met almost all requirements that were monitored over this period. Some remedial action by Toi Ohomai was required to remedy matters identified through moderation of standards.
Southern Institute of Technology	SIT met most requirements that were monitored over this period. Some remedial action by SIT was required to remedy matters identified through programme monitoring and moderation of standards.
Nelson Marlborough Institute of Technology	NMIT met almost all requirements that were monitored over this period. Some remedial action by NMIT was required to remedy some matters identified through moderation of standards.

<p>Eastern Institute of Technology</p>	<p>Of the programmes and standards that were monitored by NZQA over this period none fully met requirements, and remedial action was required of EIT to remedy matters. This included conditions applied to EIT's accreditation for the NZ Certificate in Health and Wellbeing (Level 4) due to serious concerns about assessment practice. EIT has since stopped delivering the programme. NZQA recently approved a replacement programme for EIT, to which NZQA applied conditions as part of the approval. EIT met all other requirements over this period.</p>
<p>Ara Institute of Canterbury.</p>	<p>Ara met most requirements that were monitored over this period. Some remedial action by Ara was required to remedy matters identified through programme monitoring.</p>

Manukau Institute of Technology and Unitec report

11 March 2026

Report to	Council
Title	Executive Director's Report
Provided by	Peseta Sam Lotu-liga, Executive Director
Author	Executive Director
For	Receiving
Classification	Unclassified
Endorsement (if any)	

Recommended resolutions

It is recommended that Council:

1.	Receive the report titled 'Executive Director's Report'
----	---

Purpose of this report

1. The purpose of this report is to give the following updates:
 - a. Provide key highlights

Strategic relevance

2. The report gives Council members a sample of the successes for the organisation since the last Council meeting.

Discussion

Key Highlights this month

3. Orientation events and pōwhiri for all new students have been held across MIT and Unitec campuses throughout February. At Mt Albert and Waitakere in 2026, 1,200 learners (out of a total of 2,800 enrolled learners) have been formally welcomed to Te Noho Kotahitanga Marae in eight pōwhiri while at City, Manukau and Otara 1080 learners, families and supporters attended six ceremonies at Nga Kete Wananga Marae in Otara.
4. We acknowledge Sailauama Cheryl Talamaivao, a Senior Lecturer in Social Work at Waitakere, who was awarded a King's Service Medal in the New Year's Honours List for services to the Pacific community and education. It is richly deserved recognition of the impact Sailauama

Cheryl has had on so many lives as a Senior Lecturer for both MIT at Ōtara and Unitec at Waitākere.

5. This month, we also welcomed MIT and Unitec's Council through a formal pōwhiri at the Marae in Mt Albert. The Council also participated in two orientation sessions over two days for all members with key briefings from our leadership team and site tours of both the Mt Albert and Ōtara campuses.
6. This year marks the 50-year anniversary since Unitec opened its doors as Carrington Technical Institute. Kaumātua Hare Paniora (Pae Arahi) led a special remembrance karakia at the Memorial Gardens - Mt Albert campus. The blessing acknowledged staff and students who have passed, who contributed to shaping the provider as we know it today. Some of these staff are commemorated in the gardens.
7. We also hosted a visit by a delegation from New Zealand China Building Industry Association (NZCBIA). We have enjoyed a close relationship with NZCBIA in recent years. Several of the members of their delegation were alumni, the group working with us to support student scholarships in building related fields including construction, engineering, interior design, architecture and surveying. We were grateful to be able to update them on recent developments in the vocational training sector as well as discussing different ways we can work together in future. These include collaborating on career expos and industry connect events, increasing the number of scholarships and applied research opportunities with members.
8. Finally, we hosted a group from Cheorwon County in South Korea's scholarship foundation which included the county's Governor Lee Hyunjong. It currently organises English language immersion programmes in Queensland including homestays and cultural experiences. Their visit to Mt Albert campus comes as the county explores similar opportunities for its people in New Zealand. The foundation has a strong interest in applied education, vocational pathways and international collaboration

Comms Highlight for March

Articles published on external websites include:

The welcome at Te Noho Kotahitanga Marae for MIT and Unitec Council

[Welcoming those who will guide our two-hulled waka into the future - Manukau Institute of Technology](#)

Student-focused Frequently Asked Questions on what a combined entity will mean for our learners has been shared

[Combined Entity | Manukau Institute of Technology](#)

[Manukau Institute of Technology and Unitec – Unitec](#)

Opening of Unitec's fiftieth anniversary celebrations

[Unitec marks 50 Years by honouring past kaimahi – Unitec](#)

The welcome of more than 2,800 learners who will study at Mt Albert and Waitākere campuses

[A powerful start to Semester for 2,800+ ākonga beginning their journey – Unitec](#)

2025 Landscape Architecture graduate, Lyrck Maiava awarded Best Student Presentation at the 58th Annual International Conference of the Architectural Science Association (ASA), held at the University of Melbourne.

[Pacific Landscape Architecture graduate wins International Award – Unitec](#)

Media Coverage

RNZ reported on post-NZIST financial arrangements Associate Professor Dion Enari of Ngā Wai a Te Tūi (Māori and Indigenous Research Centre - Unitec) and Hoani Smith from Lincoln University wrote about the opportunities for New Zealand-born athletes in US Sports

Assoc Prof Enari and Hoani Smith also wrote about the importance of Indigenous and Pacific athletes to the Australian national rugby league competition

Manukau Institute of Technology and Unitec Council meeting

Resolution to exclude the public

It will be moved by the Chair that the public be excluded from the remainder of the meeting. This resolution will be made in reliance on section 48(1) of the Local Government Official Information and Meetings Act 1987 (LGOIMA) (noting that Manukau Institute of Technology and Unitec is subject to Part 7 of the LGOIMA) and the particular interests protected by section 9 of the Official Information Act 1982 (OIA) which would be prejudiced by the holding of the relevant parts of the proceedings of the meeting in public.

The general subject of each matter to be considered while the public is excluded and the reason for passing the resolution in relation to each matter are as follows:

Item	General subject of each matter to be considered	Section(s)
8	Administration	Section 9(2)(a) OIA Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(h) OIA Section 9(2)(i) OIA Section 9(2)(j) OIA
9	Correspondence	Section 9(2)(i) OIA
10	Council committee Terms of Reference and membership	Section 9(2)(g)(ii) OIA
11	Safety report	Section 9(2)(b)(ii) OIA Section 9(2)(i) OIA Section 9(2)(j) OIA
12	Executive Director's report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
13	Transition / integration report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
14	KPI Framework development	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
15	Minutes of Academic Committee meeting on 3 February 2026	Section 9(2)(a) OIA Section 9(2)(b)(ii) OIA

Item	General subject of each matter to be considered	Section(s)
		Section 9(2)(g)(ii) OIA
16	Educational Performance Indicators	Section 9(2)(a) OIA Section 9(2)(b)(ii) OIA
17	Approval of policies	Section 9(2)(a) OIA Section 9(2)(b)(ii) OIA
18	Financial dashboard and report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
20	International and domestic students report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
21	People and Culture report	Section 9(2)(b)(ii) OIA Section 9(2)(i) OIA Section 9(2)(j) OIA
22	Property projects report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
23	Digital projects report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
24	MIT Data Centre	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
25	Stakeholder (business and community) engagement report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
26	Risk report	Section 9(2)(b)(ii) OIA Section 9(2)(i) OIA Section 9(2)(j) OIA
27	Legal matters	Section 9(2)(b)(ii) OIA Section 9(2)(i) OIA Section 9(2)(j) OIA

Item	General subject of each matter to be considered	Section(s)
28	Other business	Section 9(2)(a) OIA Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(h) OIA Section 9(2)(i) OIA Section 9(2)(j) OIA

And that certain employees of MIT and Unitec, namely

- Peseta Sam Lotu-liga
- Simon Bilton
- Kristine Brothers
- Martin Carroll
- Simon Nash
- Christine Hutton
- Dan Brady
- Kara Hiron

be permitted to remain at the meeting, after the public has been excluded, because of their specific knowledge in relation to the above items. This knowledge, which will be of assistance in relation to the matters above to be discussed, is relevant to those matters because they may have assisted or will assist in the progression of such matters.

Interests

Section(s)	Interest(s)
Section 9(2)(a)	protect the privacy of natural persons, including that of deceased natural persons.
Section 9(2)(b)(i)	protect information where the making available of the information would disclose a trade secret.
Section 9(2)(b)(ii)	protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.
Section 9(2)(ba)(i)	protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied.
Section 9(2)(ba)(ii)	protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest.
Section 9(2)(c)	avoid prejudice to measures protecting the health or safety of members of the public.

Section(s)	Interest(s)
Section 9(2)(d)	avoid prejudice to the substantial economic interests of New Zealand.
Section 9(2)(e)	avoid prejudice to measures that prevent or mitigate material loss to members of the public.
Section 9(2)(f)(i)	maintain the constitutional conventions for the time being which protect the confidentiality of communications by or with the Sovereign or [his] representative.
Section 9(2)(f)(ii)	maintain the constitutional conventions for the time being which protect the collective and individual ministerial responsibility.
Section 9(2)(f)(iii)	maintain the constitutional conventions for the time being which protect the political neutrality of officials.
Section 9(2)(f)(iv)	maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials.
Section 9(2)(g)(ii)	maintain the effective conduct of public affairs through the protection of such Ministers, members of organisations, officers, and employees from improper pressure or harassment.
Section 9(2)(h)	maintain legal professional privilege.
Section 9(2)(i)	enable a Minister of the Crown or any public service agency or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities.
Section 9(2)(j)	enable a Minister of the Crown or any public service agency or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).
Section 9(2)(k)	prevent the disclosure or use of official information for improper gain or improper advantage.