
Te Pūkenga Interim Kaimahi Advisory Committee (IKAC) OPEN Agenda

Meeting Date: Wednesday, 15 June 2022

Meeting Time: 9.00am

Meeting Venue: Online - Audio Visual Link

Members: Heath Sawyer (Co-Chair)

Nippy Paea (Co-Chair)

Angela Cooper

Andrea Armstrong

Bill Rogers

Craig Ludlow

Henry Ma'alo

Jessica Costall

Jody Takimoana

Keri Youngman

Linda Aumua

Mary-Liz Broadley

Melissa Connolly

Ramari Raureti

Rhys Thurston

Scott Casley

Warwick Shillito

Barry Paterson

Ian MacDonald

In attendance: Keri-Anne Tane (Director People, Culture & Wellbeing)

Simon Karipa (Governance Director)

Becca Brooke (Learner Governance Lead)

Chelsey Stewart (Advisor -Learner Journey & Experience)

Te Kaupapa o te Komiti Tohutohu mo nga Kaimahi | Purpose of Interim Staff (Kaimahi) Advisory Committee

The Interim Staff (Kaimahi) Advisory Committee represent the voice of subsidiary staff in the development and review of key strategic matters with the Council. Its statutory functions are to provide advice to the Council on significant matters relating to the Council's strategic direction, Te Pūkenga Charter, and any framework/policies relevant to staff or delegated to the Committee by the Council.

As part of its functions and as set out in the committees terms of reference, the Staff (Kaimahi) Advisory Committee is required to:

- 1. demonstrate giving effect to Te Tiriti o Waitangi in its deliberations and decision-making*
- 2. develop terms of reference for the Permanent Staff Advisory Committees, including decisions on membership consistent with the prescribed statutory framework and relevant council decisions, (including position descriptions, terms of reference and elections process)*
- 3. consider any specific issues delegated to it or requested by Te Pūkenga Council*
- 4. draft a relationship agreement setting out specific ways of working with Te Pūkenga Council through a co-design process*
- 5. contribute perspectives of the staff voices, without replacing the need for Te Pūkenga to also engage directly with staff on significant proposals*
- 6. deliver Council a report setting out its activities and summarising its advice on the matters referred to it by Te Pūkenga Council quarterly or at least every 6 months.*

As the Interim Advisory Committees are in place for a limited time with a defined scope and purpose as set out in the Terms of Reference, the focus of the Interim Advisory Committees is to be generated towards the key deliverables outlined in its terms of reference and work programme.

AGENDA ITEM	FEB 10	MAR 22	MAY 04	JUNE 15	JULY 28	SEPT 05	OCT 18	NOV 30	DEC TBC
GOVERNANCE (Council Priorities)									
Develop Interim Advisory Committee Relationship Agreement	●	●							
Develop Interim Advisory Committee Work Programme	●	●							
Develop an operational issues process and provide advice on a communication plan to ensure the Advisory Committees purpose within the wider network is understood and communicated effectively.		●	●						
Develop Permanent Kaimahi Committee Framework (<i>terms of reference, relationship agreement, position descriptions, induction & handover guides</i>) noting statutory framework and Council decisions.		●	●	●	●	●			
Advise on the development of an Election Process for the 2023 Kaimahi Advisory Committee (in conjunction with Learner elections)		●	●	●	●	●			
PERFORMANCE MONITORING									
Quarter 1 report to Council		●							
Quarter 2 report to Council				●					
Quarter 3 report to Council						●			
Quarter 4 report to Council – Final report from Interim Committee								●	
STANDING ITEMS									
Komiti Māori report	●		●		●		●		●
Te Poari Akoranga report	●		●		●		●		●
Co-Chairs report	●	●	●	●	●	●	●	●	●
Council Update Report			●		●		●		●
Health and Safety Committee Report			●		●		●		●
ONGOING - Advise on Council Strategic Matters									
Kaimahi Voice (Contribute perspectives of Te Pūkenga staff and utilise sources of information and data to inform strategic advice, without replacing the need for Te Pūkenga to also engage directly with wider subsidiary staff on significant proposals.)									

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1) Open meeting with Karakia Timatanga

Whakarongo rā e Rongo ki Te Pūkenga 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 tīnā Tīnā! Hui e? Taīki e!	<i>Listen o Rongo to Te Pūkenga 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. Firmly! Do we all concur? We concur!</i>
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2) Introductions/Welcome

To note that Council Member Sam Huggard will be in attendance from 9.00am – 9.45am

3) Apologies

IKAC to receive and note any apologies.

Recommendation:

That the apologies from xxx are received and accepted.

4) Confirmation of Agenda

IKAC to confirm the agenda.

Recommendation:

That the agenda is confirmed.

5) Declarations of Interest

Members to declare any conflicts of interest.

(Members are reminded of the need to be vigilant in declaring whether they may have any private or external interests relating to any matters being discussed in this agenda).

6) Confirmation of 5 May 2022 OPEN Interim Kaimahi Advisory Committee Meeting Minutes

- Committee to confirm the open minutes of the 5 May 2022 Interim Learner Advisory Committee meeting (**Attachment 1**)
- For reference, the 5 May 2022 IKAC meeting summary can be found [here](#).
- Opportunity to discuss any matters arising from the minutes.

Recommendation:

That IKAC confirm the open minutes of the interim Kaimahi Advisory Committee meeting that took place on 05 May 2022.

1. KARAKIA

The meeting was opened with a karakia by Bill Rogers. Members were advised that at 11.15am we will move to Tangatarua Marae to be welcomed by the Toi Ohomai staff with a Powhiri.

2. WELCOME / APOLOGIES / WHANAUNGATANGA

IKAC to receive and note any apologies.

Resolved: (Angela Cooper/Mary-Liz Broadley)

That the apologies from the 5 May 2022 meeting were received and accepted.

3. CONFIRMATION OF AGENDA

Resolved: (Heath Sawyer/Nippy Paea)

That the agenda is confirmed.

4. CONFIRMATION OF 22 MARCH 2022 OPEN ILAC MEETING MINUTES

Resolved: (Heath Sawyer/Nippy Paea)

That IKAC confirm the open minutes of the interim Kaimahi Advisory Committee meeting that took place on 22 March 2022 as a true and correct record.

Actions	Status
<p>1. IKAC members were asked to indicate whether they were in agreement with IKAC preparing a statement supporting Te Tiriti o Waitangi before Equity - Te Tiriti is not an area to be included in the Equity Framework, but a separate area required to allow for informed equity for Māori. Clarification from staff would be good around the framing of te Tiriti and Equity. In the Council workplan it lists them separately.</p>	<p>Completed –Staff provided with a brief overview of the Equity Strategy at today’s meeting.</p>
<p>2. The Co-Chair to seek permission to share the International Strategy with IKAC members.</p>	<p>Remove –on hold</p>
<p>3. The Co-Chair to share the Change Management documentation with members</p>	<p>Completed – Information shared on the IKAC team’s page.</p>
<p>4. The Governance Co-Ordinator to speak with the Director of People and Culture around the possibility of IKAC having access to the staff survey raw data.</p>	<p>Completed – Members were emailed a copy of the presentation that was made available to the network senior leaders. It was informed to members that the raw data by subsidiary is accessed by the subsidiary P & C leader. It was suggested</p>

	that members speak to their leader about viewing the data.
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The committee discussed the following with respect to matters arising from the minutes and action list:

- **Early movers and change management.** It was noted that committee members would like to make use of the upcoming people and culture roadshows to enhance relationships and understanding around the work of the committee within the network.
- **Te Pūkenga contracts** and associated questions around the process to switch over to new contracts. It was noted that further clarification and communication was needed around contract arrangements from People and Culture across the board including for TEU and TIASA.

5. STANDING ITEMS

5.1 Declaration of Interest

No new declarations were noted.

5.2 OPEN Council/Committee/Representative Group Updates –

Due to timing, no verbal updates were received for this item. It was noted that representatives would email the committee a written update if required.

Resolved: Jessica Costall /Craig Ludlow)

That IKAC *note that representatives would email written updates to the committee if required.*

6. EQUITY STRATEGY BRIEF OVERVIEW (presentation attached)

The Director of Equity & the Strategic Advisor in the partnerships and equity team provided a brief overview and presentation on the Equity Strategy.

They responded to questions from the committee concerning:

- Timing for the development of the strategy in the context of the overall Te Pūkenga structure and operating model mahi. It was noted that the committee had concerns around the timing of the strategy and possible missed opportunities to utilise an equity strategy to inform and guide the development of Te Pūkenga organisational and governance structures.
- Future engagement opportunities and how the advisory committees will be involved in this work going forward. It was noted that further engagement would take place with the committee in July 2022.

Staff Action: [The Governance Co-Ordinator to post the presentation provided on the Kaimahi team's page.](#)

7. PERMANENT ADVISORY COMMITTEE FRAMEWORK

The Learner Governance Lead and the Learner Journey and Experience Advisor introduced the item noting that the report incorporated and built on previous discussions had by the

committee on representation arrangements for the permanent kaimahi advisory committee. They noted there were four key questions to work through in order to narrow down and develop options which would then be presented back to the committee for further consideration.

It was also noted that there would be a report concerning the timing of the elections going to Council at its June meeting. The report would recommend that elections for the kaimahi and learner advisory committees be pushed out to quarter 2 or 3 of 2023. Members noted that they were supportive of the recommendation to hold elections when TITO's were on board.

Following the presentation, members noted the following:

- It would be beneficial for IKAC to see an organisation chart of the whole Te Pūkenga governance structure.
- As the regions have yet to be determined, it was difficult to consider factors such as population size of the regions and what the iwi demographic of these regions might be.
- Some members felt that it would be useful to understand and define the roles and responsibilities of committee members ahead of or as part of looking at representation arrangements.
- Some members noted their preference for subsidiary staff feedback in order to get a good view of how staff would like to be represented.
- It was noted that there is a wide spectrum of possible structures that might be considered at the beginning and then revised in one or two years.

Members acknowledged the staff report and presentation as being very informative, however due to time constraints, further discussion and consideration of this item needed to be given. It was noted that further opportunity would be provided to work through the options in more detail.

8. PEOPLE, CULTURE AND WELLBEING (PCW) WORK PLAN UPDATE

The Director People, Culture & Wellbeing (PCW) introduced the item and provided an update on the PCW work plan and the upcoming roadshows that would take place across the network. She noted that IKAC member attendance at the roadshow sessions would be appreciated and asked that members encourage their colleagues to attend the hui.

In relation to the PCW strategy, the following was noted:

- The strategy was derived from Te Piko, which is the overarching organisational strategy, and will consider a number of PCW factors.
- The strategy will be a foundation document and will influence and inform all things related to PCW going forward.
- The draft strategy will be sent out for review and further feedback at the appropriate time.

Members raised the following points:

- Members requested feedback received from the roadshow be made available to the committee at the appropriate time.
- Members asked how they could assist with reaching smaller campuses in regional areas. The Director of PCW noted that staff were working with Tertiary Education Union (TEU) on being able to respond to questions that may be raised by the network kaimahi and were providing packs to inform conversations. It was also

noted that if any committee members were interested in participating to please let the Governance Co-Ordinator know and the PCW team would arrange a coaching session and information pack.

- How inquiries from staff around future employment would be managed. The Directed PCW noted that staff should be directed is to discuss any immediate concerns with their team leaders and/or unions in the first instance.

IKAC Action: Members to advise the Governance Co-Ordinator if they are keen to support the PCW team during the roadshows so they can be provided with the key information.

9. OPERATING MODEL UPDATE

The Senior Programme Manager – Op Model Working Group, Project Manager – Early Movers & the Operating Model Comms Lead provided a presentation and update around the Operating Model workstreams.

The following points/feedback were noted by members:

- It would be useful to see a flow chart of how strategy and policy as outlined in the council work programme moves through the organisation to the advisory committees then to Council. Thought needed to be given to how the committee could have enough time to discuss particular matters with subsidiary kaimahi to inform advice to Council.
- Members noted that there was a level of unease and sense of identity loss associated with merging and that this needed to be managed appropriately.
- Members noted that the language used in communicating components of the operating model mahi was very important and that they were willing to advise on this going forward.
- Existing partnerships and consultation with Iwi and Hapu needed to be appropriately addressed and considered in the context of merging individual institutes.
- Members requested that the committee receive an advance copy of the operating model and consultation document so that they could assist Te Pūkenga with helping network kaimahi understand it when it was released. The operating model team advised that they would note this request for further consideration.
- Members requested a timeline be made available of the operating model process showing the involvement of kaimahi through the process.

10. GENERAL BUSINESS

There were no items of general business.

Heath Sawyer (Co-Chair) noted that a further meeting would be arranged to discuss the representation arrangements options and provided the committee with a visual diagram of the interaction between governance and the wider organisation.

The Co-Chairs Heath Sawyer and Nippy Paea thanked members and noted it was great to finally have a meeting in person.

The meeting was closed with a Karakia by Bill Rogers at 2:45pm.

Dated: 15 June 2022

Signed as a correct record

Heath Sawyer
Co-Chair

Nippy Paea
Co-Chair

7) Kaimahi Advisory Committee Representation Arrangements Options Report

The Kaimahi Advisory Committee representation arrangements options report provided at the 5 May 2022 committee meeting is re-attached to this agenda for reference (attachment 1). A presentation will be provided to assist with workshopping the options.

Recommendation:

That IKAC:

- a) Receive the report*
- b) indicate a preferred position to staff on the following components of representation arrangements:*
 - How to agree recommendations and advice the Committee presents to Council (vote or consensus);*
 - How many members the committee should have;*
 - What mix of staff (teaching/general/other) membership should be; and*
 - How to achieve that mix (regional/national elections only or appointments).*

Item 7 – Attachment 1

Pūrongo Kaunihera a Te Pūkenga

Interim Kaimahi Advisory Committee Report

5 May 2022

Title	Initial options modelling for permanent kamahi representation model.
Provided by	Keri-Anne Tane, Director People and Culture.
Author	Becca Brooke, Learner Governance Lead – Learner Journey Experience. Chelsey Stewart, Advisor – Learner Journey Experience.
For	Discussion and direction.

Te Taunaki | Recommendation(s)

It is recommended that the Committee:

a.	receive the report;
b.	<p>indicate a preferred position to staff on the following components of representation arrangements:</p> <ul style="list-style-type: none"> • How to agree recommendations and advice the Committee presents to Council (vote or consensus); • How many members the committee should have; • What mix of staff (teaching/general/other) membership should be; and • How to achieve that mix (regional/national elections only or appointments).

Te Tāhuhu Kōrero | Background

1. The work programme of the Interim Kaimahi Advisory Committee (IKAC) includes the development of representation arrangements for the permanent Kaimahi Advisory Committee (KAC). At their 24 March 2022 meeting, IKAC raised the following as areas of interest for them in relation to future representation arrangements:
 - Length of term including consideration of rotational/staggered approach, handover and succession planning.
 - Regions vs subsidiary & importance of identity.
 - TITO consideration.
 - Consideration of priority/unique groups.
 - Balance of academic vs non-academic staff and if management staff should be eligible.
 - Committee connection with other committees and groups.
 - Timing of the elections.
2. Members will see these topics included for further discussion in this report except for election process, which will form part of future discussion and consideration. Staff will provide a verbal update on the election timing considerations at the meeting.
3. A reminder of the purpose and role of the KAC is included as it is essential to keep these in mind to ensure new representation arrangements support the committee to fulfil them.

Te pūtake o tēnei pūrongo | Purpose of this report

4. This report provides an overview of important areas to be considered when determining the most effective representation arrangements for advisory committees and included some illustrative options to prompt discussion and inform further work.
5. Staff seek direction from the IKAC as to their preferences on four key areas of representation arrangements to assist with refining options for future KAC arrangements. These key areas are:
 - How to agree recommendations and advice it presents to Council (vote or consensus).
 - How many members the committee should have
 - What mix of staff (teaching/general/other) membership should be
 - How to achieve that mix (regional/national elections only or also appointments)
6. Following confirmation of the IKACs preferences on the above components, staff will develop more detailed options which may also include other aspects of a wider support framework for the permanent advisory committee.

Purpose and role of the Kaimahi Advisory Committee

7. In determining the best representation arrangements for Te Pūkenga kaimahi it is important for IKAC members to be aware that future arrangements may need to look quite different to the interim arrangements currently in place as Te Pūkenga and its future operating model (including establishing regions) solidifies.
8. It is also important when determining the most effective committee arrangements to be clear on the purpose of the committee – so that these arrangements may most appropriately give effect to that purpose. Put very simply:
 - The Kaimahi Advisory Committee is a committee that **represents the best interests of the entire Te Pūkenga kaimahi community/network.**
 - It is not a **committee of kaimahi representing each individual subsidiary.**
9. Although the latter point above is how the current IKAC is arranged this is considered the outcome of a previous interpretation of Council when appointing the interim membership which took ‘regional’ to mean ‘subsidiary’ representation. This decision was taken in lieu of any existing regional model at the time. With the development of regional divisions well underway the opportunity should be taken to consider arrangements more in line with the original intent (the first bullet above).
10. Another key point to note is the intent for the future KAC to focus on strategic matters over operational. Legislation directs Te Pūkenga to establish an advisory committee:
 - For Council to **consult on** significant matters relating to **strategic direction.**
 - To **provide advice on** matters relating to **strategic direction** and other relevant matters including **policy** the committee is responsible for.
11. The design and operation of the future KAC must give effect to the following core principles of Te Pūkenga which are also set out in legislation and the Charter:
 - Ensure representation of regional divisions and teaching and general permanent staff;

- The committee is required to acknowledge and give effect to Te Tiriti o Waitangi and recognise Māori as key partners; and
 - Embed a learner centred approach that ensures the needs of all learners are met, in particular Māori, Pasifika and Disabled Learners.
12. The 2022 Whakaaetanga Whanaungatanga | Relationship Agreement between Te Pūkenga Council and Interim Kaimahi Advisory Committee clearly explains the purpose and role of advisory committees and is attached as Appendix 1. It is recommended committee members re-familiarise themselves with this prior to considering the discussion and options that follow.
13. The remainder of this report provides information and asks questions to help IKAC members determine what permanent committee arrangements are likely to provide the best representation for Te Pūkenga kaimahi.

Ngā Kōwhiringa me Te Tātāritanga | Options and analysis

14. There is no one formula that makes for an effective committee structure. What works for one will not necessarily be ideal for another and effectiveness may be influenced by:
- Size and complexity of the organisation the committee serves
 - Role and scope of the committee (strategic/operational/both?)
 - Effectiveness of process and support structures facilitating information flow and connection between other governance or management bodies, partners and stakeholders
 - Decision-making/voting system (simple majority rules, 2/3 majority or similar or consensus)
 - Culture of the committee and cohesiveness between members
15. Some features of the future KAC are required by legislation, others are up to the IKAC to deliberate on and propose to Council. The following section outlines the key features that need to be determined in proposing the future representation arrangements for kaimahi.

Representation considerations - Legislative requirements

Regional representation

16. Legally, the future KAC needs to have regional representation. At this stage, the information we have from how the operating model is developing is that the country may be divided into five regions. We will use this as the basis for our modelling and, as that is a manageable number to include on a committee, all modelling will assume at least one representative from each region.

Permanent staff of Te Pūkenga or subsidiary

17. Every committee member must be a permanent member of general or teaching staff (ie. Not casual, temporary or contracting) employed by Te Pūkenga or a Te Pūkenga subsidiary.

Te Pūkenga Charter

18. The future KAC must ensure it reflects the legislative requirements of Te Pūkenga Charter and these should be thoroughly considered and incorporated into representation arrangements.
19. In particular, for the purposes of this report, these include ensuring:
- Governance arrangements give effect to Te Tiriti o Waitangi;
 - Māori are recognised as key partners; and

- The needs of all learners are met, particularly those who are underserved by the education system such as Māori, Pacific, and Disabled Learners.

A note on subsidiary representation and supporting frameworks

20. As mentioned, the KAC is not intended to be one of kaimahi representation from every subsidiary but to be representative of voices and needs of the Kaimahi community.
21. To operate efficiently and effectively strategic advisory committees in large organisations with many partners or stakeholders are often supported by other sub-structures such as working or advisory groups that support connections, communications, and work programme flow to the partner/ stakeholder community. These are often used to deal with operational matters and free up committees to focus on strategic matters.
22. It is in such sub-structures where discussions may be had among larger groups with diverse membership and in greater detail to distil the essence of the matter and refer this to the advisory committee. It is then up to the committee to consider the matter and how to present it to Council in a way that will best serve the overall interests of all kaimahi and subsidiaries.
23. In this way there can be a forum for every subsidiary to initiate and be involved in discussions on the matters important to them and ensure these are put before their representatives (KAC) to take to the Council on their behalf if appropriate/where these may impact strategic objectives or policy direction.

Representation considerations – Discretionary committee features to be determined by IKAC

24. IKAC is asked to indicate their preferences for four key areas to support staff to refine options for the permanent KAC. These are:
 - **Decision-making arrangements** that may influence the number of representatives
 - **What number of committee members** is likely to provide the most effective representation?
 - **What mix of staff representation** (eg. teaching, training or general/allied) is necessary and/or beneficial to represent the kaimahi community and provide advice on strategic matters?
 - **How to get that mix of representation** – regional or national elections and appointments?
25. Each of the above interact. Change in one should trigger reconsideration of the others to ensure integrity of the intent of any change is retained (eg. changing the voting system may require a change in number of members). These are discussed individually below.

Decision-making arrangements

26. While the KAC is not a decision-making body it does need to reach agreement on the position it holds or advice it provides to Council. For the purposes of this report and simplicity, reaching that agreement is referred to as decision-making.
27. A ‘majority rules’ approach to decision making means that any decision needs to have over half of all votes – in the current IKAC for example, this would mean 11 to 9 votes would carry a decision. If it is decided that a majority decision-making system is required, then an uneven number of representatives is required to avoid ‘no decision’ as would occur if there are 10 votes each way under the current arrangement.

28. If consensus decision-making is preferred, an even number of representatives is possible.
29. It may be decided that a two thirds majority is appropriate to balance a desire for cohesion in deliberations with mitigating the risk of ‘no decisions’ hampering the activity of the committee.
30. Table 1 shows some simple illustrative options for decision-making arrangements:

Table 1: Decision-making options

Options	Type of vote	Considerations
1.	Majority rules (more than half)	Is the committee comfortable with recommendations potentially based on half the members support? Allows members to record that they do not support the recommendation.
2.	2/3 majority (or similar depending on final membership number)	2/3 majority signals greater support from the committee for the recommendation but allows members to they do not support the recommendation.
3.	Consensus (all agree)	Shows the recommendation has full support of every member. Risk is that decision-making is slowed down or agreement can not be reached. Potential for increased pressure to conform to consensus view.

What number of committee members will be most effective?

31. While there is no definitive answer to what the optimal number of members is for an effective decision-making or advisory body, some points are generally agreed upon:
32. The optimal size of a committee depends on many things specific to the organisation it serves (eg. role, breadth of mandate, diversity of expertise and experience of membership required).
33. Overall, it is the support framework that surrounds the committee that may be the most important determinant of size. Therefore, it may be suggested the optimal decision-making system arrangement rather than committee arrangements is the important bigger picture focus and the two should be considered together.
34. The size of committee membership will influence (and may be influenced by) the following key factors which are expanded upon in the section that follows:
- Expertise and experience of membership (desired diversity)
 - Efficiency and effectiveness of deliberations and process
 - Scope and mandate
 - Ease of decision-making (if consensus is required)
 - Existence of sub-structure support framework

Expertise and experience

35. This relates to technical expertise and experience relevant to the organisation (industry, legal or product/service knowledge for example) and inherent or lived expertise or experience (being a member of a minority or underserved group in that organisation, of a trade or specialty etc).
36. In seeking diversity of expertise and experience a smaller number of members may provide as much as a larger number depending on what individuals bring to the table.
37. The diversity that is found on a committee is also not necessarily a function of size – if the intent and support for selection or election of diverse membership is not in place then no increase in member numbers will generate diversity.

Efficiency and effectiveness of deliberations and process

38. The size of a committee can hinder the ease and effectiveness with which it deliberates and is able to progress its decision-making processes and activity. Generally, the more members there are the slower the deliberations process as every member should be given the opportunity to speak on each matter.
39. There is also a higher likelihood (depending on the cohesiveness and culture of the organisation) that there will be opposing perspectives to work through which can take time and, in some cases, hold up decision making (especially where consensus is required).
40. There may also be more administration involved in simply arranging and managing committees with larger membership.

Scope / mandate

41. The breadth of mandate for a committee and scale of the organisation it serves can affect how efficiently it operates. A committee for a small and/or simple organisation may deal with all matters – strategic and operational and operate well with a small to medium sized membership (large enough to contain the required breadth of expertise and experience).
42. On the other hand, in the same scenario a large committee for the same organisation may find itself overhandling small or strategic matters (too many cooks in the kitchen scenario).

Ease of decision-making if consensus is required

43. If decisions are made by consensus or a large majority, then the size of the committee can affect its effectiveness – the larger the number of members who must unanimously agree on a matter the longer resolution is likely to take.
44. Deliberations processes are easier when member cohesiveness and culture are positive. If the committee is generally strongly aligned in their intent membership numbers may present less of a barrier to achieving consensus.
45. Lower diversity can also play a part and lead to easier consensus regardless of membership size but also may mean potentially less thorough interrogation of matters.

Existence of a sub-structure support framework

46. The stronger the support framework (in terms of diversity and expertise of contributors/ advisors to the committee and effective support structures and processes) the smaller the committee may be while still operating very effectively regardless of the scale of the organisation or scope.
47. This is because it is not necessary to have every expert or stakeholder at the committee table if they have forum where they may initiate, discuss and distil matters for communication to the committee to support them in engagement with the Council.
48. If there is a weak or no supporting sub-structures, a larger committee membership is usually preferred for better access to expertise and communication with stakeholders and partners.
49. Appendix 2 offers a generalised explanation of the correlation and influence of committee size against the factors described above for an organisation of the scale and complexity of Te Pūkenga. Illustrative sample options for committee membership numbers are below.

Table 2: Illustrative options for committee size.

Option	Size	Considerations
1	Small (5-9)	Generally lower levels of diversity possible therefore potential for less expertise/experience to inform deliberations and achievement of outcomes. Often more efficient decision-making and may be easier to achieve consensus. May be more reliant on support frameworks. Probably too small scale for Te Pūkenga.
2	Medium (10-15)	Good opportunity for diversity of expertise and experience to inform robust decision-making. Potential for slower decision-making and more difficult to achieve consensus. Benefits from supporting sub-structures but not necessary. Probably a good fit for Te Pūkenga.
3	Large (16-20)	Good opportunity for diversity of expertise and experience to inform robust decision-making however potentially would not achieve more spread of diversity than a medium committee (rather more quantity of diversity). Potential for slower decision-making and potentially difficult to achieve consensus. Should be broad enough connections to not rely on supportive sub-structures. The smaller end of the range may be a good fit for Te Pūkenga.
4	Very large (20+)	Unlikely to achieve more spread of diversity (rather more quantity of diversity). Risk of much slower decision-making and likely very difficult to achieve consensus (especially if diversity high) Should be broad enough connections to not rely on supportive sub-structures. Probably not a good fit for Te Pūkenga.

Ensuring the right mix of kaimahi representation.

50. To refine options for what mix of staff representation (teaching/general) will best represent the kaimahi community, staff seek IKACs views on the following:

- Is a balanced mix of the type of staff in committee positions preferred (ie. 50% teaching and 50% general) and why (bearing in mind other committees that have special focus (such as Te Poari Akoranga)?
- Are there other specialty categories of staff representation (eg Ako networks or WBL) that should be included?
- How do we ensure Māori kaimahi are appropriately represented – are there other groups that should be supported to have representation on this committee?
- How can the representation arrangements for the KAC ensure it reflects a learner based approach - including the representation of priority learner groups by staff?

How to achieve the preferred mix of representation.

51. Running a standard open category election process for KAC membership could mean more of one type of staff (teaching vs general) is voted in than another - as results are based on popular vote.

52. If IKAC want to ensure a certain mix of staff type and representation of underrepresented kaimahi then how elections are run must be considered and whether it is appropriate to seek the required representation via election (eg different voting categories) or to appoint a portion of the committee to achieve this. Staff seek the views of IKAC on the following questions:

- If a balanced mix of staff type is preferred, is there a preference to manage this via the election process (categories of candidates to vote for) or via an appointments process?
- What are IKACs views on a mix of elected and appointed members (consider weight of kaimahi community mandate vs direct appointment)?
- Do members see a need for mechanisms to ensure Māori representation on the KAC or other specific groups?
- Is there a preference for how many representatives are elected regionally vs nationally eg

53. Table 3 below provides illustrative options of how different mix of staff types could be achieved through election processes. Note:

- There is the potential to make any of the positions in the options below by appointment.
- The number of representatives is flexible and may be influenced by or influence committee size.
- “Open category” refers to the type of staff that may run for the position not being pre-determined.
- The following are illustrative only and can be adapted in many ways (eg. add some additional ‘open category staff to national elections in option 3)

Table 3: Illustrative options for achieving appropriate mix of committee representation.

Option	Description	Regional election	National
1	Separate elections held for each staff type and a Māori representative in each region. No national election.	X Teaching staff X General staff X Māori staff	None.
2	Separate elections held for each staff type and a Māori representative in each region.	X Teaching staff X General staff X Māori staff	X staff (open category)
3	Separate elections held for each staff type and a priority learner group staff representative nationally.	X Teaching staff X General staff	1 Māori learner staff rep 1 Pasifika learner staff rep 1 Disabled learner staff rep 1 (other types eg. Rainbow or International learner staff rep)
4	One representative from each region and national representation from Ako.	1 Staff (open category)	1 staff from each Ako

Te Uiuinga Whānui | Engagement/consultation

54. Previous initial feedback from the IKAC has informed this report.

Te Ahunga Ki Mua | Next steps

55. Staff seek direction from IKAC on their preferences in relation to the following areas:

- How to agree recommendations and advice it presents to Council (vote or consensus).
- How many members the committee should have
- What mix of staff (teaching/general) membership should be
- How to achieve that mix (regional/national elections only or also appointments)

56. Following confirmation of the IKACs preferences on the above components, staff will develop more detailed options for future KAC representation arrangements and will bring these back to the June 2022 IKAC meeting for further consideration and direction.

Ngā Tāpirihanga | Appendices

57. This report includes the following appendices

- Appendix 1: Whakaaetanga Whanaungatanga | Relationship Agreement between Te Pūkenga Council and Interim Learner Advisory Committee – 2022
- Appendix 2: Considerations and implications for different committee sizes

Appendix 1: Whakaaetanga Whanaungatanga | Relationship Agreement between Te Pūkenga Council and Interim Learner Advisory Committee – 2022

He aha nga Komiti Tohutohu ehara | What Advisory Committees Are/Are Not

Governance is about leadership and the bigger picture. It includes setting the organisations strategic direction, goals, and key framework.

Management looks after the allocation of resources, setting organisational policy and plans, and overseeing the day to day operations of an organisation in line with the strategic direction, goals, framework set by governance.

Advisory Committees provide advice and information flexibly to support the governance decision-making process and to carry out tasks delegated to them by their Council. They have no decision-making powers and cannot instruct an organisation or group to act, nor are they responsible for dealing with or advocating for issues raised at an operational level. Effective Advisory Committees provide strategic guidance and advice that is contextualised to the needs of the Council and its purpose/mandate.

Because of the flexible nature of Advisory Committees, there is often misunderstandings of what an Advisory Committees purpose and role are. This can sometimes create tension and make it difficult for Advisory Committees to focus on its purpose of providing strategic advice as opposed to getting drawn into operational matters or playing an advocacy role. To assist with defining an Advisory Committees purpose and role, the following table sets out some examples of what Advisory Committees **are** and are **not**.

Advisory Committees ARE	Advisory Committees are NOT
<ul style="list-style-type: none"> • Are there to provide non-binding strategic advice from a staff perspective to inform the Council’s decision making in giving effect to the Charter. 	<ul style="list-style-type: none"> • Not responsible for dealing with operational management issues <i>i.e.</i> <i>staffing complaints, course structure/content.</i>
<ul style="list-style-type: none"> • Are encouraged to share opinions and perspectives, study issues and develop recommendations in line with the purpose and functions defined in the committees’ Terms of References. 	<ul style="list-style-type: none"> • Not the intermediary point of communication on all issues or matters between subsidiaries and Te Pūkenga Council.
<ul style="list-style-type: none"> • Are required to collaborate and co-operate with other advisory committees as needed. 	<ul style="list-style-type: none"> • Not decision-making bodies.
<ul style="list-style-type: none"> • Are required to represent the interests/perspectives of key stakeholders as part of the provision of advice. 	<ul style="list-style-type: none"> • Not staff/union advocates – it’s important to understand the difference between providing strategic advice vs bringing forward issues/concerns.

Appendix 2: Generalised considerations and implications for different committee sizes*

Committee attribute	Small (5-9)	Medium (10-15)	Large (16-20)	Very large (20+)	Considerations
Likelihood for diversity of expertise and experience.	LOW Less views and diversity to inform discussions. Likely to be difficult to ensure representation of all types of kaimahi.	MEDIUM-HIGH All types of kaimahi able to be represented.	MEDIUM-HIGH All types of kaimahi able to be represented - potentially by multiple candidates. Some risk silos may develop.	HIGH All types of kaimahi able to be represented by multiple candidates. Higher risk of silos developing between these.	Assumes sound election comms, engagement and processes that promote diversity of candidates.
Efficiency, effectiveness, and robustness of deliberations. Also committee process and management.	MEDIUM-HIGH Likely easier decision-making process with less perspectives to consider. Lighter on process/admin. Less members may mean dual or rotational responsibilities.	MEDIUM-HIGH More perspectives can make decisions easier by increasing information but slower in having more to consider. Average level of admin and committee management.	LOWER Assuming every member engages with deliberations, significantly slower deliberations. Higher levels of admin and committee management.	LOW Assuming every member engages with deliberations, more than 20 members can significantly slow down deliberations. Higher levels of admin and committee management.	Generally, the more members there are the slower the deliberations process and the greater the administration burden. However, less members may mean less expertise with which to inform robust deliberations.
Ability to be effective with mandate limited to strategic matters and other non-	MEDIUM-HIGH Ability to have focused discussions and limited distraction by out of scope issues. May be overwhelmed	HIGH Ability to have focused discussions and limited distraction by out of scope issues. Likely to support good	LOWER Likely to support good level of examination of matters. Some risk of overhanding or	LOWER Risk of overhanding or bringing in out of scope issues.	It can be difficult for committees to be effective if there is not some divide between strategic and operational matters. It may be that more members may

operational or policy items.	if mandate is too broad/complex.	level of examination of matters.	bringing in out of scope issues.		mean more out of scope interest areas are raised.
Committee attribute	Small (5-9)	Medium (10-15)	Large (16-20)	Very large (20+)	Considerations
Ease of decision-making/advice resolution if consensus is required (if majority vote no change relating to size, just an odd number required).	HIGH Consensus potentially easier to achieve.	MEDIUM-HIGH Consensus more difficult to achieve.	MEDIUM- LOW Consensus likely to often be difficult if members are divided on topic of deliberation.	LOW Consensus on decisions likely to be very difficult and significantly slow down resolutions.	Deliberations processes are easier when member cohesiveness and culture are positive. Lower diversity can lead to easier consensus but potentially less thorough interrogation of the matter.
Likelihood that a sub-structure support framework would be beneficial.	HIGH Support from sub-structures, stakeholders or external experts may reduce committee workload, retain channels to stakeholders and support information flow while potentially compensating for less diversity on the committee.	HIGH Support from sub-committees, stakeholders or external experts may reduce committee workload, retain channels and sense of connectivity to stakeholders and support information flow.	MEDIUM-LOW Depending on the mandate of the group and who is on the committee. For a large organisation sub-structures provide a place to have their discussions, ideate and develop solutions to test or raise with the committee.	LOW There is an assumption that committee membership is large to accommodate all relevant stakeholders and experts at the table therefore support framework required depends on communication/ support required beyond that group.	Assumes a degree of complexity for the organisation served, the committee mandate or wide range of partners and stakeholders.



*The above is based on the most common generalisations for how committee structures often operate in relation to size. Depending on the combination of these, organisational complexity, culture and cohesiveness the opposite may be true in some cases.

8) Advisory Committee Communications Plan

Part of IKAC's work plan is to provide input into the development of a communications plan for the advisory committees. A draft communications plan for the committee to consider/provide input is attached (**attachment 1**).

Recommendation:

*That IKAC receive the draft Advisory Committee Communications Plan (**attachment 1**) and note and that staff note any feedback from the committee.*

Item 8 – Attachment 1

Advisory Committees comms plan 2022 communications plan

PORTFOLIO DCE	Vaughan Payne/Keri-Anne Tane
COMMUNICATION LEAD	Kate Bailey, Hayley Colgan

Background

The Interim Learner Advisory Committee and the Interim Kaimahi Advisory Committee are key parts of Te Pūkenga governance arrangements. They provide strategic insight, representing important groups and creating real opportunity for active participation of learner and kaimahi voices at a governance level.

This communications plan outlines an approach for use across Te Pūkenga network to achieve:

1. a shared understanding across the network of the purpose of the Committees
2. a process for regular updates from the committees to those they represent.

This does require support from our network of communications colleagues to implement.

Deliverables	Channel	Timeframe
Kaimahi Advisory Committee outline	Network Intranet sites	June2022
	Network-wide intranet (in development)	June 2022
	A4 staffroom posters	
Learner Advisory Committee outline	Network learner channels	May 2022
Regular updates of Committee focus	Ngā Taipitopito	Ongoing
	Network-wide intranet (in development)	
	Learner Journey pānui	

Target audiences

Stakeholder	Level of interest	Channel to reach them
Learners (end user)	Watcher	Network learner channels
Kaimahi	watcher	Network intranets Ngā Taipitopito

Interim Kaimahi Advisory Committee

Purpose: The below content is for use on existing network intranet sites and communications channels aimed at kaimahi.

Outline

Te Pūkenga Council has established Advisory Committees made up of groups of people whose voices are important to the mahi of Te Pūkenga. The Council must consult with its Advisory Committees about important matters to do with the groups represented by the Committees.

One of the Advisory Committees is the Interim Kaimahi Advisory Committee. Their role is to represent the voices of kaimahi (staff) at the Council table.

The Committee sits at a governance level. That means their role is about leadership and the bigger picture. Their role is not to advocate about day-to-day management.

The Interim Kaimahi Advisory Committee representatives are:

Name	Role	Organisation	Additional roles
Nippy Paea,	Relationships Manager	Te Tari Mātauranga Māori – Manukau Institute of Technology	IKAC Co-Chair
Heath Sawyer	Principal Academic Staff Member	Wintec	IKAC Co-Chair Te Pūkenga Council Member
Ramari Raureti	Māori Success Manager	Toi Ohomai	Māori Advisory Committee Representative
Linda Aumua	Head of School – Healthcare & Social Practice	Unitec	Te Poari Akoranga Representative
Scott Casley	Academic Advisor	EIT	
Craig Ludlow	Academic Staff Member	WITT	
Jessica Costall	Academic Staff Member	UCOL	
Henry Ma’alo	Tutor	Whitireia	
Melissa Connolly	HR Advisor	WelTec	
Mary-Liz Broadley	Senior Academic Staff Member	Open Polytechnic	Te Poari Akoranga Representative
Barry Paterson	Principal Academic Staff Member	NMIT	
Ian MacDonald	Academic Staff Member	Tai Poutini Polytechnic	

Warwick Shillito	Co-Programme Leader Osteopathy	Ara	
Jody Takimoana	Academic Staff Member	Otago Polytechnic	
Angela Cooper	Senior Finance Officer	SIT	
Rhys Thurston	Allied Staff Member	EIT	
Andrea Armstrong	Allied Staff Member	Ara	
Bill Rogers	Academic Staff Member	NorthTec	
Keri Youngman	Training Advisor	MITO WBL representative, based in Southland	

A permanent kaimahi advisory committee will be established and implemented in 2023.

FAQs

Why do we have a Kaimahi Advisory Committee and what's its purpose?

Purpose of Interim Staff (Kaimahi) Advisory Committee

The Interim Staff (Kaimahi) Advisory Committee represent the voice of subsidiary staff in the development and review of key strategic matters with the Council. Its statutory functions are to provide advice to the Council on significant matters relating to the Council's strategic direction, Te Pūkenga Charter, and any framework/policies relevant to staff or delegated to the Committee by the Council.

As part of its functions and as set out in the committees terms of reference, the Staff (Kaimahi) Advisory Committee is required to:

7. demonstrate giving effect to Te Tiriti o Waitangi in its deliberations and decision-making
8. develop terms of reference for the Permanent Staff Advisory Committees, including decisions on membership consistent with the prescribed statutory framework and relevant council decisions, (including position descriptions, terms of reference and elections process)
9. consider any specific issues delegated to it or requested by Te Pūkenga Council
10. draft a relationship agreement setting out specific ways of working with Te Pūkenga Council through a co-design process
11. contribute perspectives of the staff voices, without replacing the need for Te Pūkenga to also engage directly with staff on significant proposals
12. deliver Council a report setting out its activities and summarising its advice on the matters referred to it by Te Pūkenga Council quarterly or at least every 6 months.

As the Interim Advisory Committees are in place for a limited time with a defined scope and purpose as set out in the Terms of Reference, the focus of the Interim Advisory Committees needs to be generated towards the key deliverables which are outlined below:

Interim Advisory Committee Key Deliverables 2021/22:

1 Feb 2022	Co-design a relationship agreement for the interim advisory committee.
2 Feb-Mar 2022	Develop interim advisory committee work programme in consultation with the Council.
3 Mar-Apr 2022	Develop and communicate a process where operational management issues or matters that sit outside of the scope of the interim advisory committee are identified, triaged, and re-directed to the appropriate place, and provide advice on a communication plan to ensure the interim advisory committees purpose within the wider network is understood and communicated effectively.
4 Mar-Apr 2022	Develop interim advisory committee guiding principles to support and inform the provision of advice to the Council.
5 June 2022	Develop draft permanent advisory committee framework (terms of reference, relationship agreement, position descriptions, induction and handover guides etc.) for consideration and approval of the Council.
6 Ongoing	Advise and contribute perspectives of the staff voices on any matter the Council requests the committee to consider, including but not limited to the development of the operating model, and permanent advisory committee elections.
7 Mar/Jun/Sept	Report quarterly or thereabouts on the work of the interim advisory committee.

How do I get in touch with the Kaimahi Advisory Committee?

Kaimahi Advisory Committee email address [and link/page via intranet \(eventually\)](#)

How can I keep up to date with the Kaimahi Advisory Committee's work?

Te Pūkenga [website](#) includes information about its governance bodies, including the Kaimahi Advisory Committee. This includes information about upcoming meetings, agendas and minutes from previous hui.

What is the difference between the Kaimahi Advisory Committee and my local staff committee

The Kaimahi Advisory Committee sits at a governance level. That means their role is about leadership and the bigger picture. They provide advice to Council on the strategic direction of Te Pūkenga.

Local staff committees are advocates for kaimahi at the management level. This means their focus is on day-to-day operations.

How was the make-up of the Committee decided?

Each Institute of Technology and Polytechnic (ITP) and Te Pūkenga Work Based Learning elected a representative to Te Pūkenga Kaimahi Committee. The Committee also elected two co-chairs, as well as representatives to Te Poari Akoranga and the Māori Advisory Committee, Komiti Māori. Members include kaimahi working in a range of academic and non-academic roles.

Before the permanent advisory committee is established, Te Pūkenga will establish regions. It is expected that all regions will have a representative on the permanent committee.

What happens if there is an operational issue that I feel needs to be addressed?

The best place to start is with your line manager, your union representative, your local staff committee or your people and culture business partner. [\[Insert local information and links\]](#).

Process for ongoing updates

It is important that there is visibility of the Committees' work to the groups they represent.

Going forward, it is proposed that the Council Secretariat will provide the Communications and Engagement Manager & Governance Staff with a monthly summary, approved by Te Pūkenga Council Chair Murray Strong. Advisory Committee meeting summaries will also be produced and will be made available to members and via the Te Pūkenga website.

The Communications and Engagement team will use this to create a monthly update in key channels. Once approved, the created content will be:

- published in:
 - Ngā Taipitopito – newsletter for all network kaimahi
 - Learner Journey Pānui – newsletter for learner leaders
- shared with committee members to support them to talk to the work they do
- shared with network communications leads for sharing on network internal channels
- published on the network-wide intranet, once this has been developed and is live.

9) OPEN Council/Committee/Representative Group Updates

- **Council**
 - Verbal update from Heath Sawyer – IKAC Quarter 1 Report to Council is attached (**attachment 1**).
 - Summary report outlining the Council’s key activities for April/May is attached (**attachment 2**).

- **Komiti Māori**

Verbal update from Ramari Raureti

- **Te Poari Akoranga**

Verbal update from Mary-Liz Broadley & Linda Aumua

Recommendation:

*That ILAC receive the verbal updates concerning open Council/Committees and note the IKAC quarter 1 report to council (**attachment 1**) and the summary report outlining council’s key activities for April/May 2022 (**attachment 2**).*

Item 9 – Attachment 1

Pūrongo Kaunihera a Te Pūkenga Council Report

27 April 2022

Title	Interim Kaimahi Advisory Committee (IKAC) Quarterly Update Report to Council
Provided by	Keri-Anne Tane, Director People and Culture
Author	IKAC Secretariat - Becca Brooke, Learner Governance Lead & Jo Massey Governance Co-ordinator.
For	Information

Te Taunaki | Recommendation(s)

It is recommended that the Council:

	Receive the quarterly update report from the Interim Kaimahi Advisory Committee (IKAC) Chairs
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Whakarāpopototanga | Executive Summary

The Interim Kaimahi Advisory Committee (IKAC) terms of reference sets out a requirement to provide Council with a quarterly report setting out its activities. In addition to this, the Council Chair has requested an update be provided on IKACs progress against its 2022 work programme.

Some highlights for the Council to note:

- IKAC held its first hui in November 2021. IKAC has held further hui in Dec 2021, February 2022 and March 2022.
- The co-chairs participated in a workshop in February 2022 to establish a Relationship Agreement and Work Programme.
- IKAC is progressing well against its Work Programme
- Future advice from IKAC will include the Operating Model, Te Pūkenga Outcomes Framework, Equity Strategy, and permanent committee establishment.
- IKAC has requested that Council identifies any additional strategic matters it would like to receive advice on.

The following appendix are attached to this report:

1. Quarterly update and work programme progress report from the Interim Kaimahi Advisory Committee Co-Chairs
2. 2022 IKAC Work Programme

Appendix 1

Quarterly update and work programme progress report from the Interim Kaimahi Advisory Committee (IKAC) Co-Chairs - April 2022

Key points to note:

- IKAC is progressing well against its work plan deliverables set out in the table below.
- The development and approval of the IKAC relationship agreement and work programme was a key milestone for the committee and provides clarity on IKACs purpose, the roles and responsibilities of both parties, and the key deliverables/mahi going forward for IKAC.
- WBL representative Keri Youngman welcomed to the Interim Kaimahi Advisory Committee.
- IKAC have had an initial discussion around permanent advisory committee framework. The discussion focused on fair and effective representation for kaimahi and what the composition of a permanent advisory committee profile should look like/consider. Next steps for IKAC are to receive further information from staff that set out some structured options for further discussion and consideration at an upcoming IKAC meeting.
- Upcoming matters coming to IKAC for input will include the Equity Strategy, Te Pūkenga Outcomes Framework, and the Operating Model
- IKAC has requested that the Council provide direction on the strategic matters it requires IKAC to give advice on.

Work Plan Deliverable	Status/Update
Develop Interim Advisory Committee Relationship Agreement	<ul style="list-style-type: none"> • The relationship agreement between Council and IKAC was approved in March 2022. The process to develop the relationship agreement involved a workshop with the Council Chair and Deputy Chair along with the Co-Chairs of the Interim Learner Advisory Committee with IKAC approving the final agreement at its 22 March 2022 meeting. • IKAC noted that the relationship agreement helped to clarify the roles and responsibilities of all parties and delivered a clear way forward in terms of expectations from both IKAC and the Council.
Develop Interim Advisory Committee Work Programme	<ul style="list-style-type: none"> • Alongside the development of the relationship agreement, the IKAC work programme was approved in March 2022. The work programme sets out the key deliverables and the mahi of IKAC . • IKAC has requested that the Council consider/prioritise the significant matters of strategic direction it requires advice from IKAC on in relation to its own work programme.

<p>Develop an operational issues process and provide advice on a communication plan to ensure the Advisory Committees purpose within the wider network is understood and communicated effectively.</p>	<ul style="list-style-type: none"> • Co-Chairs and staff have been providing advice on any operational issues being raised within the committee. Any follow up actions are being re-directed or captured via the committee’s action list which will be reported at each meeting via meeting agenda/minutes and summary going forward. The committee has also discussed, and work has begun to develop a matrix/flowchart to assist with identifying, triaging, and re-directing any operational matters to the appropriate place. • The development of the relationship agreement and subsequent discussions around the purpose of IKAC led by the Co-Chairs have assisted with re-setting the understanding of IKAC’s purpose for IKAC members. In addition to this, staff are currently working on setting in motion several actions outlined in the relationship agreement roles and responsibilities section to ensure IKAC’s purpose within the wider network is understood and communicated effectively. These include: <ul style="list-style-type: none"> ○ Compiling monthly council/organisation update/summary doc for the committee. ○ creation of IKAC meeting summary. ○ Comm’s to work on communicating the purpose of IKAC to the wider network, including newsletter updates, and creation of collateral to share with subsidiaries. ○ Wider network intranet site being developed. ○ Setting up regular 6-weekly check-in meeting with the Council Chair/Deputy Chair and Co-Chairs of IKAC ○ Setting up a Council representative to attend IKAC meetings quarterly to provide a verbal Council update. ○ Seeking direction from the Council on significant strategic matters they would like to prioritise receiving advice on.
<p>Develop Permanent Kaimahi Committee Framework (<i>terms of reference, relationship agreement, position descriptions, induction & handover guides</i>) noting statutory framework and Council decisions.</p>	<ul style="list-style-type: none"> • An initial discussion around permanent advisory committee framework, including minimum legislative requirements has taken place. The discussion focused around fair and effective representation and what the composition of a permanent kaimahi advisory committee profile should look like/consider. Next steps for IKAC are to receive further information from staff that set out some structured options for further discussion and consideration at an upcoming IKAC meeting. • Te Tiriti o Waitangi guidance for the advisory committees is currently being drafted. The guidance will form part of the

	<p>tools and resources being developed for advisory committees.</p> <ul style="list-style-type: none">• IKAC co-chairs will be undertaking external governance and chair training in May which help will inform a discussion on future capability and confidence building programme development. Staff have also carried out some initial analysis on this topic.
Advise on the development of an Election Process for the 2023 Kaimahi Advisory Committee (in conjunction with learner elections)	<ul style="list-style-type: none">• Discussion on the elections and their timing have taken place. Staff are currently undertaking work to inform this discussion.

Endorsed and provided by the IKAC Co-Chairs on behalf of IKAC,
Heath Sawyer & Nippy Paea

Item 9 – Attachment 2

Report from Council to Advisory Committees - April and May 2022

Summary

Key highlights for this reporting period:

- The Transformation Committee held its inaugural meeting on 5 April 2022, with work underway to better deliver on the programme of work and achieve operational effectiveness.
- On 5 April 2022, Council approved to dissolve Wintec and Toi Ohomai on 31 May 2022. The decision was announced jointly by Te Pūkenga, Wintec, and Toi Ohomai CEs and Te Pūkenga DCE on 8 April 2022. The official handover ceremony was held 1 June 2022.
- The first Te Pūkenga National Strategic Disability Action Plan was approved by the Council on 27 April 2022.
- All 16 ITP Subsidiaries have new and enhanced primary mental health services available for ākongā to access which has been followed by exponential growth in service access in March 2022.
- Te Pūkenga has been acknowledged in an independent Tiriti o Waitangi review commissioned by the RoVE Programme Board for early demonstration of embedding Te Tiriti into its organisation.
- The first network wide Te Tiriti based self-assessment is now complete with Insights Reports and Action Plans due for publication in July. This will mark the first time such a process (Te Tiriti self-assessment and action planning) has occurred at this scale in Aotearoa.
- Engagement on the conceptual design of Whiria Te Pūkenga - Mātauranga Māori Framework is well underway with individual hui with 14 ITPs and two TITOs already conducted.

Transformation Committee

The first meeting of Te Pūkenga Transformation Committee was held on 5 April 2022, with Murray Jack appointed as Chair. As per the Terms of Reference, the Committee's focus is on the implementation and execution of the Horizon One Transformation programme, as opposed to supporting the strategic direction setting of the organisation which is the role of the Advisory Committees.

Items on the agenda included Te Pūkenga Work Plan, MVP/Horizon One and updates on the Operating Model and Day One.

Learner Journey and Experience

Whakawhanaungatanga for Pre-start and Tuakana-Teina or Peer Mentoring

Most Te Pūkenga ITP subsidiaries, WBL Business Divisions and TITOs have committed to pilot new Whakawhanaungatanga for Pre-start and Tuakana-Teina or Peer Mentoring initiatives in Q3 and Q4 of 2022. These pilots respond to Te Rito learner research which highlighted that being connected, engaged, valued and believed in early, will help build confidence, a sense of belonging and empower ākonga to succeed. The pilots are also designed to retain and attract Māori, Pacific, disabled learners in the first instance. These pilots were workshopped with Te Pūkenga Council on 26 April 2022 to help shape the next phase of the projects.

National Strategic Disability Action Plan

Te Pūkenga Council approved the inaugural national disability action plan on 27 April 2022, a significant milestone which will be included within Te Pūkenga 2022 Investment Plan for submission to TEC. The Disability Action Plan Steering Group met on 26 April 2022 to provide feedback on interim subsidiary action plans developed. This group will now be extended to include Operational Leads responsible for the implementation phase of the plan during the transition.

Pastoral Care Code

A summative Gap Analysis Report on compliance with the new Code has been completed with all ITP subsidiaries. Te Pūkenga is working with the WBL Learner Support group to understand code compliance in relation to apprentices and trainees. A discussion paper is being developed for Te Pūkenga ELT to support excellence in Code implementation that will focus on 1) building network capability on the code and 2) co- designing the system (i.e., processes, policies, platforms, etc.) required to be in place from 1 January 2023.

Work-based Learner Voice Stocktake

This stocktake will provide an understanding of current structures and mechanisms in place for work-based learner voice to be heard. Feedback from key WBL staff is informing the planned engagement and resources for this stocktake. Communications are currently being developed to promote this engagement with learners and engagement sessions are being scheduled.

Partnerships and Equity

Te Pae Tawhiti Tiriti Excellence Framework (Te Pae Tawhiti)

Te Pūkenga has been acknowledged in an independent Tiriti o Waitangi review commissioned by the RoVE Programme Board for early demonstration of embedding Te Tiriti into its organisation. The Report states “Te Pūkenga, through Te Pae Tawhiti, and their strong focus on partnership, are doing significant work to meet Te Tiriti obligations” (Tipu Matoro ki te Ao 2022 – RoVE Te Tiriti Review)

Equity Strategy Development

Discovery phase of strategy development is underway, and Council participated in a workshop on 26 April 2022.

Delivery and Academic

Te Turuturu – network wide open online hui

Te Pūkenga has hosted two Te Turuturu online information sessions with the network kaimahi to date. The first session offered an update on Programme Unification progress and planning, and the second session provided insight to Whiria Te Pūkenga – the Mātauranga Māori framework. Both sessions were well attended, with hundreds of kaimahi engaging to raise queries and provide feedback. Further sessions will be taking place over the next month and will focus on the Academic Regulatory Framework, and Ako Framework and Networks.

Whiria Te Pūkenga - Mātauranga Māori Framework

Engagement and feedback on the conceptual design is in progress with individual hui with 14 ITPs and two TITOs to date, as well as a Te Turuturu session already conducted. Upcoming engagement includes individual hui with Employers, Kaiako, and Ākonga. Once the current engagement and feedback process is complete (May 2022), the plan is to hui with key voices across the network including Te Tira Manukura, Te Rōpū Whakarautaki and iwi/hapū partnerships to co-design the substantive framework, before testing and review takes place. It is anticipated to stand up this framework up in October 2022.

Operations

Risk and Finance

RAC: The Risk and Audit Committee convened on 21 April 2022. The meeting addressed a number of matters including: Audit Plan Update to Audit Findings, Programme Business Case Affordability Analysis Update, Finance Strategy Update, a briefing from the Chief Executive on Risks and consideration of matters that support the Early Mover workstream.

Risk: Protecht, the enterprise risk management software, continues to be rolled out across the network. A self-assessment of risk across the network indicates the closure of a significant gap identified in the risk maturity assessment of the network carried out by PwC in December 2020.

COVID-19

The collective immunity rate for kaimahi and ākonga across the network is similar to, or, more likely, exceeds the national rate.

Te Pūkenga has updated its Vaccination Position Statement for subsidiaries to be reflected in their vaccination policies. A review of the network-wide mandatory vaccination policies is being undertaken, given the changing COVID-19 climate and regulations. The review is expected to be completed within the next three weeks and has commenced with the completion of risk assessments, consultation with kaimahi and learners, development of communications (or update of subsidiary guidelines) to ensure continued hygiene and face covering practice, and reviews of general health/pandemic plans that guide practice for managing high absences and/or transmission of illness.

Recruitment

The recruitment process for the CFO and CDO roles has been concluded.

Matthew Walker has been appointed as Chief Financial Officer and will start with on 4 July 2022.

The Chief Financial Officer (CFO) is a permanent role that will be critical in helping to lead, shape and establish the finance portfolios for Te Pūkenga. The CFO will be a part of the Executive Leadership Team.

Teresa Pollard has been appointed as Chief Digital Officer.

The Chief Digital Officer is a permanent role that will be critical in helping to lead, shape and establish the digital / information technology portfolios for Te Pūkenga. The CDO will be part of the Executive Leadership Team and will strategically lead the digital programme including the Information Systems Strategic Plan with transition actions that include carrying over a number of existing systems, including for student and learning management.

Teresa is of Ngāpuhi, Ngāti Kahu ki Whangaroa and Ngāti Kauwhata descent.

10) General Business

Opportunity provided for ILAC to raise any general business items and review the action list.

Recommendation:

That ILAC note any matters of general business.

11) Resolution to exclude the public

Recommendation:

That the public be excluded from the following parts of the proceedings of this meeting, namely consideration of the public excluded agenda.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows:

General subject of matter to be considered	Reasons for passing this resolution	Ground(s) founder section 48(1) for the passing of this resolution
Operating Model Update	Good reasons to withhold information exists under Section 7 Local Government and Official Information and Meetings Act 1987	Section 48(1)(a)
Governance Review Report	Good reasons to withhold information exists under Section 7 Local Government and Official Information and Meetings Act 1987	Section 48(1)(a)

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Operating Model Update	To prevent the disclosure or use of official information for improper gain or improper advantage.	Section 7 (2) (j)
Governance Review Report	To prevent the disclosure or use of official information for improper gain or improper advantage.	Section 7 (2) (j)