

New Zealand Institute of Skills and Technology Council 12 December 2025 ordinary meeting



Location: Boardroom, Level 3, ND Building, Ōtara campus

Meeting to be preceded by a poroporoaki for Interim Advisory Committee members at Nga Kete Wananga Marae

12 December 2025 01:00 PM

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Re New Zealand Institute of Skills and Technology draft Statement of Performance Expectations 2026

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	Letter sent 4 December re: December update from New Zealand Institute of Skills and Technology (NZIST) Council. Note that the report which this accompanies will be in the Resource Centre of Diligent.			

14. He take atu anō | Any other business
(confidential)

15. Confirmation of actions from this meeting Sue McCormack 03:05 PM-03:10 PM
and Rebecca
Donne

The purpose of this agenda item is to confirm the actions that have arisen at this meeting. The Governance Director will identify the actions which have been recorded for the Chief Executive and Chair to confirm.

[Karakia whakakapi](#)

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Next meeting date: 30 January 2026 (online)

Karakia tīmatanga | Opening incantation

Whakarongo rā e Rongo

Ki a mātou

te manawa nei

ki te rongo taketake,

te whiwhia, te rawea

te whiwhi-ā-nuku

whiwhi-ā-rangi

i takea mai i te kāhui o ngā ariki.

kia tūturu ka whakamau ai kia tina, Tīna! (everybody)

Hui e?

Tāiki e!

Listen o Rongo

to us

offering gratitude

for the peace and harmony

that allows us to enjoy

the gifts of the earth

and the heavens

bequests of a higher order.

And bind it firmly, firmly!

Do we all concur?

We concur!

New Zealand Institute of Skills and Technology Council member terms

Member	Start date	Current term ends	Appointed by
Sue McCormack (Acting Chair)	1 April 2023	31 March 2027	Minister of Education
Sam Huggard	1 April 2020	31 March 2026	Minister of Education
Jordan Gush	4 October 2021	31 December 2025	Interim Learner Advisory Committee nomination
Heath Sawyer	4 October 2021	31 December 2025	Interim Staff Advisory Committee nomination
Dr Teorongonui Josie Keelan	2 November 2021	31 March 2027	Interim Māori Advisory Committee nomination
Jeremy Morley	1 September 2022		Minister of Education
Bill Moran	1 April 2023	31 March 2027	Minister of Education

2025 Schedule of NZIST Council and Committee meetings

As at 3 December 2025

Council

Month	Date	Day	Meeting	Activity	Venue
February	13	Thurs	Council	Ordinary meeting	MITO, Wellington
April	10	Thurs	Council	Ordinary meeting	Online
May	30	Friday	Council	Ordinary meeting	MITO, Wellington
June	30	Monday	Council	Ordinary meeting	MIT, Otago
July	31	Thurs	Council	Ordinary meeting	Ara, Christchurch
August	29	Friday	Council	Ordinary meeting	MITO, Wellington
September	26	Friday	Council	Ordinary meeting	MIT, Otago
October	31	Friday	Council	Ordinary meeting	MIT, Otago
December	12	Friday	Council	Ordinary meeting	MIT, Otago

Committees

Finance, Risk and Audit Committee

Name	Role	Meeting dates	Venue
1. Jeremy Morley	Chair	Friday 28 February	Online
2. Bill Moran	Member	Friday 28 March	Online
3. Josie Keelan	Member	Wednesday 30 April	Online
4. Sam Huggard	Member	Friday 30 May	MITO, Wellington
5. Sue McCormack	Ex-officio member	Monday 30 June	MIT, Otago
6. John Brockies	Independent member	Thursday 31 July	Ara, Christchurch
		Friday 29 August	MITO, Wellington
		Friday 26 September	MIT, Otago
		Friday 31 October	MIT, Otago
		Friday 28 November	MITO, Wellington

Appointment and Remuneration Committee

Name	Role	Meeting dates	Venue
1. Bill Moran	Chair	Monday 31 March	Online
2. Sam Huggard	Member	Thursday 26 June	MITO, Wellington
3. Sue McCormack	Member	Wednesday 22 October	Online
		Friday 28 November	MITO, Wellington

Wellbeing and Safety Committee

Name	Role	Meeting dates	Venue
1. Sam Huggard	Chair	Thursday 27 March	Online
2. Josie Keelan	Member	Thursday 17 July	Online
3. Heath Sawyer	Member	Wednesday 17 September	Online
4. Jordan Gush	Member	Wednesday 3 December	Online
5. Sue McCormack	Ex-officio member		

Advisory Committees

Advisory Committee Co-Chairs hui

Name	Role	Meeting dates	Venue
1. Sue McCormack	Council Acting Chair	Wednesday 5 March	Online
2. Gus Gilmore	Chief Executive	Friday 8 August	Online
3. Jordan Gush	ILAC Co-Chair		
4. Dahrian Watene	ILAC Co-Chair		
5. Heath Sawyer	IKAC Co-Chair		
6. Warwick Shillito	IKAC Co-Chair		
7. Josie Keelan	Komiti Māori Co-Chair		
8. Bentham Ohia	Komiti Māori Co-Chair		

Interim Learner Advisory Committee (ILAC)

Name	Role	Meeting dates	Venue
1. Jordan Gush	Co-Chair	Monday 10 March	Online
2. Dahrian Watene	Co-Chair	Tuesday 30 September	Online
3. Henry Geary	Member		
4. Nina Lee Griffith	Member		
5. Ihongaro	Member		

Interim Kaimahi Advisory Committee (IKAC)

Name	Role	Meeting dates	Venue
1. Heath Sawyer	Co-Chair	Friday 7 March	Online
2. Warwick Shillito	Co-Chair	Thursday 14 August	Online
3. Andrea Armstrong	Member		
4. Ang Cooper	Member		
5. Barry Paterson	Member		
7. Henry Ma'alo	Member		
8. Jessica Costall	Member		
9. Jody Takimoana	Member		
10. Keri Youngman	Member		
11. Linda Aumua	Member		
12. Mary-Liz Broadley	Member		
13. Ramari Raureti	Member		
14. Scott Casley	Member		

Interim Māori Advisory Committee

Name	Role	Meeting dates	Venue
1. Teorongonui Josie Keelan	Co-Chair	Friday 4 April	Online
2. Bentham Ohia	Co-Chair	Wednesday 20 August	Online
3. Dahrian Watene	ILAC representative		
4. Glenda Taituha-Toka	Member		

Te Poari Akoranga

Name	Role	Meeting date	Venue
1. Kieran Hewitson	Co-Chair (Delegate for Chief Executive)	Tuesday 28 January	Online
2. Deborah Young	Co-Chair (Ako Excellence Director)	Thursday 13 March	Online
3. Vacant	Member of Transition Leadership Team	Thursday 15 May	Online
4. Leoni Drew	Member (Co-Chair Te Ohu Whakahaere Approvals)	Thursday 26 June	Online
		Thursday 11 September	Online
5. Fiona Beals	Member (Rohe 3 business division Academic Committee Chair or delegate)	Thursday 6 November	Online
6. Henry Geary	Member (Learner nominated by Interim Learner Advisory Committee)		
7. Martin Carroll	Member (Rohe 1 business division Academic Committee Chair)		
8. Te Urikore Biddle	Member (Rohe 2 business division Academic Committee Chair)		
9. Scott Klenner	Member (Rohe 4 business division Academic Committee Chair)		
10. Linda Aumua	Member (Co-opted)		
11. Fionna Moyer	Member (Co-opted)		

Te Ohu Whakahaere Approvals

Name	Role	Meeting dates
Leoni Drew	Co-Chair	Wednesday 26 February
Kim Davies	Co-Chair	Wednesday 30 April
Liz McKenzie	Member	Monday 16 June
Harry Leder	Member	Tuesday 16 September
Paul Neumann	Member	Wednesday 22 October
Veraneeca Taiepa	Member	
Maggie Wells	Member	
Denise Williams	Member	

Te Pūkenga
Annual Governance Work Plan 2025

		Financial Year 2025											
	Frequency	January	February	March	April	May	June	July	August	September	October	November	December
Wellbeing and Safety	Quarterly			Thursday 27 March				Thursday 17 July		Wednesday 17 September			Wed 3 December
Deep dives and continuous education	Quarterly			x				x		x			x
Statements of commitment to wellbeing and safety	Annually			x									
2025 officer engagement plan	Annually			x									
Pastoral code self-review	Annually							x					
Wellbeing and safety reporting	One-off							x					
Tai Poutini Polytechnic review	One-off												TBC
Officer self-review of duty to exercise due diligence	Annually												x
Wellbeing and safety policy - not required in 2025	Annually												
Ākonga pastoral code framework - not required in 2025	Biennially												
Pastoral care policy - not required in 2025	Biennially												
Te Poari Akoranga	Bi-monthly	Tue 28 Jan		Thursday 13 March		Thursday 15 May	Thursday 26 June			Thursday 11 September		Thursday 6 November	
Reports from local academic committees	Bi-monthly	x		x		x	x			x		x	
Reports from ngā ohu whakahaere	Bi-monthly	x		x		x	x			x		x	
2025 workplan for Te Poari Akoranga and ngā ohu whakahaere	Annually	x											
Academic risk monitoring	Bi-monthly			x		x	x			x		x	
Pastoral code self-review	Annually						x						
Investment plan	Annually						x						
Unified Level 7+ programme approvals	As required						Master of Applied Science						
Distribution of unified programmes following disestablishment	One-off						x						
Research-related SPE results	Annually						x						
Academic and ethical processes of new entities	One-off											x	
Te Poari Akoranga self-assessment for 2025	Annually											x	
2026 meeting dates and workplan	Annually											x	
Monitoring reports	As required												
Advisory Committees	Six-monthly			7-10 March	4 April				14-20 August	30 September			
Disestablishment update (for information)	As required			IKAC/ILAC	IMAC				IKAC/IMAC	ILAC			
2025 workplan	Annually			IKAC/ILAC	IMAC								
Work-based learning options (for information)	One-off			IKAC/ILAC	IMAC								
Research function (for information)	One-off			IKAC									
Supporting kaimahi through change (for feedback)	As required			IKAC									
Input to legislative change (for feedback)	One-off			IKAC/ILAC	IMAC								
Investment plan (for information)	Annually								IKAC/IMAC	ILAC			
Pastoral code self-review (for information)	Annually									ILAC			
Lessons learnt from Te Pūkenga (for feedback)	As required								IKAC/IMAC	ILAC			
Statement of performance expectations (for feedback)	Annually								IKAC/IMAC				

NZIST Council Register of Interests

17 November 2025

Name	Interest	Nature of Interest
Sue McCormack Acting Chair	Canterbury Earthquakes Insurance Tribunal	Judicial Officer
	University of Canterbury	Past Chancellor
	Dress for Success	Honorary solicitor
Heath Sawyer Member	Te Pūkenga staff member	Employee
Jordan Gush Member	Peseta Sam Lotu-liga, Executive Director Rohe 1 Te Pūkenga	Uncle
	Plumbers and Gasfitters Board	Mother is a member
Teorongonui Josie Keelan Member	Hoani Waititi Kaumātua Advisory Rōpū	Member
Jeremy Morley Member	Wellington Free Ambulance	Contractor
	Racing New Zealand	Chair and Director
	Warwick Trust	Settlor, Trustee, and Beneficiary
	Wellington Over 60s Cricket	Treasurer and Member
	Wellington Bridge Club Inc	Honorary Auditor
	OnTrack Racing Limited	Director and Chair
	Department of Internal Affairs Ministerial Advisory Committee for the Cessation of Greyhound Racing	Fixed-Term Contractor
Sam Huggard Member	New Zealand Educational Institute Te Riu Roa	Employee

Bill Moran Member	WorkSafe NZ	Deputy Chair
	Chamber Music at the World's Edge Foundation USA	Chair
	Chamber Music at the World's Edge Foundation NZ	Chair
	At the World's Edge Music Foundation UK	Trustee
	Parliamentary Education Trust	Trustee
	Iti Kōpara Charitable Trust	Trustee
	Hoops and Life Awhi Trust	Trustee
	New Zealand Qualifications Authority	Deputy Chair
	Pioneer Energy	Director
	Pioneer Energy Renewables GP	Director
	Pioneer Energy Group GP	Director
	TAB New Zealand	Director
	Queenstown Lakes District Council Audit, Finance and Risk Committee	Independent Member
	Arts Council of NZ (Creative NZ) Audit, Finance and Risk Committee	Independent member
	Te Kōki, NZ School of Music, Victoria University of Wellington	Advisory Committee Member
	Ministry of Health Finance and Risk Committee	Independent member

Minutes for New Zealand Institute of Skills and Technology Council 31 October

2025 ordinary meeting

31/10/2025 | 01:30 PM - - Auckland, Wellington New Zealand Standard Time

MIT Ōtara campus

Attendees (7)

Jeremy Morley; Jordan Gush; Teorongonui Josie Keelan; Heath Sawyer; William Moran; Sue McCormack (Acting Chair); Sam Huggard;

In attendance:

Gus Gilmore (Chief Executive), Rebecca Donne (Governance Director, minutes), James Smith (Chief Financial Officer) Kirsten Sargent (People and Culture Change and Transition Lead, item 9.1),

Open agenda

The meeting started at 1.00pm.

1. Welcome/apologies/notices

There were no apologies to note.

2. Administration (open)

2.1 Council membership and 2025 schedule of committees and workplan

Council members noted the membership terms, 2025 workplan and schedule of meetings for 2025.

2.2 Register of interests

The Council noted that the register was updated on Tuesday with a new interest declared by Josie Keelan.

The Acting Chair reminded members to declare any agenda items where a conflict arises between their role as a member of NZIST Council and any private or other external interest they may have, and to stand aside from decision making in respect of that item. No additional conflicts were declared.

2.3 Minutes (draft) of the meeting held 26 September 2025 (ordinary meeting)

There were no matters arising from the open minutes.

RESOLVED (S. McCormack/B. Moran)

That the Council approve the minutes of Te Pūkenga Council open meeting held on 26 September 2025 as a true and correct record.

CARRIED

3. Chief Executive's open report

The Council discussed:

- The Cabinet process to appoint new Council members before new entities are established.
- Whether multiple entities deliver the Diploma of Enrolled Nursing and noted that they do.
- The consultation on the name of the Auckland polytechnic and noted that it will consult on the name Manukau Institute of Technology and Unitec.

RESOLVED (S. McCormack/S. Huggard)

That the Council:

1. *Receive the report titled 'Chief Executive's Report to Council - Open Session'.*
2. *Note the update on current issues, key achievements and highlights arising during the reporting period.*

CARRIED

4. Correspondence

There was no correspondence to note on the open portion of the agenda.

5. He take atu anō | Any other business (open)

No other business was raised.

6. Resolution to exclude the public

RESOLVED (S. McCormack)

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 NZIST 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 per the table below:

Item	General subject of each matter to be considered	Section(s)
7.	Administration	
7.1	Minutes of the closed portion of the meeting held 26 September 2025	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
7.2	Ngā mahi hei Actions	Section 9(2)(g)(ii) OIA
8.	Regular reporting	
8.1	Chief Executive's closed report	Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
9.	Risk and compliance	
9.1	Deep dive: people risks	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
9.2	2026 budget	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
10.	Reports from and relating to Committees	
10.1	Report from Appointment and Remuneration Committee meeting held 22 October 2025	Section 9(2)(a) OIA Section 9(2)(b)(ii) OIA Section 9(2)(h) OIA Section 9(2)(i) Section 9(2)(j) OIA
12.	Outward correspondence (confidential)	
12.1	Letter to Minister for Vocational Education	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
12.2	Letter to ESA Publications Directors	Section 9(2)(a) OIA Section 9(2)(i) OIA
12.3	Letter to MIT Unitec EAG Chair	Section 9(2)(i) OIA

Item	General subject of each matter to be considered	Section(s)
13.	He take atu anō Any other business (confidential)	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
14.	Confirmation of actions from this meeting	Section 9(2)(g)(ii) OIA

Interests

Section	Interest
Section 9(2)(a) OIA	To protect the privacy of natural persons, including that of deceased natural persons.
Section 9(2)(b)(ii) OIA	To 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)(g)(ii) OIA	To 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) OIA	To maintain legal professional privilege.
Section 9(2)(i) OIA	To 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) OIA	To 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).

And that certain employees from NZIST, namely Kirsten Sargent and James Smith be permitted to remain at the meeting, after the public has been excluded because of their specific knowledge in relation to the above items. This knowledge, which will be of assistance in relation to the matters above to be discussed, is relevant to those matters because they have assisted in the progression of such matters.

CARRIED

The Council moved into a public excluded session at 1.05pm.

The meeting closed at 2.07pm.

Report to	New Zealand Institute of Skills and Technology (NZIST) Council
Title	Chief Executive's report to Council – open session
Provided by	Gus Gilmore, Chief Executive Tumuaki
For	Information
Classification	Unclassified
Endorsement (if any)	N/A

Recommended resolutions

It is recommended that NZIST Council (the Council):

1.	Receive the report titled 'Chief Executive's report to Council – open session'.
2.	Note the update on current issues, key achievements and highlights arising during the reporting period.

Executive summary | Kōrero whakapōpoto

1. Our work across regional viability and transition is on track to ensure business divisions becoming stand-alone entities from 1 January 2026 are ready to do so. There is limited media interest and what is occurring is standard reporting on the facts at hand.

Key activity during reporting period | Ngā mahi matua i te wā o te pūrongo

Media

2. Overall, media interest in NZIST is waning. Recent announcements by the Minister for Vocational Education on Ministerial appointments to the newly confirmed polytechnic Councils and Industry Skills Boards, attracted some media attention as expected. This included reporting on Chief Executive appointments to some of the polytechnics. The Minister's announcements can be found here [Regional leadership returns to polytechnics | Beehive.govt.nz](#) and here [High calibre appointments for Industry Skills Boards | Beehive.govt.nz](#).
3. There was some media commentary last month around low completion rates for apprentices. The Minister signalled that Industry Skills Boards (ISBs) should, in 2026, investigate the underlying causes. During that period, I was interviewed on Newstalk ZB on this issue. Greg Durkin was separately interviewed by Newstalk ZB on the same subject.

Tertiary Education Strategy released

4. On 2 December, the Government released its new [Tertiary Education Strategy 2025 to 2030](#). NZIST contributed to the development of the strategy which sets out the Government’s vision for New Zealand’s tertiary education system. Our vocational education and training providers are expected to reflect the following priorities in their strategic planning:
 - Lifting student achievement, ensuring that students gain skills that lead to good careers.
 - Increasing the economic impact of tertiary education by delivering relevant skills and research that drives innovation.
 - Increasing access and participation for people from all backgrounds and regions.
 - Deepening collaboration between tertiary providers, communities, industries, and research institutions.
 - Boosting the number of international education students, as set out on the International Education Going for Growth Plan.
5. The TEC expects the independent polytechnics to deliver continuing education that meets local community and industry needs, engaging in applied research and working with communities to improve outcomes. Polytechnics are expected to strengthen regional access, respond to skills needs, and deliver flexible, employment-focused learning. The TEC will give effect to the strategy by aligning its investment priorities with the five priorities.

Financial performance

Enrolments

6. ITP EFTS remain 3% higher as at 21 November 2025 when compared with the same time in 2024. Domestic EFTS continue to show an increase of 2%, with international EFTS 9% higher than 2024.

Table One: ITP business division 2025 year to date enrolments compared to 2024 – as at 21 November

Enrolment type (EFTS)	2025 YTD	2024 YTD	YTD % variance
Domestic	53,680	52,580	2%
International	6,603	6,075	9%
Total	60,283	58,655	3%

7. WBL business divisions are down 6% to 31 October 2025 when compared with the same period in 2024 (55,831 active learners in 2025 compared with 59,450 in the same period for 2024).

Progressing disestablishment and transition

Regional ITP Viability programme

8. Across the ITP network financial benefits continue to flow through the system, mostly driven by the result of people change decisions. At the end of October, a year-to-date actual savings of \$38.9 million against the \$41.9 million forecast savings for 2025. This includes people-related cost saving

of \$29.9 million, up \$2.6 million from the previous month. A number of staff are working out redundancy periods. We expect the 2025 financial savings will result in 2026 annualised savings of \$78.4 million.

9. We are in the process of closing out the Regional ITP Viability (RIV) programme. ITPs due to exit NZIST on 1 January 2026 have completed business division specific project close out highlighting the achievements of their projects. Of the remaining four ITPs with NZIST, Whitireia and WelTec, and WITT have closed out their RIV projects. TEC will decide on any monitoring requirements moving forward for the ten standalone ITPs.

Transition

10. On 19 November the TEC Board considered and approved the ITP and WBL Transition Plans without any amendments. We will provide TEC of any updates required to the Transition Plans. We are currently working closely with business divisions, TEC and other government agencies to facilitate the operational aspects of the transition, such as IRD and ACC numbers, banking and insurance arrangements and facilitating information flows between TEC and business divisions. We continue to provide advice to the business divisions during the transition.
11. Following the gazetting the Orders of Council to establish the polytechnic Councils and the ISBs, we have worked with business divisions support staff transition processes to the new entities in January 2026. Given the truncated timeline for 1 January 2026 transition, we are providing regular staff communication and support via business divisions to ensure minimum disruption to staff and the establishment of new entities.

National office staffing numbers

12. We continue to manage staffing numbers within national office. Deferred redundancies from processes run earlier in the year will take effect before the end of 2025. These are national office staff who were retained to ensure delivery and management of the transition and related process. At the beginning of 2026 we expect to be down to approximately 30 staff. Their focus will be on managing our compliance and legislative requirements and supporting the transition of the remaining four ITP business divisions until disestablishment of NZIST.

ĀPŌPŌ project

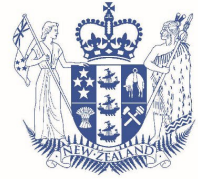
13. Academic product collection for all business divisions is now complete. The final phase of the project is now underway. The key outcomes of Phase 5 are:
 - **Publish the knowledge hub.** The knowledge hub was published on December 1. It was published with training and onboarding material for users. We have supported training sessions scheduled across the first two weeks of December.
 - **Responsible transition of product ownership to Digital.** This work is underway alongside work to orientate the members of the Knowledge Hub Advisory Group.
 - **Close-out the project.** The project is on track to complete and close out the project in mid-December.

Appendices | Ngā tāpiritanga

Appendix 1: Letter from Minister for Vocational Education received 2 December 2025 re: release of the new Tertiary Education Strategy

Hon Penny Simmonds

Minister for the Environment
Minister for Vocational Education
Associate Minister for Social Development and Employment



2 December 2025

Gus Gilmore
Chief Executive, New Zealand Institute of Skills and Technology
chiefexecutive@tepukenga.ac.nz

Subject: Release of the new Tertiary Education Strategy

Dear Gus Gilmore

Later today, Minister Reti and I will publish a new Tertiary Education Strategy, setting out the Government's vision for New Zealand's tertiary education system. This strategy has been shaped through engagement across the sector, and I want to thank NZIST and the polytechnics for their thoughtful contributions and ongoing support throughout its development. Please share this letter with the leads of your polytechnic and work-based training business divisions.

Polytechnics and work-based training providers will play a critical role in delivering on the strategy's ambition. We expect your strategic planning to reflect the following priorities:

1. Lifting student **achievement**, ensuring that students gain skills that lead to good careers.
2. **Increasing the economic impact** of tertiary education by delivering relevant skills and research that drives innovation.
3. Increasing **access and participation** for people from all backgrounds and regions.
4. Deepening **collaboration** between tertiary providers, communities, industries, and research institutions.
5. Boosting the number of **international education** students, as set out on the International Education Going for Growth Plan.

These priorities are designed to support a system that enables people to succeed with knowledge and skills that advance an innovative, high-productivity economy, and improve quality of life.

The strategy outlines clear roles for tertiary education institutions, government agencies, and other tertiary education organisations. As we re-establish independent polytechnics, we

expect them to deliver continuing education that meets local community and industry needs, engaging in applied research and working with communities to improve outcomes. Polytechnics will be expected to strengthen regional access, respond to skills needs, and deliver flexible, employment-focused learning.

This strategy sets the Government's direction for tertiary education over the next five years. It will play a central role in shaping how we respond to emerging challenges and opportunities, and how we collectively deliver better outcomes for learners, communities, and for New Zealand. The Tertiary Education Commission (TEC) will give effect to the strategy by aligning its investment priorities with these goals.

To support this, the TEC will update its investment plan requirements and guidance to reflect the new priorities, including a greater focus on research and research-led teaching. The Ministry of Education is also developing a monitoring framework to track progress against the key success measures for each priority.

Thank you again for your support in shaping this strategy. Your commitment to delivering high-quality tertiary education is vital to the strategy's success, and I look forward to realising this vision together.

Kind regards

A handwritten signature in blue ink, appearing to read 'P. Simmonds', with a stylized flourish at the end.

Hon Penny Simmonds
Minister for Vocational Education

Report to	NZIST Council
Title	Statement of Performance Expectations 2026
Provided by	Gus Gilmore, Chief Executive
Author	Clarke Raymond, Director Strategy and Performance
For	Approval
Classification	Unclassified
Endorsement (if any)	N/A

Recommended resolutions

It is recommended that NZIST Council:

1.	Receive the report titled 'Statement of Performance Expectations 2026'
2.	Approve the Statement of Performance Expectations 2026 for publication

Purpose of this report | Te pūtake o tēnei pūrongo

1. Following Ministerial feedback this report seeks Council approval of the NZIST Statement of Performance Expectations 2026 (SPE) for publication.

Strategic relevance | Te hāngaitanga rautaki

2. This is relevant to the Chief Executive's overall performance and accountability KPI as the SPE is a key performance and accountability document under the Crown Entities Act 2004.

Background | Te tāhuhu kōrero

3. On 31 October Council approved a draft SPE, which was submitted to the Minister for feedback.
4. On 17 November the Minister advised that the draft SPE is fit for purpose and that we could finalise for publication.

Discussion / decision | Whai whakaaro me whakatau rānei

5. Minor changes have been made since Council last saw the SPE, primarily to update branding to NZIST and add the approved budget figures.
6. We seek approval to add the signatures of the Acting Chair of Council and the Chair of the Finance, Risk, and Audit Committee before publication.

Key risks | Ngā tino raru ka heipū mai

Risk title	Description	Potential consequences	Current mitigation
Timeframes	SPE not approved in a timely manner.	Reputational – perception that NZIST is unable to achieve functions and obligations.	Clear and agreed timelines in place. Providing advance notice when input is required from across the business.

Next steps | Te ahunga ki mua

7. Once approved and signed the SPE will be published on the NZIST website (and copies forwarded to the Minister and TEC) before the end of 2025 as per legislated timelines.

Appendices | Ngā tāpiritanga

Appendix 1: NZIST Statement of Performance Expectations 2026

Statement of Performance Expectations

Tauākī Whāinga Mahi

2026

nzist new zealand
institute of
skills and
technology

Whakataukī

Nau mai, nau ake, ka roi i tō kete aronui	Come forth and secure your basket of knowledge
Hei amonga mōhou ki te pūtake o te wānanga	To carry you through to the source of learning
Whakarewaia rā ki runga i te pakihiwi	Hoist it upon your shoulders
He hikitanga, he hāpainga,	For you to carry, for you to shoulder
He amonga, he ārewa, he tauira,	Learning that is valued, to lift up as an exemplar
Ka rongo te pō, ka rongo te ao	To be heard of during the night, and throughout the day
Ka huakina ki te ao mārama	To emerge into a world of light
Hei tohu tātai kura tāngata e	To be recognised and acknowledged as a treasured person (replete with skills and knowledge to benefit the community)

**New Zealand Institute of Skills and Technology Statement of Performance Expectations 2026:
NZIST Auckland, New Zealand.**

Published in December 2025 by NZIST

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Statement of responsibility

The Statement of Performance Expectations 2026 is produced in accordance with the requirements of sections 149B to 149M of the Crown Entities Act 2004.

We take responsibility for the statement's content, including the assumptions used in preparing the forecast financial statements and the other required disclosures.

We use and maintain internal controls to ensure the integrity and reliability of our performance and financial reporting.

We certify that the information contained in this statement is consistent with the appropriations contained in the Vote Tertiary Education Estimates of Appropriations 2025/26. These were laid before the House of Representatives under section 9 of the Public Finance Act 1989.

Signed on behalf of NZIST Council by:

Sue McCormack – Acting Chair

Date

Jeremy Morley – Council Member, Chair of
Finance, Risk and Audit Committee

Date

Introduction | Kupu whakataki

This Statement of Performance Expectations (SPE) 2026 sets out, at a broad level, what New Zealand Institute of Skills and Technology (NZIST, formerly Te Pūkenga) expects to deliver in 2026, and how we will measure our performance.

Considering the New Zealand Government's intent to disestablish NZIST by the end of 2026, our priorities and planned activities for this period reflect an overall context of transition, particularly for our four remaining business divisions. This SPE therefore outlines a relatively constrained set of performance measures. We will continue to prioritise excellent outcomes for learners and improving financial performance of our remaining business divisions, with the addition of effectively transitioning to disestablishment of NZIST.

Our organisation | Tā mātou whakahaerenga

The formation of Te Pūkenga in April 2020 was one of seven key changes from the previous Government's Reform of Vocational Education (RoVE) that unified the existing network of Institutes of Technology and Polytechnics (ITPs) and arranging training functions from Industry Training Organisations (ITOs). With over 226,000 ākonga (learners) and 8,900 kaimahi (staff) at the end of 2024, Te Pūkenga has provided nationally recognised new ways of learning with a focus on underserved learners (including ākonga Māori, Pacific and disabled ākonga) and delivered improved outcomes across a range of learner measures.

With the establishment of new, independent vocational education and training (VET) entities on 1 January 2026, only four of the previous 25 business divisions will remain within a national entity, now named New Zealand Institute of Skills and Technology (NZIST). We therefore shift our view towards transitioning those remaining business divisions towards a yet to be confirmed future, and what remains of NZIST national functions towards formal disestablishment by the end of 2026. This while maintaining focus on achieving best possible outcomes for learners.

Our operating context | Te horopaki o ngā mahi whakahaere

The New Zealand vocational education system has been facing increasingly significant challenges over the past decade: declining enrolments and financial viability; inequitable outcomes for Māori, Pacific and disabled learners; competition between and within the on-campus, online, and work-based components of the system; and increasing inconsistency in the engagement with and response to national and regional workforce needs. Over the past five years Te Pūkenga has established a national approach to addressing some of these issues. In 2026, many of the challenges are the same but the response will be different, and the sector will have to adapt to implement the Government's new policy direction.

Vocational Education and Training reform

In August 2024 the Minister for Tertiary Education and Skills released a proposal for the future of VET in New Zealand, furthering the government's commitment to disestablish Te Pūkenga and restore decision-making to the regions. As final decisions were released through 2025, we focused on preparing our business divisions for transition to independent entities. Under the Education and Training (Vocational Education and Training System) Amendment Act 2025, Te Pūkenga will now be known as NZIST and be disestablished by 31 March 2027 (or earlier). From 1 January 2026 all work-based learning is removed from NZIST and only four campus-based and online business divisions will remain, with their fate unknown at the time of writing.

Our functions

Our functions are defined in the Education and Training Act 2020 (as amended by the Education and Training (Vocational Education and Training System) Amendment Act 2025). NZIST exists to maintain delivery of education, training and other activities pending transfer to successor organisations – doing all things necessary to facilitate transfer and prepare for disestablishment.

Mahere Haumi | Investment Plan 2026

Our Investment Plan 2026, agreed with the Tertiary Education Commission (TEC), describes our investment priorities to ensure ongoing stability and quality delivery as we transition away from an integrated network to a model that places decision-making back in the regions. This SPE captures key performance measures from the 2026 Investment Plan for those business divisions that remain within NZIST (for example, ākonga participation and success, and overall delivery targets) and reflects the full removal of work-based learning

from NZIST. Responsibility for specific projects and most business activities have been and will continue to be transitioned to remaining business divisions in 2026 or discontinued as appropriate.

The 2026 Investment Plan was developed in partnership with the TEC, guided by the TEC's Plan Guidance and "mix of provision" considerations. To inform the Plan, NZIST drew on delivery activity summaries provided by each of the remaining business divisions. This approach ensured that regional perspectives and operational realities were reflected in the national priorities. Unlike earlier years, where engagement was coordinated centrally, for 2026 divisions began to take greater responsibility for engaging with iwi, hapū, Māori partners, employers, industry representatives, and Workforce Development Councils as they developed their own narratives and mix of provision. This devolved approach reflects the shift underway in the vocational education system, enabling regional entities to build and strengthen their own relationships while NZIST maintains national accountability. The final Plan sets out a dual focus — sustaining quality delivery and positive outcomes for learners during a period of transition and preparing for the orderly disestablishment of NZIST.

Our output classes

Output class 1: Education and training

In this output class, we provide a range of education and training that is developed collaboratively, is responsive to and meets the needs of iwi, hapū and Māori, employers, and community, and is equitable, barrier-free, and consistent for all ākonga.

As we transition toward disestablishment, we will continue to empower regional decision making and the rebuilding of capacity and capability, while focusing on excellent ākonga outcomes.

Expected revenue and expenses for Output Class 1:

Education and Training	Budget 2026 \$000
Revenue	150,813
Expenses	160,978
Surplus / (deficit)	(10,164)

Output class 2: Disestablishment

This output class, captures the work required to prepare for disestablishment of NZIST and transition of responsibilities, services and assets to new entities as they are established.

Expected revenue and expenses for Output Class 2:

Disestablishment	Budget 2026 \$000
Revenue	-
Expenses	5,858
Surplus / (deficit)	(5,858)

In 2025, some activities in this output class were funded through the appropriations contained in the Vote Tertiary Education Estimates of Appropriations 2025/26. All costs detailed below relate to 2025 only, no costs will be incurred by NZIST in 2026. Majority of the High Priority Building expenditure will transfer to the business divisions for 2026 onwards.

Establishment of a Single National Vocational Education Institution (Key Systems)	Budget	Estimated Actual
Operating Expenditure	2025/26*	2025/26*
	\$000	\$000
Revenue	-	-
Expenses	992	992
Surplus/(deficit)	(992)	(992)

Note: a \$15.6m appropriation was received in early 2023 and falls out of the reporting period.

Support for a Single National Vocational Education Institution (High Priority Building Projects) Capital Expenditure	Budget 2025/26* \$000	Estimated Actual 2025/26* \$000
Capital Expenditure	3,673	3,673

* The financial year for NZIST is 1 January to 31 December and the government financial year is 1 July to 30 June. The Budget appropriations above are for the government financial year 1 July 2025 to 30 June 2026 and the Estimated Actual is for the same period.

Note – previous SPE included *Research* as a reportable class of output, however, the four remaining business divisions in 2026 are not research-intensive. In 2026, research will represent less than 1% of revenue and is therefore no longer considered a reportable output.

How we will achieve success | He pēhea mātou e angitu ai

Our strategic objectives

The following table describes our areas of focus over 2026.

Objectives	Outcomes
Support business divisions to maximise ākonga success, equity and wellbeing	<ul style="list-style-type: none">• Ākonga success and employment outcomes improve.• Equity of access and success for priority learners.• Ākonga feel supported and confident in their learning experience.
Prepare for disestablishment	<ul style="list-style-type: none">• Financial performance meets or exceeds budget.• Effective transition of remaining business divisions and NZIST disestablishment

Objective 1 – Support business divisions to maximise ākonga success, equity and wellbeing

Ākonga remain at the centre of our focus. In 2026, with only four business divisions remaining, the priority is securing continuity of outcomes while embedding the gains from nationally coordinated strategies into regional delivery. Responsibility for implementation increasingly rests with the divisions themselves, while the national office provides oversight and prepares for disestablishment. In this way, NZIST ensures that the gains achieved nationally over the past four years are preserved and available to support learners long after NZIST ceases to exist.

Ākonga success and employment outcomes improve

Learners' success in their studies and their transition into meaningful employment remain central measures of impact. By 2026, the national office is not "measuring" in the way it once did, and regional divisions are increasingly responsible for the delivery and monitoring of their own outcomes. National office will have a much narrower accountability role – essentially to compile, assure, and report results for the four remaining divisions, as required under the SPE and legislation, until disestablishment.

This represents both continuity and transition. Where employer engagement and workforce alignment were previously driven nationally, they are now embedded regionally, enabling each division to respond directly to the needs of their communities, industries, and iwi partners. This shift strengthens regional responsiveness while maintaining national accountability for quality. It demonstrates that although NZIST is moving towards disestablishment, divisions are positioned to sustain and grow outcomes into the future. Learners will continue to benefit from education that not only supports achievement but also creates clear pathways into meaningful and sustainable employment.

Equity of access and success for priority learners

Ensuring fair access and achievement for Māori, Pacific, and disabled learners remains a defining measure of success. Equity has been at the heart of NZIST work since our establishment, and in 2026 this commitment continues with a focus on embedding equity practices within the four remaining divisions.

In 2025, learner success and disability action plans were coordinated nationally to provide a consistent approach across the network. In 2026, these responsibilities fully transition to divisions, supported by the processes, tools, and resources developed over the past four years. This represents both continuity and change: the values and commitments remain the same, but the delivery is regionally driven.

By devolving responsibility in this way, NZIST sustains momentum while creating space for divisions to adapt equity strategies to their specific communities. This shift secures an enduring equity legacy for the vocational education system, ensuring that Māori, Pacific, and disabled learners continue to be well supported and that equitable outcomes become a lasting feature of regional delivery.

Ākonga feel supported and confident in their learning experience

The learner experience remains central to how success is understood. In 2026, NZIST will continue the focus on positive levels of satisfaction, wellbeing, and learner advocacy achieved in recent years, ensuring that learners continue to feel supported and confident in their studies, even as organisational change takes place.

This reflects a deliberate balance of continuity and transition. In 2025, national surveys, wellbeing initiatives, and learner voice mechanisms were led centrally to embed consistent practices across the network. In 2026, these responsibilities are embedded within the divisions, giving regions direct responsibility for maintaining quality and consistency.

By moving ownership to the divisions, NZIST safeguards the gains of nationally coordinated initiatives while preparing for a devolved model of vocational education. Embedding learner-centred practices locally ensures that learner voice, wrap-around support, and wellbeing initiatives are not lost in transition, but instead become enduring features of regional delivery. This approach guarantees that learners will continue to feel valued, heard, and supported well beyond the disestablishment of NZIST.

Objective 2 – Prepare for disestablishment

As NZIST enters its final year of operation, our focus shifts decisively from planning for disestablishment to implementation. In 2026, we will balance financial discipline with the structural changes required for disestablishment, ensuring that delivery targets are met, business divisions demonstrate improved viability, property divestments are completed, and the remaining four business divisions transition smoothly into their future structures.

Financial performance meets or exceeds budget

Maintaining strong financial performance underpins credibility with government, learners, and stakeholders during this period of transition. In 2026, NZIST group is expected to deliver within its budgeted deficit while also achieving agreed delivery targets. With only four business divisions remaining, financial oversight will be more targeted, requiring closer monitoring of expenditure, revenue streams, and delivery results.

The outputs from the Regional ITP Viability Review initiatives have been included in the 2026 Budget, enabling most business divisions to make significant improvements in their financial viability. Divisions will carry greater accountability for their financial outcomes than in previous years, with national office retaining a supporting role to ensure consistency and transparency. This approach reflects a gradual but deliberate shift of responsibility from centralised control to regional ownership, ensuring that fiscal stability is achieved while preparing the system for a fully devolved future.

As part of the budget process, some business divisions have made allowance for the expected impact of recapitalisation at the end of 2025, ensuring a stronger cash position for their long-term viability.

Appropriate national functions support transition

As NZIST moves toward disestablishment, the scope of the national office is deliberately reduced to focus only on the functions required to maintain compliance and support an orderly transition. In 2026, this means maintaining core accountability obligations, coordinating the flow of information across the four remaining divisions, and ensuring that statutory and financial reporting requirements are met. National functions no longer lead operational delivery or improvement activity; these responsibilities sit firmly with the divisions. Instead, the national office provides assurance, continuity, and oversight until transition is complete.

This reflects the intent signalled in the Investment Plan — that while divisions take on responsibility for their own delivery, appropriate national functions remain in place to support the shift to regional leadership and to ensure the system's stability through its final year.

Effective transition of remaining business divisions and NZIST disestablishment

- *Improve financial viability for business divisions*

Financial viability is a critical measure of readiness for transition. In 2026, business divisions are expected to demonstrate improvements in EBITDA compared with 2025, showing tangible progress in becoming sustainable, stand-alone institutions.

This builds directly on the viability reviews completed in 2025, where pathways for cost savings, efficiency gains, and revenue improvements were identified. In 2026, the emphasis moves from planning to execution. Divisions will be expected to implement changes that strengthen their balance sheets, improve operating margins, and set a stable financial platform for their future governance arrangements. This focus on viability ensures that learners, staff, and communities can have confidence in the resilience of the new regional entities.

- *Property divestment projects completed*

Managing the property portfolio of NZIST is an important part of supporting financial stability and preparing for transition. In 2026, nine property divestment projects are scheduled for completion, with an estimated combined value of \$18.5 million.

These divestments represent a continuation of work initiated in 2025, but the focus in 2026 is firmly on implementation. Proceeds will contribute to improved financial performance while ensuring that the asset base is optimised for the needs of future regional entities. In many cases, divestments will reduce ongoing maintenance costs and allow resources to be redirected toward teaching, learning, and student support. By streamlining the property footprint, NZIST ensures that its divisions are not burdened by underutilised or financially unsustainable assets as they move into their next phase.

- *Transition the remaining business divisions in line with government decisions*

The central milestone for 2026 is the transition of the four remaining business divisions into their future end points, as determined by government decisions in the first half of 2026. Building on the detailed planning, protocols, and preparatory work of 2025, the emphasis in 2026 is on execution and delivery.

This includes the transfer of responsibilities, services, and assets to new regional entities, alongside the wind-down of national office and governance functions. Transition will be closely managed to minimise disruption for learners, staff, and stakeholders, ensuring continuity of teaching and support services. Maintaining clear communication with iwi, employers, staff, and learners will be a critical part of the process, so that trust is maintained, and the system remains stable throughout change.

By successfully transitioning these divisions, NZIST will complete the final step in its mandate: to provide a bridge from a national structure to a new regionally led vocational education system.

Our performance expectations for 2026 | Ngā whāinga whakatutuki mō 2026

In 2026 NZIST will comprise only 4 of the original 25 business divisions. Therefore, the 2026 targets and 2025 provisional results are based on data for only those 4 business divisions to allow sensible comparison. On the other hand, the 2025 targets are those published in the 2025 Te Pūkenga SPE, reflecting all 25 of the original business divisions of Te Pūkenga and are provided for compliance and illustrative purposes only – they cannot be validly compared with the 2026 targets or 2025 provisional results.

Support business divisions to maximise ākonga success, equity and well-being	2026 target	2025 provisional result (as at Nov 2025)	2025 target
Ākonga success and employment outcomes improve			
Course completion (SAC funded)	80%	81.0%	79.6%
Graduate employment rate ¹	Maintain 2025 result	N/A	Maintain 2024 result (60%)
Equity of access and success for priority learners			
Learner participation - Māori learners ²	30%	30%	24%
Learner participation - Pacific learners ²	15%	11.4%	10.2%
Learner participation - Disabled learners ²	10%	8.2%	7.5%
Equity in course completion for Māori learners ³	-5%	-11.2%	-7.0%
Equity in course completion for Pacific learners ³	-6%	-6.7%	-8.0%
Ākonga feel supported and confident in their learning experience			
Ākonga Net Promotor Score	Maintain 2025 result	42.3	Maintain 2024 result (34.8)
Ākonga satisfaction with experience	Maintain 2025 result	94.2%	Maintain 2024 result (93.3%)
Ākonga wellbeing	Maintain 2025 result	95.2%	Maintain 2024 result (92.3%)

¹ 2023 graduating cohort post 1 year of graduation.

² All domestic learners.

³ Relative to non-Māori and non-Pacific learners completing courses (SAC funded) at levels 1-10.

Prepare for disestablishment of NZIST	2026 target	2025 provisional result (as at Nov 2026)	2025 target
Financial performance meets or exceeds budget			
Achieve delivery targets ⁴	Achieve targets as per MoP	N/A	Achieve targets as per MoP
Overall financial result ⁵	Achieve or improve on budgeted deficit of (\$16,022)	(\$76,866)	Achieve budgeted deficit of (\$6,062K)
Effective transition of remaining business divisions and NZIST disestablishment			
Improve financial viability for business divisions	Improve EBITDA c.f. 2025 ⁶	N/A	New measure
Property divestment projects completed as per Regional ITP Viability Programme	9 properties at \$18.5M	N/A	New measure
Transition the remaining business divisions in line with government decisions	4 divisions	N/A	New measure

⁴ Proportion of funds received through the Investment Plan that meet delivery thresholds, by funding category and Business Division.

⁵ As per budget approved by Te Pūkenga Council on 31 October 2025.

⁶ Improve the core net operating profit of business divisions before the inclusion of net interest, tax, depreciation and exceptional items.

Prospective financial statements | Ngā tauākī ā-pūtea āmu

The accompanying notes (appendix) form part of these financial statements.

FOR YEAR ENDING 31 DECEMBER 2026

Financial Statements '\$000's	2026 Budget	2025 Forecast	Variance	
Government Funding	83,761	97,167	(13,407)	●
Research Income	652	676	(24)	●
Domestic Student Fees	32,945	30,281	2,664	●
International Student Fees	11,139	12,196	(1,056)	●
Other Teaching Income	13,732	12,992	741	●
Trading Income	3,512	4,183	(670)	●
Other Income	2,916	3,896	(980)	●
Total Income	148,657	161,391	(12,734)	●
Personnel Expenses	92,243	99,497	7,254	●
Teaching Delivery	14,837	15,510	673	●
Infrastructure	14,100	25,342	11,242	●
Administration	26,853	29,516	2,663	●
Expense	148,033	169,865	21,832	●
EBITDA	624	(8,474)	9,098	●
Depreciation and Amortisation	12,796	21,787	8,991	●
Depreciation and Amortisation	12,796	21,787	8,991	●
Interest Income	2,156	(378)	2,534	●
Interest Costs	148	(3,339)	(3,487)	●
Net Interest Income	2,008	2,961	(954)	●
Transformation Funding	0	1,645	(1,645)	●
Transformation Costs	4,780	43,087	38,307	●
Net Transformation Funding	(4,780)	(41,442)	36,662	●
Other Unusual or Non Recurring Income	0	0	0	●
Restructuring Expenses	1,078	8,124	7,046	●
Net Unusual Items	(1,078)	(8,124)	7,046	●
Net Surplus / (Deficit)	(16,022)	(76,866)	60,844	●

Note – 2026 budget and the 2025 forecast are for NZIST National Office and the 4 remaining divisions. 2025 does not include any recapitalisation.

Prospective statement of financial position

AS AT 31 DECEMBER 2026

Statement of Financial Position \$000s	2026 Budget	2025 Forecast
Cash and Cash Equivalents	56,227	(19,257)
Other Current Assets	15,850	(21,816)
Total Current Assets	72,077	(41,073)
Non-Current Assets	267,336	312,715
Total Non-Current Assets	267,336	312,715
Total Assets	339,413	271,642
Short-term Loans & Borrowings	3	25,174
Other Current Liabilities	52,086	48,410
Total Current Liabilities	52,089	73,584
Long-term Loans & Borrowings	0	(37)
Other Non-Current Liabilities	2,881	41,751
Total Non-Current Liabilities	2,881	41,714
Total Liabilities	54,970	115,298
Total Equity	284,443	156,344

Note – 2026 budget and the 2025 forecast are for NZIST National Office and the 4 remaining divisions. 2025 does not include any recapitalisation.

Prospective statement of cash flows

AS AT 31 DECEMBER 2026

Statement of Cashflows 000s	2026 Budget	2025 Forecast
Opening Cash Balance	90,057	44,321
Net Cash Flow	-33,830	-60,533
Closing Cash Balance	56,227	-16,211

Statement of Cashflows 000s	2026 Budget	2025 Forecast
Cashflows from Operating Activities		
<i>Operating Cash will be provided from:</i>	<i>128,733</i>	<i>163,379</i>
Receipt Government Grants	65,382	95,460
Student Tuition fees	37,958	48,447
Interest Received	2,156	9,529
Other Ancillary income	23,237	9,942
<i>Operating Cash will be applied to:</i>	<i>-194,461</i>	<i>-196,739</i>
Payment to Employees	-92,532	-108,408
Payment to Suppliers	-102,775	-88,330
Interest paid	-148	0
GST paid	994	0
<i>Net Cash Used in Operating Activities</i>	<i>-65,728</i>	<i>-33,360</i>
Cash flows From Investing Activities		
<i>Investing Cash will be provided from:</i>	<i>215</i>	<i>185</i>
Proceeds Sale PPE	215	185
Sale of Other Assets	0	0
Proceeds Sale Intangibles	0	0
<i>Investing Cash will be applied to:</i>	<i>-11,700</i>	<i>-54,665</i>
Purchase PPE	-11,887	-41,863
Finance Lease	0	0
Purchase Intangibles	-115	-212
Purchase Unlisted Shares	0	0
Investment Associate	301	-12,589
<i>Net Cash Used in Investing Activities</i>	<i>-11,485</i>	<i>-54,480</i>
Cash Flows from Financing Activities		
<i>Financing Cash will be provided from:</i>	<i>44,000</i>	<i>3,511</i>
Dividends Received	0	0
Loan Drawdown	0	0
Finance Inflow	44,000	3,511
<i>Financing Cash will be applied to:</i>	<i>-617</i>	<i>23,797</i>
Finance Outflow	71	23,329
Crown Loan or Equity Repayment	0	0
Movement in Retained Earnings	0	468
Non-Cash Equity Movement	-688	0
<i>Net Cash Used in Financing Activities</i>	<i>43,383</i>	<i>27,308</i>
Total Net Cash Flow	-33,830	-60,533

Note – 2026 budget and the 2025 forecast are for NZIST National Office and the 4 remaining divisions. 2025 does not include any recapitalisation.

Statement of capital intentions

Our capital investment intentions to 31 December 2026 are detailed below.

Asset Class Additions	2024 Budget	2025 CIP Forecast	2026 Budget
High Priority Building Projects	76,273	25,387	
Major Investment Projects (Value >\$1m)	43,250		2,000
Medium Investment Projects (Value >\$100k and <\$1m)	11,236	4,581	6,389
Low Investment Projects (Value <\$100k)	62,701	2,615	4,391
Total	193,461	32,583	12,780

Note – 2026 budget and the 2025 forecast are for NZIST National Office and the 4 remaining divisions.

Appendix | Tāpirihanga

Statement of accounting policies | Te tauākī ā-kaupapa here kaute

Purpose of prospective statements

The purpose of these prospective financial statements is to provide a base against which the actual financial performance can be assessed to promote public accountability. These prospective financial statements are prepared for this purpose, and the information may not be appropriate for any other purpose. Actual financial results achieved for the period covered may vary from the information presented, and the variations may be material. The information in the prospective financial statements is unaudited. There is no intention to update the prospective financial statements subsequent to presentation.

Reporting entity

New Zealand Institute of Skills and Technology is a Tertiary Education Institution (TEI) that is domiciled and operates in New Zealand. The relevant legislation governing the operations includes the Crown Entities Act 2004 and the Education and Training Act 2020 (as amended by the Education and Training (Vocational Education and Training System) Amendment Act 2025).

The financial statements are presented on a consolidated group basis for 2026. The group consists of New Zealand Institute of Skills and Technology national office and its four remaining business divisions (formerly wholly owned subsidiaries), as listed below:

- Northland Polytechnic
- Tai Poutini Polytechnic
- Whitireia Community Polytechnic and Wellington Institute of Technology
- Western Institute of Technology at Taranaki

NZIST provides educational services for the benefit of the community. It does not operate to make a financial return.

NZIST has designated itself and the group as public benefit entities (PBE's) for the purposes of complying with generally accepted accounting practice.

The prospective financial statements of NZIST are for the year ended 31 December 2026.

Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of NZIST have been prepared in accordance with the requirements of the Crown Entities Act 2004 and the Education and Training Act 2020, which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

NZIST is a Tier 1 entity and the financial statements have been prepared in accordance with PBE Standards. These financial statements comply with PBE Standards.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

Summary of significant accounting policies

The following significant accounting policies, which materially affect the measurement of financial results and financial position, have been applied consistently to all periods presented in these financial statements.

Forecast figures

The 2026 forecast figures for NZIST are approved by the Finance Risk and Audit Committee on behalf of the Council. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Council in preparing these financial statements. The 2026 budget for NZIST was approved by the Finance Risk and Audit Committee on behalf of Council on 31 October 2025.

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions might differ from the subsequent actual results. The prospective financial statements are consistent with the delivery of strategies and impacts disclosed in this SPE and the programme of work that NZIST expects to undertake during the forecast period. A conservative view has been adopted, with the assumption that funding will remain at the currently appropriate levels over the forecast period of these statements. Budget expenditure is based on the assumption that the cost of certain inputs will increase in line with general inflation, while others will decrease as cost-saving measures are implemented. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. There are no critical assumptions to detail specifically.

Foreign currency transactions

Foreign currency transactions (including those subject to forward foreign exchange contracts) are translated into NZ\$ (the functional currency) using the spot exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Goods and services tax

Items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position. The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows. Commitments and contingencies are disclosed exclusive of GST.

Income tax

NZIST is exempt from Income Tax. Accordingly, no provision has been made for Income Tax.

Revenue

Revenue is measured at fair value. The specific accounting policies for significant revenue items are explained below:

Student Achievement Component funding

Student Achievement Component (SAC) funding is the main source of operational funding from the Tertiary Education Commission (TEC). NZIST considers SAC funding to be non-exchange and recognises SAC funding as revenue when the course withdrawal date has passed, based on the number of eligible students enrolled in the course at that date and the value of the course.

Tuition fees

Domestic student tuition fees are subsidised by government funding and are considered non-exchange. Revenue is recognised when the course withdrawal date has passed, which is when a student is no longer entitled to a refund for withdrawing from the course.

International student tuition fees are accounted for as exchange transactions and recognised as revenue on a course percentage of completion basis. The percentage of completion is measured by reference to the days of the course completed as a proportion of the total course days.

Fees-free revenue

NZIST considers fees-free revenue is non-exchange revenue and recognises revenue when the course withdrawal date for an eligible student has passed. NZIST has presented funding received for fees-free as part of tuition fees. This is on the basis that receipts from the TEC are for payment on behalf of the student as specified in the relevant funding mechanism.

Apprenticeship/Training Fees

Apprenticeship/training fees are partially subsidised by government funding and are considered non-exchange. Revenue is recognised when the service associated with the fee is delivered over time, or in the case of products, when the products are supplied.

Industry Training Fund (ITF)

NZIST considers ITF funding to be non-exchange revenue and recognises ITF funding as revenue when the service associated with the funding is delivered over time. ITF funding is received monthly (one twelfths) in advance, based upon the annual funding allocation. To the extent that funding has been received but not recognised as revenue, a liability is held in the statement of financial position.

Performance-based research fund

NZIST considers funding received from Performance-Based Research Fund (PBRF) to be non-exchange in nature. PBRF funding is specifically identified by the TEC as being for a funding period as required by section 425 of the Education and Training Act 2020. NZIST recognises its confirmed allocation of PBRF funding at the commencement of the specified funding period, which is the same as the financial year. PBRF revenue is measured based on the funding entitlement adjusted for any expected adjustments as part of the final wash-up process. Indicative funding for future periods is not recognised until confirmed for that future period.

Research revenue

For an exchange research contract, revenue is recognised on a percentage completion basis. The percentage of completion is measured by reference to the actual research expenditure incurred as a proportion to total expenditure expected to be incurred.

For a non-exchange research contract, the total funding receivable under the contract is recognised as revenue immediately, unless there are substantive conditions in the contract. If there are substantive conditions, revenue is recognised when the conditions are satisfied. A condition could include the requirement to complete research to the satisfaction of the funder to retain funding or return unspent funds. Revenue for future periods is not recognised where the contract contains substantive termination provisions for failure to comply with the requirements of the contract. Conditions and termination provisions need to be substantive, which is assessed by considering factors such as contract monitoring mechanisms of the funder and the past practice of the funder.

Other grants received

Other grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants

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are initially recorded as grants received in advance and then recognised as revenue when the conditions of the grant are satisfied.

Sales of goods

Revenue from the sale of goods is recognised when the product is sold to the customer.

Accommodation services

Revenue from the provision of accommodation services is recognised on a percentage completion basis. This is determined by reference to the number of accommodation days used up till balance date as a proportion of the total accommodation days contracted for with the individual.

Interest and dividends

Interest revenue is recognised by accruing on a time proportion basis the interest due for the investment. Dividends are recognised when the right to receive payment has been established.

Scholarships

Scholarships awarded by NZIST that reduce the amount of tuition fees payable by the student are accounted for as an expense and not offset against student tuition fees revenue.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Cash reserves and ring fencing

The Government set a policy whereby existing reserves from previous Institutes of Technology and Polytechnics (above a set limit) would be consolidated through the central balance sheet of NZIST but would only be able to be drawn upon for projects and capital expenditure in the relevant region that have been approved by the NZIST Council. The objective is that existing reserves are in the future spent on the regions in which they had been accumulated by the relevant legacy ITPs. The use of ring-fenced amounts is restricted to particular uses, which may include major capital expenditure projects, routine/minor capital expenditure, operating investments (for example, funding the establishment of a new capability) or operating losses of the regional operation.

Accounts Receivable

Short-term receivables are recorded at the amount due, less an allowance for credit losses. NZIST applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivable. In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due. Short-term receivables are written off when there is no reasonable expectation of recovery.

Inventory

Inventories are held for distribution or for use in the provision of goods and services. The measurement of inventories depends on whether the inventories are held for commercial or non-commercial (distribution at no charge or for a nominal charge) distribution or use. Inventories are measured as follows:

- Commercial: measured at the lower of cost and net realisable value.
- Non-commercial: measured at cost, adjusted for any loss of service potential.

Cost is allocated using the first in, first out (FIFO) method, which assumes the inventories that were purchased first are distributed or used first.

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Inventories acquired through non-exchange transactions are measured at fair value at the date of acquisition. Any write-down from cost to net realisable value or for the loss of service potential is recognised in surplus or deficit in the year of the write-down.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event;
- it is probable that an outflow of future economic benefits or service potential will be required to settle the obligation;
- a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using market yields on Government bonds at balance date with terms to maturity that match, as closely as possible, the estimated future cash outflows. The increase in the provision due to the passage of time is recognised as an interest expense and is included in “finance costs”.

Restructuring

A provision for restructuring is recognised when either an approved detailed formal plan for the restructuring has been announced publicly to those affected, or implementation of it has already started.

Property, plant and equipment

Property, plant, and equipment consists of nine asset classes: land, buildings, infrastructure, leasehold improvements, computer hardware, furniture and equipment, motor vehicles, library collection, and heritage collections. Land is measured at fair value, and buildings and infrastructure are measured at fair value less accumulated depreciation. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Revaluation

Land, buildings, and infrastructure are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three years. Revaluation movements are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class-of-asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

Additions

The cost of an item of property, plant, and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to NZIST and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant, and equipment is initially recognised at its cost.

Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition. Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the NZIST and the cost of the item can be measured reliably. The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred. Additions over \$2,000 in value are capitalised. Amounts under this are expensed.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to general funds within equity.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant, and equipment other than land and heritage collections, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. Heritage collections are not depreciated because they are maintained such that they have indefinite or sufficiently long useful lives that any depreciation is considered to be negligible. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

- Buildings (including components) 25 to 100 years 1% to 4%
- Infrastructure 10 to 50 years 2% to 10%
- Leasehold improvements 3 to 10 years 10% to 33.3%
- Computer hardware 5 years 20%
- Furniture and equipment 2 to 13 years 7.7% to 50%
- Motor vehicles 4 years 25%
- Library collection 10 years 10%

Leasehold improvements are depreciated over the shorter of the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter.

Impairment of property, plant and equipment

Property, plant, and equipment are reviewed for impairment at each balance date and whenever events or changes in circumstances indicate that the carrying amount might not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. If an asset's carrying amount exceeds its recoverable amount, the asset is considered to be impaired and the carrying amount is written-down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit. For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of an impairment loss is also recognised in the surplus or deficit. For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit.

Value in use for non-cash-generating assets

Non-cash-generating assets are those assets that are not held with the primary objective of generating a commercial return. For non-cash-generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in use for cash-generating assets

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return. The value in use for cash-generating assets and cash-generating units is the present value of expected future cash flows.

Intangible assets

Software acquisition and development

Computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include software development employee costs and relevant professional fees. Staff training costs are recognised as an expense when incurred. Costs associated with maintaining computer software are recognised as an expense when incurred.

Course-related software and websites

Course-related software and website development costs are classified as software and accounted for in accordance with the accounting policy for software. Capitalised costs are tested for impairment and, once available for use, amortised in accordance with that policy.

Courses purchased from other organisations

Separately acquired courses and programmes (including trademarks and licences) acquired from outside of the NZIST group are initially recognised at historical cost. They have a finite useful life and, subsequent to initial recognition, should be carried at cost less accumulated amortisation and impairment losses. They are amortised over a period not exceeding 5 years.

Internally developed courses

Course development costs are expensed when incurred unless the course development costs are directly attributable to the design of identifiable and unique courses and programmes controlled by the group in which case they are recognised as intangible assets where all the following criteria are met:

- a) The course material is identifiable and the use and redistribution of course material is controlled by the group through legal or other means.
- b) It is probable that the courses will generate future economic benefits attributable to the course and the cost can be reliably measured. This is the case when:
 - i. it is technically feasible to complete the development so that the course or programme will be available for use and/or sale;
 - ii. management intends to complete the development of the course or programme and use or sell it;
 - iii. there is an ability to use or sell the course or programme;
 - iv. it can be demonstrated how the course or programme will generate probable future economic benefits;
 - v. there are adequate technical, financial and other resources available to complete development of the course or programme and to use or sell the course or programme; and
 - vi. the expenditure attributable to the course or programme development can be reliably measured.

Capitalised course development costs related to courses that are not yet available for use are tested for impairment annually and whenever there is an indication that the asset may be impaired.

Capitalised course development costs are amortised from the point at which the course or programme is ready for use and are amortised over a period not exceeding 5 years. They are carried at cost less accumulated amortisation and impairment losses. They are tested for impairment whenever there is an indication that the asset may be impaired.

Costs associated with maintaining courses and programmes are recognised as an expense as incurred.

Intellectual property development

Research costs are expensed as incurred in the surplus or deficit. Development costs that are directly attributable to the design, construction, and testing of pre-production or pre-use prototypes and models associated with intellectual property development are recognised as an intangible asset if all the following can be demonstrated:

- It is technically feasible to complete the product so that it will be available for use or sale.
- Management intends to complete the product and use or sell it.
- There is an ability to use or sell the product.
- It can be demonstrated how the product will generate probable future economic benefits.
- Adequate technical, financial, and other resources to complete the development and to use or sell the product are available.
- The expenditure attributable to the product during its development can be reliably measured.

Other development expenses that do not meet these criteria are recognised as an expense as incurred in the surplus or deficit. Development costs previously recognised as an expense cannot be subsequently recognised as an asset.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit. The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

- Computer software 3 to 6 years 16.7% to 33.3%

Capitalised intellectual property development costs are still work in progress. The useful life of completed projects will be established at project completion.

Impairment of intangible assets

Intangible assets subsequently measured at cost that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment.

Goodwill

NZIST will recognise goodwill where there is an excess of the consideration transferred over the net identifiable assets acquired and liabilities assumed. This difference reflects the goodwill to be recognised by NZIST. If the consideration transferred is lower than the net fair value of the interest in the identifiable assets acquired and liabilities assumed, the difference will be recognised immediately in the surplus or deficit.

After initial recognition, goodwill is measured at cost less accumulated impairment losses. An impairment loss recognised for goodwill is not reversed. Goodwill is tested for impairment on an annual basis taking into consideration any changes to the business activities and environment in which NZIST operates.

Leased assets

At the commencement of the lease term, NZIST shall recognise assets acquired under finance leases as assets, and the associated lease obligations as liabilities in the statement of financial position. Although the legal form of a lease agreement is that the lessee may acquire no legal title to the leased asset, in the case of finance leases the substance and financial reality are that the lessee acquires the economic benefits or service potential of the use of the lease asset for the major part of its economic life in return for entering into an obligation to pay for that right, an amount approximating, at the inception of the lease, the fair value

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of the asset and the related finance charge. A finance lease gives rise to a depreciation expense for depreciable assets as well as a finance expense. The depreciation policy for depreciable leased assets shall be consistent with that for the depreciable assets that are owned. If there is no reasonable certainty that the lessee will obtain ownership by the end of the lease term, the assets shall be fully depreciated over the shorter of the lease term or its useful life.

Investment in associates

Associate

An associate is an entity over which NZIST has significant influence and that is neither a subsidiary nor an interest in a joint venture. Investments in associates are accounted for in the group financial statements using the equity method of accounting. Investments in associates are measured at cost in the financial statements.

Joint venture

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Joint control is the agreed sharing of control of an arrangement by way of a binding arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. Investments in joint ventures are measured at cost in the parent financial statement. Investments in associates and joint ventures are accounted for in the group financial statements using the equity method of accounting. Under the equity method of accounting, the investment is initially recognised at cost and the carrying amount is increased or decreased to recognise the group's share of the change in net assets of the entity after the date of acquisition. The group's share of the surplus or deficit is recognised in the group surplus or deficit. Distributions received from the investee reduce the carrying amount of the investment in the group financial statements. If the share of deficits of the entity equals or exceeds the interest in the entity, the group discontinues recognising its share of further deficits. After the group's interest is reduced to zero, additional deficits are provided for, and a liability is recognised, only to the extent that the group has incurred legal or constructive obligations or made payments on behalf of the entity. If the entity subsequently reports surpluses, the group will resume recognising its share of those surpluses only after its share of only after its share of the surpluses equals the share of deficits not recognised.

Investment property

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation. Property held to meet service delivery objectives is classified as property, plant, and equipment. Investment property is measured initially at its cost, including transaction costs. After initial recognition, investment property is measured at fair value as determined annually by an independent valuer. Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

Accounts payable

Short-term payables are recorded at the amount payable. Payables are non-interest bearing and are normally settled on 30-day terms. Therefore, the carrying value of payables approximates their fair value.

Employee benefit Liabilities

Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to - but not yet taken - at balance date, and sick leave.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the year in which the employee provides the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to employees, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Presentation of employee entitlements

Sick leave, annual leave, vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Superannuation schemes

Employer contributions to KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are accounted for as defined contribution schemes and are recognised as an expenses in the surplus or deficit when incurred.

Loan borrowings

Borrowings on normal commercial terms are initially recognised at the amount borrowed plus transaction costs. Interest due on the borrowings is subsequently accrued and added to the borrowings balance. Borrowings are classified as current liabilities unless NZIST has an unconditional right to defer settlement of the liability for at least 12 months after the balance date.

Finance leases

A finance lease transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred. At the start of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments. The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no reasonable certainty as to whether NZIST will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Other financial assets and liabilities

Financial assets are initially recognised at fair value plus transaction costs unless they are carried at fair value through surplus or deficit, in which case the transaction costs are recognised in the surplus or deficit.

Term deposits and loans to subsidiaries

Term deposits and loans to subsidiaries are initially measured at the amount invested. Where applicable, interest is subsequently accrued and added to the investment balance. At year end, term deposits and loans to subsidiaries are assessed for indicators of impairment. If they are impaired, the amount not expected to be collected is recognised in the surplus or deficit.

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New Zealand Government bonds

New Zealand Government bonds are designated at fair value through other comprehensive revenue and expense. After initial recognition, the bonds are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense.

Managed fund

The managed fund is a portfolio of financial assets that are actively traded with the intention of making profits. Therefore, the managed fund is classified as held for trading. After initial recognition, the managed fund is measured at fair value, with gains and losses recognised in the surplus or deficit.

Unlisted shares

Equity investments are designated at fair value through other comprehensive revenue and expense. After initial recognition, the shares are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment losses, which are recognised in the surplus or deficit. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred within equity to general funds.

Fair value

For those instruments recognised at fair value in the statement of financial position, fair values are determined according to the following hierarchy:

- Quoted market price (level 1) -Financial instruments with quoted prices for identical instruments in active markets.
- Valuation techniques using observable inputs (level 2) - Financial instruments with quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable.
- Valuation techniques with significant non-observable inputs (level 3) -Financial instruments valued using models where one or more significant inputs are not observable.

Equity

Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

- general funds
- property revaluation reserves
- fair value through other comprehensive revenue and expense reserve
- trusts and bequests reserve.

Property revaluation reserves

These reserves relate to the revaluation of land, buildings and infrastructure assets to fair value.

Fair value through other comprehensive revenue and expense reserve

This reserve comprises the cumulative net change of financial assets classified as fair value through other comprehensive revenue and expense.

Trusts and bequests reserve

The trusts and bequests reserve are a component of equity which has been created by NZIST.

Transfers from the reserve may be made only for certain specified purposes or when certain specified conditions are met. The restrictions on use may be established by NZIST or legally through the terms and conditions of specific trusts and bequests.

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Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Consolidation

The group financial statements are prepared by adding together like items of assets, liabilities, equity, revenue, expenses, and cash flows of entities in the group on a line-by-line basis. All intra-group balances, transactions, revenue, and expenses are eliminated on consolidation. The group financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. The consolidation of an entity begins from the date NZIST obtains control of the entity and ceases when the NZIST loses control of the entity.

Subsidiaries

NZIST consolidates in the group financial statements those entities it controls. Control exists where NZIST is exposed, or has rights, to variable benefits (either financial or non-financial) and has the ability to affect the nature and amount of those benefits from its power over the entity.

Power can exist over an entity if, by virtue of its purpose and design, the relevant activities and the way in which the relevant activities of the entity can be directed has been predetermined by NZIST. Investments in subsidiaries are measured at cost in the parent financial statements.

nzist new zealand
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skills and
technology

Report to	NZIST Council
Title	Open portion of Te Poari Akoranga meeting held 6 November 2025
Provided by	Deborah Young and Kieran Hewitson, Te Poari Akoranga Co-Chairs
Author	Shylah Jones, Operations Coordinator
For	Information
Classification	Unclassified
Endorsement (if any)	N/A

Recommended resolutions

It is recommended that NZ Institute of Skills and Technology Council (the Council):

1.	Receive the verbal and written report titled 'Open portion of Te Poari Akoranga meeting held 6 November 2025'.
2.	<p>Note that Te Poari Akoranga received reports and noted approvals from the following Local Academic Committees:</p> <ul style="list-style-type: none"> • Ara • EIT • HITO • MIT • NMIT • Northtec • Open Polytechnic • Southern Institute of Technology • Toi Ohomai • UCOL • Unitec • Whitireia and WelTec • Wintec • WITT
3.	Note that Te Poari Akoranga received Local Academic Committee reports from BCITO, Competenz, MITO, ServiceIQ, where no approvals were made.
4.	Approve the self-assessment by Te Poari Akoranga on the work it carried out in 2025.

Purpose of this report | Te pūtake o tēnei pūrongo

1. The purpose of this report is to provide the Council with a summary of the matters discussed by Te Poari Akoranga (Te Poari) in the open portion of its November 2025 meeting.

Background | Te tāhuhu kōrero

2. Te Poari Akoranga met on 6 November 2025 online via Microsoft Teams. Linda Aumua and Henry Geary provided apologies for the meeting. The meeting pack can be found in Appendix 1.

Discussion / decision | Whai whakaaro me whakatau rānei

3. The Committee considered the following reports from Local Academic Committees in the open portion of the meeting:

Ara - September 2025

4. Te Poari received the report titled 'Ara Institute of Canterbury Academic Committee report September 2025', and noted that the Ara Institute of Canterbury Academic Committee approved:
 - Eight programme changes for Levels 1 to 6, via sub-delegation to the Portfolio and Assurance Committee
 - Five programme changes to Level 7 programmes.

BCITO - September 2025

5. Te Poari received the report titled 'BCITO - Assessment, Learning and Teaching Committee Report September 2025', and noted that the BCITO – Assessment, Learning and Teaching Committee made no approvals.

Competenz

6. Te Poari received the reports titled 'Competenz Academic Report 29 September 2025' and 'Competenz Academic Report 22 October 2025'.

EIT - September 2025

7. Te Poari received the report titled 'EIT Academic Committee report 15 September 2025', and noted that the EIT Academic Committee approved the new degree monitor appointment of Dr Karen Paringatia for:
 - TA4947 Te Toi o Ngā Rangi – Bachelor of Māori Visual Arts (Level 7)
 - HB4044 Te Hono ki Toi (Poutiri-a-rangi) Bachelor of Creative Practice (Honours)
 - HB4045 Te Hono ki Toi (Poutiriao) Master of Professional Creative Practice (180).

HITO September 2025

8. Te Poari received the report titled 'HITO Academic Committee report 30 September 2025 (Q3)', and noted that the HITO Academic Committee approved:

- Submission of the New Zealand Certificate in Beauty Therapy (Level 4) to NZQA for programme extension and delivery with subtle changes to conditions.
- Submission of the New Zealand Certificate in Hairdressing Professional Stylist (Level 4) to Toi Mai for extension of programme to 2027 to accommodate our third-year learners to complete apprenticeship in this programme.
- New Pivot Point Programme – New Zealand Certificate in Commercial Hairdressing (Level 4) 240 Credits.

Manukau Institute of Technology

September 2025

9. Te Poari received the report titled 'MIT Academic Committee report 3 September 2025', and noted that the MIT Academic Committee approved the following Type 1 change:
- New Zealand Certificate in Automotive Engineering (Level 3) [NZ3097].

October 2025

10. Te Poari received the report titled 'MIT Academic Committee report 1 October 2025', and noted that the MIT Academic Committee approved the following Type 1 changes:
- New Zealand Certificate in Food and Beverage Service (Level 3) [NZ2104]
 - New Zealand Certificate in Food and Beverage Service (Level 4) [NZ2105]
 - New Zealand Certificate in Early Childhood Education and Care (Level 4) [NZ2850]
 - New Zealand Certificate in Baking (Level 4) [NZ1842]
 - New Zealand Certificate in Baking (Level 5) [NZ1844].
11. Te Poari also noted that the MIT Academic Committee agreed for the MIT Academic Committee and Unitec Te Komiti Mātauranga to operate as a Joint Academic Committee, from Monday 6 October 2025 for the rest of 2025 (unless a new Manukau Institute of Technology and Unitec Council approves and establishes an Academic Board earlier).

MITO - October 2025

12. Te Poari received the report titled 'MITO Quality Oversight Committee report 2 October 2025'.

Nelson Marlborough Institute of Technology

March 2025

13. Te Poari received the report titled 'NMIT Academic Committee report March 2025', and noted that the NMIT Academic Committee approved:
- Type 2 Change NZD Arts and Design L5
 - UEC/NMIT MOU student exchange and study abroad agreement.

April 2025

14. Te Poari received the report titled 'NMIT Academic Committee report April 2025', and noted that the NMIT Academic Committee approved a new site delivery application to deliver Toi Ohomai Programme Manu Taiko – Toro Parirau L4, Manu Taiko – Toro Parirau, New Zealand Certificate in Māori Governance Level 4.

May 2025

15. Te Poari received the report titled 'NMIT Academic Committee Report May 2025', and noted that the NMIT Academic Committee approved:
- All Programme and Course Change Approvals
 - Degree SARs
 - Exchange Agreement with Dayananda Sagar University, India

June 2025

16. Te Poari received the report titled 'NMIT Academic Committee report June 2025', and noted that the NMIT Academic Committee approved:
- Consent to assess application for Unit Standard 31713
 - Bachelor of Viticulture and Winemaking Degree Self-Assessment Report
 - NZ Certificate in Cookery qualification version update 2026
 - Exchange Agreement with IGENSIA GROUPE France
 - Bachelor of Information Technology Type 2 change
 - Bachelor of Aquaculture and Marine Conservation 2026 Type 2 change
 - Master of Professional Accounting
 - Master of Information Technology
 - Bachelor of Arts and Media Type 2 change.

July 2025

17. Te Poari received the report titled 'NMIT Academic Committee report July 2025', and noted that the NMIT Academic Committee approved:
- New Zealand Diploma in Arts and Design L6 and supporting documents
 - 2025 Delivery subcontracts.

August 2025

18. Te Poari received the report titled 'NMIT Academic Committee report August 2025', and noted that the NMIT Academic Committee approved:
- Programme Accreditation Application Bachelor of Nursing, Capability Document for Bachelor of Nursing, Memorandum of Understanding NMIT Otago Bachelor of Nursing July 2025, Otago Bachelor of Nursing Programme Document 2025

- 3V6 Approval Form Type 2: New Zealand Diploma in Sport, Recreation and Exercise Level 5 and Level 6 including Programme regulations and course descriptors
- Aeronautical Maintenance Certification Micro-credential documents
- Student exchange and study abroad agreements with Reutlingen University, Germany and Hartwick College, USA.

September 2025

19. Te Poari received the report titled 'NMIT Academic Committee report September 2025', and noted that the NMIT Academic Committee approved:

- Adventure Tourism Level 4 and Level 5 type 2 programmes changes
- Type 2 changes to New Zealand Diploma in Animation (Level 5) and New Zealand Diploma in Animation (Level 6)
- Digital Photography micro-credential
- Aeronautical Maintenance Certification micro-credentials.

October 2025

20. Te Poari received the report titled 'NMIT Academic Committee report October 2025', and noted that the NMIT Academic Committee approved:

- Predator Trapping Methods Micro-credential
- Study abroad and exchange agreements

NorthTec

September 2025

21. Te Poari received the report titled 'NorthTec Academic Committee report 11 September 2025', and noted that the NorthTec Academic Committee approved:

- Granting of the certificate and diploma qualification awards
- Application for approval and accreditation of Micro Credential – 'Preparation of Healthy Kai'
- Application for accreditation of Micro Credential – 'License Controller Qualification – LCQ'
- Type 2 Changes to programme 'New Zealand Certificate in Beauty Therapy (Level 4)' to align with latest qualification version
- Application for New Delivery Site of Te Pūkenga 'Energy Sector' Micro Credentials:
 - 5228 Business Planning: Assessing Environmental Factors and Impact in the Energy Sector
 - 5227 Leadership: Approaches and Communication in the Energy Sector
 - 5236 Leadership: Managing Change in the Energy Sector
 - 5238 Operational Management Fundamentals: Analysing and Improving Business Performance
 - 5229 Programme Delivery: Project and Stakeholder Management in the Energy Sector

- 5237 Team Management and Conflict Resolution Strategies in the Energy Sector.

October 2025

22. Te Poari received the report titled 'NorthTec Academic Committee Report 9 October 2025', and noted that the NorthTec Academic Committee approved:

- Deregistration of delivery sites to be notified to New Zealand Qualifications Authority (NZQA) and Tertiary Education Commission
- Granting of the Certificate and Diploma Qualification Awards.

Open Polytechnic

May 2025

23. Te Poari received the report titled 'Open Polytechnic Academic Committee Report 02 May 2025', and noted that the Open Polytechnic Academic Committee approved:

- Artificial Intelligence for Business Leaders (Micro-credential)
- 2024 Annual Programme Evaluation Reports for Bachelor of Applied Science, Graduate Certificate in Sustainable Management, and Graduate Diploma in Sustainable Management
- Appointment of Ben Waterhouse to the Environment Stakeholder Advisory Group
- Appointment of Jamie Vaughan to the Information Technology Stakeholder Advisory Group
- Appointment of Mark Revill to the Initial Teacher Education Stakeholder Advisory Group
- The release of the Evidence-based Reflective Review of Ethics Committee Frameworks, Process and Practices report to Pounuku Rangahau, Director Rangahau and Research, Te Pūkenga.
- Appointment of Dr Madhuri Sedlmeir (Learning Design and Development) to the Research Committee
- Changes to the Credit Recognition Schedule

June 2025

24. Te Poari received the report titled 'Open Polytechnic Academic Committee Report 06 June 2025', and noted that the Open Polytechnic Academic Committee approved:

- Changes to the programme of study for the New Zealand Certificate in Financial Services (Level 5) with strands
- Micro-credentials to replace the existing Training Schemes for Teaching as a Profession, and Teaching Practice for the Teacher Education Refresh programme
- Appointment of Alex Doyle, Kate Saunders, Damien McGill and Judith Taylor to the Built Environment Stakeholder Advisory Group
- Endorsement of Dr Denise Blake as a degree monitor for the Bachelor of Social Health and Wellbeing and associated programmes
- Changes to the Terms of Reference for the Research Committee and the Ethics Committee

- The Record of Prior Learning (RPL) arrangement for Southbase employees enrolling into the New Zealand Diploma in Construction (Level 6) (Construction Management strand)
 - Changes to the Credit Recognition Schedule.
25. Te Poari received the report titled 'Open Polytechnic Academic Committee Report Special Meeting 23 June 2025', and noted that the Open Polytechnic Academic Committee approved 2024 Annual Programme Evaluation Reports for:
- Bachelor of Social Work
 - Bachelor of Accounting
 - Graduate Diploma in Professional Accounting
 - Bachelor of Teaching (Primary Education)
 - Graduate Diploma in Teaching (Primary Education)
 - Graduate Diploma in Teaching (Secondary Education)
 - Graduate Diploma in Teaching (Secondary Technology Education)
 - Bachelor of Applied Management
 - Bachelor of Business with majors
 - Graduate Certificate in Business
 - Graduate Diploma in Business
 - Graduate Certificate in Marketing
 - Graduate Diploma in Marketing
 - Graduate Diploma in Human Resource Management
 - Graduate Diploma in Strategic Management.
26. Te Poari received the report titled 'Open Polytechnic Academic Committee Report Special Meeting 26 June 2025', and noted that the Open Polytechnic Academic Committee approved 2024 Annual Programme Evaluation Reports for:
- Teaching as a Profession (level 7)
 - Teaching Practice (Level 7)
 - Bachelor of Library and Information Studies
 - Graduate Certificate in Library and Information Leadership
 - Graduate Diploma in Library and Information Leadership
 - Bachelor of Social Health and Wellbeing with majors
 - Graduate Certificate in Addiction Intervention
 - Graduate Diploma in Disability Sector Leadership
 - Graduate Diploma in Mental Health Sector Leadership

- Bachelor of Information Technology
- Graduate Certificate in Information Technology
- Graduate Diploma in Information Technology
- Bachelor of Engineering Technology (Civil Engineering)
- Bachelor of Teaching (Early Childhood Education)
- Bachelor of Teaching (Early Childhood Education) (expiring)
- Graduate Diploma in Teaching (Early Childhood Education).

July 2025

27. Te Poari received the report titled 'Open Polytechnic Academic Committee Report 04 July 2025', and noted that the Open Polytechnic Academic Committee approved:

- Digital Storytelling for Educators (Micro-credential)
- Creative Technology Accelerator (Micro-credential)
- Site accreditation application for Tātaki Auckland Unlimited – Te Puna Creative Innovation Quarter
- Conversion of training schemes to micro-credentials for Communication for Learning (Level 3); Using Standards to Assess Candidate Performance (Level 4); Tertiary Study Skills (Level 4); Small Business Basics (Level 4)
- Type 2 programme changes for the New Zealand Certificate in Adult and Tertiary Teaching (Level 5)
- New programme of study for New Zealand Qualifications Authority (NZQA) approval and accreditation for the New Zealand Certificate in Digital Media and Design (Level 4)
- ASM iQualify Guidelines and Communication Protocols 2025
- Kaimahi Advisory Committee for Ākonga Whaikaha Terms of Reference
- Appointment of Debbie Hughes to the Social Health and Wellbeing Stakeholder Advisory Group
- Changes to the Credit Recognition Schedule.

28. Te Poari received the report titled 'Open Polytechnic Academic Committee report e-Meeting 16 July 2025' and noted that the Open Polytechnic Academic Committee approved a programme of study for the New Zealand Certificate in Digital Media and Design (Level 4) for New Zealand Qualifications Authority (NZQA) approval and accreditation.

August 2025

29. Te Poari received the report titled 'Open Polytechnic Academic Committee Report 01 August 2025', and noted that the Open Polytechnic Academic Committee approved:

- Permanent closure of the programme FS5000 Financial Services Continuing Education (Level 5) and the course FSCE19 New Zealand's Financial Advice Regime. Due to changes in legislation the programme and course are no longer relevant

- Appointment of Hollie Tapa to the Psychology Stakeholder Advisory Group.

September 2025

30. Te Poari received the report titled 'Open Polytechnic Academic Committee Report 05 September 2025', and noted that the Open Polytechnic Academic Committee approved:

- Programme approval and accreditation applications for:
 - New Zealand Certificate in Long-term Health Conditions (Level 3)
 - New Zealand Certificate in Te Reo (Reo Rua) (Level 2)
 - Accreditation applications for the following micro-credentials:
 - Long-term Conditions: Risk, Prevention and Support
 - Long-term Conditions: Risk, Prevention and Support of People Living with Arthritis
 - Long-term Conditions: Risk, Prevention and Support of People Living with Diabetes
 - Long-term Conditions: Risk, Prevention and Support of People Living with Heart Disease
 - Long-term Conditions: Risk, Prevention and Support of People Living with Stroke
 - Foundation Mathematics for Engineering
 - Introductory Mathematics for Engineering
 - Terms of reference for the Ākonga Voice Group
 - Terms of reference for the Kaimahi Advisory Group for Ākonga Whaikaha
 - Appointment of Rochelle Inwood to the Social Health and Wellbeing Stakeholder Advisory Group
 - Appointment of Susanne Cooke to the Business and Enterprise Stakeholder Advisory Group
 - Appointment of Leigh Gray to the Information Technology Stakeholder Advisory Group
 - Changes to the Credit Recognition Schedule.

ServiceIQ

31. Te Poari received the report titled 'ServiceIQ - Academic Committee Report 7 October 2025', and noted that the ServiceIQ Academic Committee approved the following Type 2 programme changes at this meeting:

- 2203 New Zealand Certificate in Tour Guiding (Level 4)
- 2199 Visitor experience (Level 3)
- 2106 New Zealand Certificate in Catering Services (Level 3)
- 2107 New Zealand Certificate in Catering Services (Level 4)

Southern Institute of Technology - May 2025

32. Te Poari received the report titled 'Southern Institute of Technology Academic Committee report 22 May', and noted that the Southern Institute of Technology Academic Committee approved:

- ACE-funded Digital Literacy Community Courses
- ACE-funded Gore Community Support Learner Courses
- Type 2 Change to ST4803 Bachelor of Nursing
- Type 2 Change to ST5347 Bachelor of Applied Management and associated Graduate Diplomas and Graduate Certificates
- Type 1 Change to MC4834 Kia Tū – Pathway Planning (Micro-credential).

Toi Ohomai - September 2025

33. Te Poari received the report titled 'Toi Ohomai Academic Committee report 25 September 2025', and noted that the Toi Ohomai Academic Committee approved:

- Graduates 15 September 2025
- Training schemes for retirement 17 August 2025

Universal College of Learning

February 2025

34. Te Poari received the report titled '6009 UCOL Academic Committee report 18 February 2025', and noted that UCOL Academic Committee approved:

- Minutes of Faculty Boards of Educational Improvement (FBEI) meeting minutes and actions (5 meetings).
- Annual Programme Self-Assessment 2024 Report Student Success (Manawatū).

April 2025

35. Te Poari received the report titled '6009 UCOL Academic Committee report 01 April 2025', and noted that UCOL Academic Committee approved:

- Minutes of Faculty Boards of Educational Improvement meeting minutes and actions - two meetings.
- Minutes of the Academic Approvals Committee – one meeting (three Type 2 Changes).
- Te Pūkenga advice of the disestablishment of Te Ohu Whakahaere Appeals received resulting in student appeals now being handled internally again as per UCOL processes.
- NZQA National External Moderation Report and Workforce Development Councils external post-assessment moderation of assessment (2024) performance report.
- 2024 Raukura Annual Self-Assessment Report on activities and effectiveness.

August 2025

36. Te Poari received the report titled '6009 UCOL Academic Committee report 26 August 2025', and noted that UCOL Academic Committee approved:

- Minutes of Faculty Boards of Educational Improvement meeting minutes and actions - 10 meetings.

- Minutes of the Academic Approvals Committee – 1 meeting (Type 2 Changes Bachelor of Nursing).
- The review, refresh and update to the UCOL Academic Statute to proceed.

September 2025

37. Te Poari received the report titled '6009 UCOL Academic Committee report 09 September 2025', and noted the 6009 UCOL Academic Committee approved:

- Minutes of Faculty Boards of Educational Improvement meeting minutes and actions – no meetings held in timeframe to report to Academic Committee.
- 2024 Te Mana Taura Student Success Whanganui Annual Self-Assessment Report on activities and effectiveness.
- Action Register request for Research and Knowledge Transfer meeting minutes was reaffirmed, due October.

Unitec

September 2025

38. Te Poari received the report titled 'Te Komiti Mātauranga Academic Committee report 04 September 2025' and noted that the Te Komiti Mātauranga approved the Unitec 2024 Research Annual Report.

39. Te Poari also noted that the Te Komiti Mātauranga approved the thresholds for the Te Pūkenga Competency Based Assessment 4 (CBA-4) grading basis and Competency 20 (C20) as proposed and noted the actions already taken to address the issue:

Grade	Meaning	Percentage
NA	Not Achieved	0-49
AC	Achieved	50-64
AM	Achieved with Merit	65-80
AE	Achieved with Excellence	80-100

40. Te Poari noted that the Te Komiti Mātauranga received the updated expiring/discontinued status for a list of programmes; approved the inactivation in Unitec systems of those programmes noted in the report that have been confirmed as being no longer offered and in which there are no active students; approved the inactivation in Unitec systems using a 'future row date' for those programmes which have not yet reached the 'last date of completion' but which will lapse on that date.

41. Te Poari noted that the Te Komiti Mātauranga approved the secondment of Chris Park as a member of Unitec's Academic Committee Standing Subcommittee.

42. Te Poari noted that the Te Komiti Mātauranga endorsed a Type 2 change (subject to conditions) for:

- New Zealand Certificate in Automotive Engineering (Level 3, 120 credits) [NZCAE]

- Te Poari noted that the Te Komiti Mātauranga approved Type 1 changes (subject to conditions) for:
 - New Zealand Certificate in Exercise (Level 5, 60 credits) [NZCEX]
 - New Zealand Certificate in Health and Wellbeing (Social and Community Services) (Level 4, 120 credit) [NZCHW]
 - Master of Architecture (Professional) (Level 9, 240 credits) [MARCP]

43. Te Poari noted that the Te Komiti Mātauranga approved a change (subject to conditions) for WoF Vehicle Inspector Refresher Short Course.

44. Te Poari noted that the Te Komiti Mātauranga approved students' completions across multiple programmes.

October 2025

45. Te Poari received the report titled 'Te Komiti Mātauranga Academic Committee report 02 October 2025' and noted that the Te Komiti Mātauranga strongly encouraged the Unitec Artificial Intelligence module, make it freely available as a standalone Moodle module that leads to badging.

46. Te Poari also noted that the Te Komiti Mātauranga adopted in principle the proposed updated international equivalency settings to be adopted at both MIT and Unitec and requested to establish a formal process for the updating of international equivalency standards at both MIT and Unitec.

47. Te Poari noted that the Te Komiti Mātauranga agreed for the MIT Academic Committee and Unitec Te Komiti Mātauranga to operate as a Joint Academic Committee, from Monday 6 October 2025 for the rest of 2025 (unless a new Council approves and establishes an Academic Board earlier).

48. Te Poari noted that Te Komiti Mātauranga approved students' completions across multiple programmes.

Whitireia and WelTec - October 2025

49. Te Poari received the report titled 'Whitireia and WelTec Academic Committee Report 13 October 2025', and noted that the Whitireia and WelTec Academic Committee approved:

- Type 2 changes to:
 - NZ3442 New Zealand Certificate in Makeup and Skincare (Introduction) (Level 3)
 - NZ3456 New Zealand Certificate in Makeup Artistry (Level 4) \sum Bachelor of Nursing Māori
 - New Zealand Certificate in Foundation Skills (Level 2)
 - Master of Management
- Type 1 changes to:
 - NZ3408 New Zealand Diploma in Writing for Creative Industries (Level 5)
 - NZ3444 New Zealand Certificate in Beauty Therapy (Level 4)
 - PR4863 Postgraduate Certificate in Nursing

50. Te Poari noted that the Whitireia and WelTec Academic Committee approved the new programme NZ5320 New Zealand Certificate in Baking (Generalist) (Level 4).

Wintec - September - October 2025

51. Te Poari received the report titled 'Wintec Komiti Akoranga Report - September and October 2025', and noted the approval of Type 2 changes to the following legacy programmes:

- New Zealand Certificate in Plumbing, Gas fitting, and Drainlaying (Level 3) (subsidiary-led unified programme)
- New Zealand Diploma in Journalism (Level 5)
- New Zealand Certificate in Carpentry (Level 4)
- New Zealand Certificate in English Language (Level 3) (Academic)
- New Zealand Certificate in English Language (Level 3) (General)
- New Zealand Certificate in English Language (Level 3) (Applied)
- New Zealand Certificate in English Language (Level 4) (Academic)
- New Zealand Certificate in English Language (Level 5) (Academic)

WITT - September - October 2025

52. Te Poari received the report titled 'Western Institute of Technology at Taranaki Academic Committee Report – 3 September and 22 October 2025 meetings', and noted that the WITT Academic Committee approved:

- Certificate graduands – 343 approved
- Diploma and degree graduands – 79 approved
- Academic Statute 2025 amendment
- Academic calendar 2027

Report from open portion of Te Ohu Whakahaere Approvals meetings

53. Te Poari received the verbal and written report from the open portions of Te Ohu Whakahaere Approvals meetings held 16 September 2025, 12-19 September 2025 (e-meeting), 3-10 October 2025 (e-meeting) and 22 October 2025 and accepted the open portion of the minutes of Te Ohu Whakahaere Approvals final meeting held 22 October 2025.

54. Te Poari noted that at its 16 September meeting, Te Ohu Whakahaere Approvals approved the Type 2 programme changes to 2552 NZ Diploma in Applied Science L5 and 2553 NZ Diploma in Applied Science L6, be submitted to the New Zealand Qualifications Authority (NZQA).

55. Te Poari noted that at its e-meeting held 12-19 September, Te Ohu Whakahaere Approvals approved the following be submitted to NZQA:

- The new delivery site application of Te Pūkenga 2741 New Zealand Diploma in Remedial Massage (Level 6), at Otago Polytechnic.

- The Type 2 change application for the unified 4391 New Zealand Diploma in Rural Animal Veterinary Technology (Level 6).
 - The new delivery site application for Te Pūkenga (Unified) 4876 Hangarau Matihiko: Digital Interface Design and Programming Foundations (Micro-Credential) (Level 5), at Toi Ohomai.
56. Te Poari noted that at its e-meeting held 3-10 October, Te Ohu Whakahaere Approvals approved the new delivery site application for NorthTec to deliver the energy sector micro credentials (Level 5) be submitted to NZQA:
- 5227 Leadership: Approaches and Communication in the Energy Sector
 - 5228 Business Planning: Assessing Environmental Factors and Impact in the Energy Sector
 - 5229 Programme Delivery: Project and Stakeholder Management in the Energy Sector
 - 5236 Leadership: Managing Change in the Energy Sector
 - 5237 Team Management and Conflict Resolution Strategies in the Energy Sector
 - 5238 Operational Management Fundamentals: Analysing and Improving Business Performance
57. Te Poari noted that at its 22 October meeting, Te Ohu Whakahaere Approvals approved a new delivery site application for Wintec to deliver the unified New Zealand Certificate in Business (Small Business) (Level 4) be submitted to NZQA.

Monitoring reports

58. Te Poari received and noted the report titled 'Bachelor of Accounting Quality Assurance Report'.

Self-assessment review

59. Te Poari received the report titled 'Te Poari Akoranga 2025 self-assessment' and provided feedback on the self-assessment report. The self-assessment report can be found in Appendix 2.
60. Te Poari recommends to the Council that it approves the self-assessment report.
61. The members of Te Poari Akoranga acknowledged the work carried out by the Co-Chairs, and that together they have provided a turangawaewae, a place for important academic conversations to occur.

Other business

62. Te Poari acknowledged achievements by NZIST kaimahi at Te Whatu Kairanga Awards:
- Prime Minister's Educator of the Year – Richard Hope (Ara Institute of Canterbury)
 - Te Whatu Kairangi General Group Awards
 - Te Atakura Team (Universal College of Learning)
 - Bachelor of Culinary Arts Distance Delivery Team (Otago Polytechnic)
 - Le Moana Mua Awards - Associate Professor Dion Enari (Unitec)

Appendices | Ngā tāpiritanga

[Appendix 1: Te Poari Akoranga 6 November 2025 open book](#)

Appendix 2: Final Te Poari Akoranga 2025 self-assessment

Te tāhuhu kōrero | Background

1. Te Poari Akoranga (Te Poari) is the Academic Board of New Zealand Institute of Skills and Technology (NZIST), established by the Council, to:
 - advise it on matters relating to work-based learning, courses of study or training, awards, and other academic matters; and
 - exercise powers delegated to it by the Council.

Whai whakaaro me whakatau rānei | Discussion / decision

Delegations

2. The Council may delegate any of the functions or powers of NZIST or the Council, either generally or specifically, to a committee by resolution and written notice (other than functions or powers specified in the legislation as not being capable of delegation). The Committee is a sub-committee of the Council and has no executive powers, other than those set out in these Terms of Reference, or those powers expressly delegated to it by the Council in accordance with section 73 of the Crown Entities Act and outlined in the Delegations policy and Delegations Register.

Membership

3. At the first meeting of 2025, there were 12 members of Te Poari: Kieran Hewitson (Co-Chair), Deborah Young (Co-Chair), Fionna Moyer, Dianne Lithgow, Fiona Beals, Henry Geary, Linda Aumua, Martin Carroll, TeUrikore Biddle, Nita Hutchinson, Scott Klenner and Adele McLean. There was one vacancy for a member of the Transitional Leadership Team. Due to the disestablishment of Te Pūkenga and viability work, several members left the organisation and consequently resigned from their positions on Te Poari. This resulted in membership changes for Te Poari throughout the year as follows:
 - Antoinette Wood was appointed to Te Poari on 13 February 2025 to fill a vacancy for a member of the Transitional Leadership Team and resigned this role when she left Te Pūkenga on 10 October 2025.
 - Diane Lithgow resigned from her role as with Competenz on 21 February 2025, and Leoni Drew was appointed as a member of Te Poari on 10 April 2025, to represent Te Ohu Whakahaere Approvals.
 - Adele McLean's membership ceased on 3 March 2025 when Te Ohu Whakahaere Appeals was disestablished following the resolution of the last appeal received in 2024.
 - Nita Hutchison resigned from her role at WITT in May 2025, and Fiona Beals was appointed as the Rohe 3 representative following the disestablishment of Te Ohu Whakahaere Rangahau, Research and Postgraduate.

4. At the last meeting of 2025, there are 10 members of Te Poari: Kieran Hewitson (Co-Chair), Deborah Young (Co-Chair), Leoni Drew, Fiona Beals, Henry Geary, Martin Carroll, TeUrikore Biddle, Scott Klenner, Linda Aumua, and Fionna Moyer. There is one vacancy.

Hui

5. Te Poari has met six times in 2025 for ordinary meetings. In addition, it has held one e-meeting to approve a matter that was not resolved at an ordinary meeting. Te Poari has met its quorum for each of its meetings.

Attendance at meetings

6. The statistics provided below are for all meetings in 2025 (including e-meetings) for all members throughout the year. Each person's percentage was only assessed against the meetings that they were eligible to attend.
 - 4 members attended 100%
 - 1 member attended 86%
 - 2 members attended 80%
 - 6 members attended 71%
 - 1 member attended 57%
7. Members of Council can attend any meeting of Te Poari Akoranga, however In October 2024, the role of Permanent Observer was formalised, and the Council appointed Tagaloatele Peggy Fairbairn-Dunlop to this role. Peggy regularly attended meetings of Te Poari Akoranga until her tenure on Council ended on 31 March 2025. A replacement Permanent Observer has not been appointed.

Summary of activities

8. The areas of focus outlined below are taken from Section 2 (Tikanga | Purpose/Scope) of the Terms of Reference of Te Poari Akoranga.

Giving effect to Te Tiriti o Waitangi and the Charter of Te Pūkenga

9. Te Poari has been guided by the values of Te Pūkenga:
 - **Manawa nui** We reach out and welcome in
 - **Manawa roa** We learn and achieve together
 - **Manawa ora** We strengthen and grow the whole person
10. Te Poari has had two Co-Chairs, one who is tāngata whenua and one who is tāngata tiriti. It has ensured that it has members who bring a perspective from te ao Māori.

Providing assurance and confidence in the network of provision

11. Reporting from Local Academic Committees (LACs) is a standing agenda item at each meeting. All business divisions have been requested to provide regular reports to Te Poari using a standard reporting template showing which sub-delegations have been exercised. Below is a summary of the reports received to date from LACs.

Business division	Meetings that reports were provided to Te Poari Akoranga					
	28 January	13 March	15 May	26 June	11 September	6 November
Ara		•	•	•	•	•
BCITO						•
Careerforce						
Competenz		•	•	•	•	•
Connexis	•					
EarnLearn	•					
EIT			•	•	•	•
HITO						•
MIT					•	•
MITO		•	•	•	•	•
NMIT						•
NorthTec	•	•	•	•	•	•
Open Polytechnic			•		•	•
Otago Polytechnic	•		•	•	•	
PrimaryITO	•	•	•			
Service IQ	•	•	•	•	•	•
SIT						•
Toi Ohomai	•	•	•		•	•
Tai Poutini Polytech			•	•		
UCOL						•
Unitec					•	•
Whitireia and WelTec	•		•	•	•	•
Wintec	•	•	•	•	•	•
WITT	•	•	•		•	•

12. At its September meeting, Te Poari reviewed which business divisions had provided a report this year and requested that the Chief Executive provide a reminder to the five business divisions which had yet to provide report a report from their LAC or equivalent, which resulted in a bolus of reporting at the November meeting. The only business division which has not provided a report in 2025 is Careerforce.

13. At its July e-meeting, Te Poari approved that Type 2 changes to the following unified programmes be submitted to NZQA:

- Master of Applied Science
- Postgraduate Diploma of Applied Science
- Postgraduate Certificate in Applied Science

This was the only programme change that Te Poari approved directly, as it has sub-delegated to Local Academic Committees to approve any new or non-unified programme change applications, and to Te Ohu Whakahaere Approvals to approve any Level 1-6 unified programme change applications.

Legislation and educational requirements are adhered to

14. Te Poari provided assurance and confidence, as they applied to teaching, learning and research, through providing feedback on Te Pūkenga Investment Plan and the pastoral code self-review, and through receiving and providing feedback on reports from Local Academic Committees.
15. Academic risk monitoring was added as a standing agenda item from March onwards.
16. Te Poari also received monitoring reports for unified programmes through Te Ohu Whakahaere Academic Quality until it was disestablished in June, and directly at its November meeting.

Mātauranga Māori is applied throughout all packages

17. Due to the disestablishment of Te Pūkenga, reporting has resulted in Te Poari not receiving advice and evidence that ensured assurance and confidence that of learning developed and delivered by Te Pūkenga and that appropriate co-development has happened with Iwi, hapū or Māori organisations in the construction of packages of learning.

Equity

18. The disestablishment of Te Pūkenga has resulted in Te Poari not receiving advice and evidence that ensured:
- a purposeful and responsive mix of provision matched to need, with a relentless focus on equity, access, and participation to support a culture of equity and diversity where all learners are included and valued;
 - holistic selection policies promote and facilitate academic equity for learners from under-represented groups, who have the potential to succeed academically, and who have applied via the application process; and
 - prioritised accessible support that acknowledges barriers and actively encourages learners and their whānau to participate and engage, for learners to achieve academic equity.

Policies, procedures and frameworks are fit for purpose

19. Te Poari ensured academic policies, procedures and frameworks are fit for purpose through review of the National Programme Committee Terms of Reference and Te Kawa Maiooro by Te Ohu Whakahaere Academic Quality at its February meeting.

Other topics that Te Poari considered include:

20. Distribution of unified programmes of study following disestablishment of Te Pūkenga (June)
21. Research-related Statement of Performance Expectation results for 2024 (June)
22. ĀPŌPŌ – He puna Mātauranga: lessons learnt from pilot and draft knowledge hub guidelines (September)
23. Overseeing research across Te Pūkenga business divisions (November)

Changes throughout the year

24. Te Pūkenga Council approved two changes to the terms of reference throughout the year, as outlined below:
 - In February, to remove Te Ohu Whakahaere Appeals because resolution of appeals had been delegated to each business division's Operations Lead.
 - In June, to remove Te Ohu Whakahaere Academic Quality and Te Ohu Whakahaere Rangahau, Research and Postgraduate because as more decision making was devolved to business divisions to reflect the pending disestablishment of Te Pūkenga, the workload for these Ohu significantly decreased.
25. A further change to the Terms of Reference is required from the start of 2026 to reflect the change in size and structure of the organisations once all but four business divisions have transitioned out of NZIST. This is the subject of a separate report to Te Poari.
26. There were also several changes to Schedule D of the Standing Delegations Register, which captures the sub-delegations from Te Poari to ngā ohu whakahaere and business divisions.
 - In January:
 - Amendment to item 7 (Appeals) to reflect the change in delegation to Local Business Division Leads to resolve final appeals, and to Te Ohu Whakahaere Academic Quality to make recommendations about national policies and procedures in respect of appeals.
 - Addition of item 8 (Granting of Formal Awards), which was sub-delegated in its entirety to LACs.
 - In May: amendment to item 2 (Courses and Programmes of Study) to reflect change in NZQA requirements, which allowed LACs to review and approve new (non-unified) courses and programmes delivered by their business division.
 - In June:
 - Amendment to item 4 (Quality Assurance) and item 7 (Appeals) to remove sub-delegations to Te Ohu Whakahaere Academic Quality following its disestablishment.
 - Amendment to item 6 (Research) to remove sub-delegation to Te Ohu Whakahaere Rangahau, Research and Postgraduate following its disestablishment.
 - A further change to Schedule D is required from the start of 2026 to reflect the removal of Te Ohu Whakahaere Approvals. This is the subject of a separate report to Te Poari.

Proposed focus areas for 2026

27. Reporting from Local Academic Committees in 2025 has been primary focussed on review and approval of existing courses and programmes. At the start of 2026, the reporting template for Local Academic Committees should be revised to ensure that Te Poari Akoranga is also advised what sub-delegations have been exercised in respect of:
- Withdrawal/closure or suspension of existing courses or programmes.
 - Approval of variations to an individual learner's course/programme of study outside programme regulations.
 - Approval and release of learner results and recognition of credit for assessment (including assessment of prior learning).
 - Approval of proposals for research from Te Pūkenga kaimahi and learners involving human subjects (including learner course work research) and a Māori or Te Tiriti/Treaty of Waitangi dimension.
 - Receiving unresolved learner complaints or appeals that have already been determined (in line with relevant appeals policies and processes) and supporting the resolution, settlement and/or withdrawal of such unresolved complaints or appeals.
 - Granting of formal awards.
 - And that Te Poari Akoranga is being adequately advised of academic risk monitoring that is occurring at each business division.
28. With the smaller size of the organisation in 2026, more emphasis is intended to be placed on quality assurance of decisions made at LACs in the public excluded session. To enable this to be done in a timely manner, Te Poari should return to holding monthly meetings.
29. Separately to this self-assessment, Te Poari has reviewed the proposed Terms of Reference for 2026 to reflect the change in the scale of the organisation, and these have been provided to the Council for approval.

Other matters

30. With many members of Te Poari Akoranga finishing up at the end of 2025 when their business divisions become stand-alone entities, the members wish to formally provide their thanks to the Co-Chairs of Te Poari Akoranga and acknowledge the turangawaewae that they have given to Te Poari Akoranga as a place to have important academic conversations.
31. The Co-Chairs also acknowledge the support of the Council Secretariat team.

Hon Penny Simmonds

Minister for the Environment
Minister for Vocational Education
Associate Minister for Social Development and Employment



17 November 2025

Sue McCormack
Acting Chair
New Zealand Institute of Skills and Technology
By email: sue.mccormack@tepukenza.ac.nz

Ref:PS0897

Dear Sue

New Zealand Institute of Skills and Technology draft Statement of Performance Expectations 2026

Thank you for submitting the New Zealand Institute of Skills and Technology's (NZIST) draft Statement of Performance Expectations (SPE) for 2026 to me on 31 October 2025 for my consideration.

I have reviewed the draft SPE and consider that it is fit-for-purpose and complies with the requirements under the Crown Entities Act 2004. I note that the priorities and planned activities outlined in the draft SPE for 2026 are consistent with the upcoming disestablishment of NZIST, the transition towards increased regional autonomy and the removal of NZIST's responsibility for work-based learning.

I would like to thank NZIST for the work involved in preparing the draft SPE and I look forward to receiving the finalised version before the end of the year.

Yours sincerely

A handwritten signature in black ink, appearing to be 'PS', with a large loop at the end.

Hon Penny Simmonds
Minister for Vocational Education

- cc Gus Gilmore, Chief Executive, New Zealand Institute of Skills and Technology
Tim Fowler, Chief Executive, Tertiary Education Commission

New Zealand Institute of Skills and Technology Council Meeting

8. Resolution to exclude the public

It will be moved by the Acting 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 NZIST 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)
9.	Administration	
9.1	Minutes of the closed portion of the meeting held 31 October 2025	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
9.2	Ngā mahi hei Actions	Section 9(2)(g)(ii) OIA
10.	Regular reporting	
10.1	Chief Executive's closed report	Section 9(2)(g)(ii) OIA Section 9(2)(h) OIA Section 9(2)(i) OIA
10.2	Wellbeing and safety report	Section 9(2)(g)(ii) OIA Section 9(2)(h) OIA Section 9(2)(i) OIA
11.	Reports from and relating to Committees	
11.1	Report from Wellbeing and Safety Committee held 3 December 2025	Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA

Item	General subject of each matter to be considered	Section(s)
11.2	Report from closed portion of Te Poari Akoranga meeting held 6 November 2025	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
11.3	Report from Finance, Risk and Audit Committee held 28 November 2025	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
10.1	Report from Appointment and Remuneration Committee meeting held 28 November 2025	Section 9(2)(a) OIA Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA Section 9(2)(j) OIA
12.	Inwards correspondence (confidential)	
12.1	Letter from Minister for Vocational Education	Section 9(2)(a) OIA Section 9(2)(g)(ii) OIA
12.2	Letter from Audit New Zealand	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA
13.	Outward correspondence (confidential)	
13.1	Letter to Josie Keelan	Section 9(2)(a) OIA
13.2	Letter to Minister for Vocational Education	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA Section 9(2)(j) OIA
14.	He take atu anō Any other business (confidential)	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
14.	Confirmation of actions from this meeting	Section 9(2)(g)(ii) OIA

The Acting Chair will also move that certain employees from NZIST, namely:

- James Smith
- Kirsten Sargent
- Garth Gulley

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

Interests

Section	Interest
Section 9(2)(a) OIA	To protect the privacy of natural persons, including that of deceased natural persons.
Section 9(2)(b)(ii) OIA	To 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)(g)(ii) OIA	To 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) OIA	To maintain legal professional privilege.
Section 9(2)(i) OIA	To 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) OIA	To 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).