



UCOL COUNCIL MEETING

MONDAY, 29th JUNE 2026 AT 11.00AM

Meeting to be held on the Manawatū Campus

Paul McElroy Room (8.0.01)

Universal College of Learning (UCOL) Council Meeting

Date:	Monday, 29 June 2026
Commencement of Council Meeting:	11.00am
Lunch:	12.30pm - 1.00pm
Council Meeting Concludes:	3.00pm
Health and Safety Tour: (Block 6, Labs)	3.00pm - 3.30pm
Venue:	UCOL, Manawatū Campus Paul McElroy Meeting Room : 8.0.01
Council Members:	Leanne Southey (Chair), Troy Hobson, Ian McKelvie, Mark Cleaver

Open Meeting Agenda

Item	Paper	Business	Presenter
1.		Welcome / Apologies	Chair
2.		Register of Interests	Chair
3.	33/26	Minutes from Previous Meeting (Open Meeting)	Chair
4.		Chair's Report (<i>Verbal</i>)	Chair
5.	34/26	Property Committee Terms of Reference	Chair, Property Committee
6.	35/26	Finance, Audit and Risk Committee Terms of Reference	Chair, FRAC Committee
7.	36/26	Health and Safety Report	Executive Director, Corporate Services
8.	37/26	Academic Quality Assurance Report	Executive Director, Quality and Academic Assurance
9.	38/26	Artificial Intelligence Report	Executive Director, Quality and Academic Assurance
10.		Resolution to Exclude Public in accordance with the Public Excluded Agenda	Chair
11.		Close of Open Part of Meeting	Chair

Universal College of Learning (UCOL) Council Register of Interests

Last updated 27 February 2026

Name	Interest	Nature of Interest
Leanne Southey Chair	Wellington Water Limited	Director
	Trust House Limited	Director
	Kauri Healthcare Limited	Director and Chair
	Masterton Community Trust	Trustee
	Trust House Foundation	Trustee
	Wairarapa Community Health Trust	Trustee
	Southey Sayer Limited	Director and Shareholder
	Southey Sayer Limited	Director and Trustee <i>(role as Chartered Accountant)</i>
	Mangan Graphics Limited	Shareholder
Troy Hobson Deputy Chair	Eastern and Central Community Trust	Chair
	T J Hobson Holdings Limited	Director
	Fonterra Cooperative Council	Council Member
	Growing Future Farmers	Trustee
	HNZ Trust	Trustee
	Tahamata Incorporated	Shareholder
	Dairy Trust Taranaki	Trustee
Ian McKelvie Member	Manawatū Community Housing Trust	Trustee
	Pukemarama Farms Limited	Director
	Manawatū District Council and Horizons Regional Council	Advisory Service
	Manawatū Harness Racing Club	Vice President

Executive Leadership Team Register of Interests

Last updated May 2026

Name	Interest	Nature of Interest
Jasmine Groves Chief Executive	Nil	Nil
Dave Robinson Executive Director - Corporate Services	Ontrack Racing Ltd	Director
Rachel O'Connor Executive Director - Partnerships and Engagement	Reachible Limited	Director and Shareholder
Gianetta Lapsley Executive Director - Quality and Academic Assurance	Nil	Nil
Danny Reilly Executive Dean - Engineering and Applied Technologies	Wayne Green (Auto Technician)	Family Member
Dean Rankin Executive Dean - Health and Humanities	Nil	Nil

Universal College of Learning (UCOL) Council Meeting

MINUTES

18 May 2026 at 10.30am

Manawatū Campus - Paul McElroy Meeting Room (8.0.01)

Present: Leanne Southey (Chair), Troy Hobson, Ian McKelvie

In Attendance: Jasmine Groves (Chief Executive), Dave Robinson (Executive Director Corporate Services), Rachel O'Connor (Executive Director Partnerships and Engagement), Gianetta Lapsley (Executive Director Quality and Academic Assurance), Ian Drew (Acting Executive Dean - Engineering & Applied Technologies), Dean Rankin (Executive Dean - Health and Humanities), Paula Birchall (Council Secretary)

ITEM 1: Welcome / Apologies

The Chair welcomed all attendees to the meeting.

The meeting opened at 11.04 am.

ITEM 2: Register of Interests

The Chair reminded members to declare any agenda items where a conflict arises between their role as a member of UCOL Council and any private or other external interest they may have, and to stand aside from decision making in respect of that item.

- Nil declarations were recorded for the matters of business for this meeting.

ITEM 3: 27/26 - Minutes of Previous Meeting (Open Meeting), 20 April 2026

There were no matters arising from the open minutes.

RESOLVED (T. Hobson / I. McKelvie)

That UCOL Council approve the minutes of UCOL Council open meeting held on 20 April 2026 as a true and correct record.

CARRIED.

ITEM 4: Chair's Verbal Update

Members received a verbal report from the Chair.

- The Chair provided an update and reported on key messages from the TEC and Minister Simmonds following the recent ITP Chairs and Chief Executives meeting held on 23rd and 24th April.
- It was noted that the ITP Chairs are progressing with the establishment of an incorporated society to support all Polytechnics with shared services (including IT, insurance, cyber security, and course development).
- It was noted that NZIST Chief Executive, Gus Gilmore, will be reducing his days of work from August. There may be opportunity for Gus to further support the Chairs when capacity allows. Retrieval of any remaining data from Te Pūkenga was encouraged.

The Chair's report was noted.

ITEM 5: Resolution to Exclude Public in Accordance with the Public Excluded Agenda

RESOLVED (L. Southey / T. Hobson)

That the public be excluded from the remainder of the meeting. This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 (LGOIMA) and the particular interest or interests protected by section 9 of the Official Information Act 1982 (OIA), as the case may require, 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)
7.	Minutes of the Previous Meeting (Public Excluded) held on 20 April 2026	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
8.	Matters Arising	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA
9.	Chief Executive Report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
10.	Finance Report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
11.	Strategy Development Plan	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA

And that certain UCOL employees namely Dave Robinson, Rachel O'Connor, Dean Rankin, Gianetta Lapsley, Ian Drew, and Paula Birchall 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.

ITEM 6: Closure of Open Part of the Meeting

There being no further business the Chair closed the open part of the meeting at 11.08am.

Dated:

Signed as a correct record

Leanne Southey
Chair

UCOL Council Meeting

29 June 2026

Agenda Item Number:	5.
Paper Number:	34/26
Title:	Property Committee Terms of Reference
Provided By:	Chair, Property Committee (Ian McKelvie)
Item for:	Approval

Recommendation

It is recommended that the UCOL Council:

1.	Approve the Property Committee Terms of Reference.
2.	Confirm the Committee undertake a review of its responsibilities, effectiveness and its Terms of Reference at least every two years, or earlier if required and report any changes to Council for approval.

Purpose

To seek Council approval of the Property Committee Terms of Reference.

Supporting Information

Appendix I - Draft Property Committee Terms of Reference

Property Committee

Terms of Reference

Introduction:

UCOL faces some urgent property matters which must take preference in the initial work of the Property Committees term.

The work to establish a way forward for the Palmerston North Campus with respect to a potential rebuild or repair is important and the council needs clarity of this to enable future planning and budgeting to take place. The Council also needs to provide certainty to TEC of the satisfactory planning and use of the money advanced to UCOL for this purpose.

Surplus property both on the Palmerston North and Whanganui Campus's must also be treated with urgency as this issue is putting undue pressure on the financial performance of UCOL. In Wairarapa two property decisions need to be made in relation to L and M blocks.

With these two matters prioritised the terms of reference below will serve the purpose of the property committee.

1.0 Purpose

The Property Sub-Committee ("the Committee") is a committee of the UCOL Council established to assist the Council in fulfilling its governance responsibilities in relation to the strategic oversight, development, management, and performance of UCOL's property portfolio.

The Committee provides advice and recommendations to Council on property-related matters, ensuring alignment with UCOL's strategic objectives, financial sustainability, and legislative obligations.

2.0 Authority

The Committee operates under delegated authority from the Council and may:

- Review and make recommendations to Council on property strategies, plans, and major capital works.
- Approve property-related matters within delegated financial limits set by Council.
- Request information from management necessary to discharge its responsibilities.
- Engage external advisors where approved by Council or within delegated authority.

The Committee does not have authority to make decisions reserved for Council unless explicitly delegated.

3.0 Functions and Responsibilities

The Committee's responsibilities include, but are not limited to:

3.1 *Strategy and Planning*

- Review and recommend to Council the Property Strategy and Campus Master Plans.
- Ensure property planning supports UCOL's long-term educational and organisational objectives.
- Consider sustainability, accessibility, and cultural appropriateness in property development.

3.2 *Capital Investment and Projects*

- Review and recommend approval of capital expenditure proposals relating to land, buildings, and infrastructure.
- Monitor progress, budget, and risks associated with significant capital projects.
- Ensure robust business cases are prepared for major property investments.

3.3 *Property Portfolio Oversight*

- Monitor the performance, utilisation, and condition of UCOL's property assets.
- Oversee acquisitions, disposals, leases, and easements.
- Review property maintenance and renewal plans.

3.4 *Risk and Compliance*

- Ensure property-related risks (including health and safety, seismic, and environmental risks) are appropriately identified and managed.
- Monitor compliance with statutory, regulatory, and local authority requirements.
- Oversee insurance arrangements relating to property assets.

3.5 *Financial Oversight*

- Monitor property-related operational and capital expenditure.
- Ensure property investments deliver value for money and align with funding constraints.
- Recommend asset valuation and impairment considerations to Council where relevant.

3.6 *Stakeholder Considerations*

- Consider the impact of property decisions on students, staff, iwi, communities, and other stakeholders.
- Support engagement approaches for significant property developments.

4.0 Membership

The membership of the Property Committee shall comprise of 4 Council members. Members should collectively have skills in property, infrastructure, finance, or governance.

4.1 *Non-voting Officers*

In attendance by invitation and are not members: (1) Minute Secretary (2) Chief Executive (3) Executive Director - Corporate Services.

4.2 *Chairperson*

The Council shall appoint a Committee Chairperson who is not the Council Chair.

5.0 Quorum

A quorum will be a majority of appointed members.

6.0 Meetings

The Committee will meet at least quarterly, or more frequently as required. Meetings may be held in person or via electronic means. The Chair may call additional meetings as necessary.

7.0 Reporting

The Committee shall maintain direct lines of communication with the Chief Executive, the Executive Director - Corporate Services, and with management generally, including those responsible for property management.

The Committee will report to each Council meeting following a committee meeting. Any recommendations requiring Council approval will be clearly identified. Minutes of all Committee meetings will be available to Council on Diligent.

8.0 Administrative Support

Administrative support will be provided by UCOL management, including:

- Agenda preparation in consultation with the Committee Chair.
- Distribution of papers in a timely manner.
- Preparation of minutes and maintaining the action register.

9.0 Review of the Committee

The committee shall undertake a review of its responsibilities and activities at least every two years, or earlier if required, and will report any recommended changes to Council for approval.

10.0 General

- Committee members will comply with UCOL's policies and procedures, including conflicts of interest.
- Members must act in the best interests of UCOL at all times.
- Proceedings will be conducted in accordance with Council governance practices.

UCOL Council Meeting

29 June 2026

Agenda Item Number:	6.
Paper Number:	35/26
Title:	Finance, Risk and Audit Committee Terms of Reference
Provided By:	Chair, Finance, Risk and Audit Committee (Troy Hobson)
Item for:	Approval

Recommendation

It is recommended that the UCOL Council:

1.	Revoke the Audit and Risk Committee Terms of Reference approved on 19 November 2020.
2.	Approve the updated Finance, Risk and Audit Committee Terms of Reference.
3.	Confirm the Committee will undertake an annual review of its effectiveness and review its Terms of Reference at least every three years, or earlier if required.

Purpose

To seek Council approval of an updated Finance, Risk and Audit Committee Terms of Reference.

Background

The review was initiated following the re-establishment of UCOL Council and as part of the broader review of Council governance arrangements.

This review has therefore been undertaken to ensure the Committee's mandate remains aligned with Council's current governance requirements.

The current Audit and Risk Committee Terms of Reference were approved in November 2020.

The current Terms of Reference continue to provide a sound basis for audit and risk oversight. However, they were developed in a different operating environment and before a number of the challenges currently facing the tertiary sector had emerged.

Since that time:

- UCOL has returned to standalone governance arrangements;
- Financial sustainability and institutional viability have become increasingly important governance considerations;
- Cyber security, privacy and information management obligations have increased;
- There is greater focus on organisational assurance and risk management; and
- Council's oversight requirements have broadened beyond traditional audit and compliance activities.

Key Changes

Committee Name

The Committee has been renamed from Audit and Risk Committee to Finance, Risk and Audit Committee.

This reflects the fact that a significant part of the Committee's work now relates to financial sustainability, organisational performance and institutional viability in addition to its traditional audit and risk responsibilities.

Financial Sustainability and Institutional Viability

The revised Terms of Reference introduce explicit responsibility for oversight of:

- Financial sustainability;
- Institutional viability;
- Liquidity and cashflow management;
- Borrowing and covenant compliance;
- Going concern assessments;
- Financial recovery initiatives;
- Organisational transformation and restructuring programmes; and
- Key organisational performance indicators relevant to long-term sustainability.

These changes clarify that oversight of financial sustainability and institutional viability forms part of the Committee's responsibilities.

Cyber Security, Information Security and Privacy

The revised Terms of Reference include specific reference to:

- Cyber security;
- Information security;
- Data governance;
- Privacy management;
- Business continuity; and
- Disaster recovery.

These matters have become increasingly important governance issues and were not specifically addressed in the 2020 Terms of Reference.

Legal and Regulatory Compliance

The compliance section has been updated and broadened.

The revised wording provides oversight of:

- Legislative and regulatory compliance;
- Funding agreement compliance;
- Organisational policy compliance;
- Regulatory reviews, investigations and audits; and
- Management responses to identified compliance issues.

The intent is to provide a broader and more enduring compliance framework without the need to reference individual regulators.

Health, Safety and Wellbeing Assurance

The revised Terms of Reference include oversight of the effectiveness of UCOL's health, safety and wellbeing assurance framework.

The Committee's role remains one of governance oversight and assurance rather than operational management.

Information Requirements

A new Information Requirements section has been included.

This section sets out the core information expected by the Committee at each meeting including:

- Financial performance;
- Forecast performance;
- Cashflow and liquidity;
- Financial sustainability reporting;
- EFTS performance;
- Workforce costs;
- Capital expenditure and major projects;
- Enterprise risk reporting;
- Audit reporting;
- Compliance reporting;
- Cyber security reporting; and
- Health and safety reporting.

The intent is to provide clarity regarding the information expected by the Committee on a regular basis.

Membership

The revised Terms of Reference provide that:

- The Committee shall comprise not fewer than three members of Council;
- The Chair of Council shall be an ex officio member;

- Council may appoint additional Council members if required; and
- The Committee Chair shall not be the Chair of Council.

This reflects the current Council structure while retaining flexibility should Council membership change in future.

Committee and Terms of Reference Review

The revised Terms of Reference introduce:

- An annual review of Committee effectiveness; and
- A review of the Terms of Reference at least every three years, or earlier where there are material changes to UCOL's operating environment, governance arrangements, legislative requirements, strategic direction or organisational structure.

This provides a mechanism to ensure both the Committee and its Terms of Reference remain fit for purpose.

Financial Implications

There are no direct financial implications arising from adoption of the revised Terms of Reference.

Risks

The primary risk associated with retaining the existing Terms of Reference is that the Committee's mandate may not fully reflect Council's current oversight requirements.

The revised Terms of Reference provide greater clarity regarding the Committee's responsibilities and the information it is expected to receive.

Conclusion

The proposed Terms of Reference retain the core audit and risk responsibilities contained within the 2020 document while updating the Committee's mandate to reflect UCOL's current operating environment.

The revised document provides clearer oversight of financial sustainability, institutional viability, cyber security, compliance and organisational assurance and is recommended for Council approval.

Supporting Information

- Appendix I** - Audit and Risk Committee Terms of Reference (2020)
- Appendix II** - Finance, Risk and Audit Committee Terms of Reference (2026)

Audit and Risk Committee

Terms of Reference

1. Objectives

- 1.1. The Audit & Risk Committee (“the Committee”) shall be a standing Committee of the Board established by the UCOL Board.
- 1.2. The objective of the Committee is to support the UCOL Board in fulfilling its financial and compliance responsibilities through the oversight of:
 - The annual report and financial statements;
 - The internal control environment;
 - The risk management framework;
 - The internal and external audit functions;
 - The legislative and organisational compliance framework; and
 - Group audit, risk and compliance issues.

To this end the Committee will receive regular reports on, and make recommendations to the UCOL Board.

2. Meetings

- 2.1. A quorum of members of the Committee shall consist of not less than two members, including the Committee Chair or their delegate. No business shall be transacted unless a quorum of members is present during the whole time at which the business is transacted.
- 2.2. The Committee may have in attendance such other persons as it considers necessary to provide appropriate information and explanations.
- 2.3. The Secretary of the Committee shall be the Secretary of the Board.
- 2.4. Meetings shall be held at least three times a year but additional meetings may be held as determined by the Chair in order for the Committee to fulfil its duties and responsibilities. Any member of the Committee may, through the Chair or Secretary, request a meeting at any time if they consider it necessary.
- 2.5. All meetings will be minuted and distributed to all Committee members. Minutes will be reviewed by the Chair, prior to circulation, and approved by the Committee at the following meeting.

- 2.6. Reasonable notice of meetings and the business to be conducted shall be given to the members of the Committee. Agenda and papers will normally be prepared and distributed one week prior to meeting dates.
- 2.7. Minutes of all meetings shall be kept and Committee procedures will be the meeting procedures of the UCOL Board.

3. Scope and Responsibilities

The responsibilities of the Committee are primarily forward looking governance oversight in order to report on finance and assurance matters to the UCOL Board. Specific responsibilities include governance oversight of:

- a) The financial strategy of UCOL, including the alignment of budgets and major resource allocation decisions with the strategic plan.
- b) The financial performance of UCOL, including
- Projections of the financial performance of UCOL over three year and longer horizons;
 - The annual budget (including projections of operating performance, capital expenditure and cash flows) and its alignment with projections of financial performance;
 - The annual external audit of annual reports and financial statements of the UCOL Group and of the individual subsidiaries of UCOL; and
 - Monitoring of the Annual Report process and recommendations provided to the UCOL Board at key decision points.
- c) Strategy in relation to the assets and liabilities of UCOL, including governance responsibilities pertaining to:
- Strategies for the management of the balance sheet position of UCOL;
 - Business cases for all major investment (greater than \$1,000,000) and divestment decisions, including cash flow and operating expenditure implications of the investment / divestment;
 - The performance including financial performance of subsidiaries of UCOL;
 - To review and approve all significant accounting and asset management policy changes;
 - Treasury management e.g. interest rate; and
 - Post implementation reviews of major (greater than \$1,000,000) completed projects.
- d) Tax Management Strategy
- Approval of UCOL's Tax Risk Governance Framework;
 - Receive an annual update on UCOL's tax management strategy and key tax matters;
 - Report significant tax risks to the UCOL Board.
- e) External Audit
- To review the annual audit plan with external auditors (Audit NZ); and
 - To review external audit findings and the annual financial statements.

- f) Risk Management
 - Overall management of the risk programme and monitoring, including but not limited to:
 - Ensuring Management has implemented a risk management framework and policies;
 - Monitoring of the risk framework and the risk register; and
 - Report to the UCOL Board any incident involving fraud or other breakdowns of UCOL's internal controls.
- g) Annual insurance renewal
 - Review UCOL's insurance programme including the renewal of policies and in particular concerning the insurable risks associated with UCOL's business.
- h) Legal compliance
 - Ensure there is a programme for monitoring compliance with relevant laws and regulations;
 - Review the results of reporting and any non-compliances; and
 - Review the findings of any compliance reviews undertaken by regulatory agencies (e.g. Immigration NZ).
- i) Internal Audit
 - To approve the Internal Audit Programme and to monitor progress against the Programme; and
 - Monitoring of Management responses to audit findings and progress of implementation recorded in the Internal Audit Action Register.
- j) To liaise with the office of the Auditor-General.
- k) In addition, the Committee shall examine any other matters referred to it by the UCOL Board.

4. Membership

- 4.1. The membership of the Audit & Risk Committee shall comprise of 4 members of the UCOL Board.
- 4.2. Non-voting Officers
In Attendance as required: (1) Chief Executive (2) Board Secretary (3) Chief Financial Officer (4) Director Corporate Assurance and Risk.
- 4.3. Chairperson
The Board shall appoint a Committee Chairperson who is not the Board Chair.

5. Authority

- 5.1. The Committee is authorised by the UCOL Board to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any

employee and the Chief Executive is required to direct all employees to co-operate with any request made by the Committee.

- 5.2. The Committee is authorised by the UCOL Board to obtain, at the expense of UCOL, outside legal or other independent professional advice and to arrange for the attendance at meetings, at the expense of UCOL, of outside parties with relevant experience and expertise if it considers this necessary.

6. Reporting Procedures

- 6.1. The Committee shall maintain direct lines of communication with the external auditors, the Chief Executive, the Chief Financial Officer, the internal auditors and with management generally including those responsible for non-financial risk management.
- 6.2. The Chief Executive and the Chief Financial Officer shall be responsible for drawing to the Committee's immediate attention any material matter that relates to the financial condition of the institution, any material breakdown in internal controls, and any material event of fraud or malpractice.
- 6.3. The minutes of all Committee meetings shall be circulated to members of the UCOL Board, the Chief Executive and such other persons as the UCOL Board directs provided that, where matters of a commercially sensitive nature are included in the minutes, that appropriate protocols for the handling of such information must first be in place.
- 6.4. The Committee Chair shall report to the UCOL Board about Committee activities, issues, and related recommendations.

7. Review of the Committee

- 7.1. The Committee shall undertake an annual review of its responsibilities and activities and report to the Board on this review.
- 7.2. Should the Terms of Reference require amendment, any changes shall be presented to the UCOL Board for consideration and approval.

Finance, Risk and Audit Committee

Terms of Reference

1.0 Purpose

The Finance, Risk and Audit Committee assists Council in discharging its responsibilities relating to financial sustainability, financial reporting, risk management, internal control, audit, compliance and organisational assurance.

2.0 Objectives

The Finance, Risk and Audit Committee ("the Committee") shall be a standing Committee of Council established by the UCOL Council.

The objective of the Committee is to support Council in fulfilling its financial, risk, assurance and compliance responsibilities through oversight of:

- The annual report and financial statements;
- The financial sustainability and viability of UCOL;
- The internal control environment;
- The risk management framework;
- The internal and external audit functions;
- The legislative and organisational compliance framework;
- Cyber security, information security and privacy;
- Health, safety and wellbeing assurance; and
- Group finance, risk, audit and compliance matters.

To this end the Committee will receive regular reports on, and make recommendations to Council.

3.0 Meetings

A quorum of members of the Committee shall consist of not less than two members, including the Committee Chair or their delegate.

No business shall be transacted unless a quorum of members is present during the whole time at which the business is transacted.

The Committee may have in attendance such other persons as it considers necessary to provide appropriate information and explanations.

The Secretary of the Committee shall be the Secretary to Council.

Meetings shall be held at least four times a year but additional meetings may be held as determined by the Chair in order for the Committee to fulfil its duties and responsibilities.

Any member of the Committee may, through the Chair or Secretary, request a meeting at any time if they consider it necessary.

All meetings will be minuted and distributed to all Committee members. Minutes will be reviewed by the Chair prior to circulation and approved by the Committee at the following meeting.

Reasonable notice of meetings and the business to be conducted shall be given to the members of the Committee. Agenda and papers will normally be prepared and distributed one week prior to meeting dates.

Minutes of all meetings shall be kept and Committee procedures will be the meeting procedures of Council.

4.0 Scope and Responsibilities

The responsibilities of the Committee are primarily forward-looking governance oversight in order to report on finance, risk and assurance matters to Council.

Specific responsibilities include governance oversight of:

4.1 *Financial Strategy and Sustainability*

The financial strategy of UCOL, including the alignment of budgets and major resource allocation decisions with the strategic plan.

Oversight of UCOL's financial sustainability and institutional viability including:

- Long-term financial projections;
- Liquidity management;
- Cashflow forecasting;
- Borrowing and covenant compliance;
- Going concern assessments;
- Financial recovery or improvement plans;
- Monitoring progress against approved financial sustainability initiatives;
- Monitoring UCOL's progress toward achieving and maintaining long-term financial sustainability and institutional viability;
- Monitoring delivery of Council-approved financial recovery, organisational transformation and restructuring programmes, including progress against approved milestones, budgets, risks and expected benefits; and
- Reviewing the alignment between revenue, operating expenditure, staffing levels and operating performance and receiving assurance that management actions support the achievement of financial sustainability objectives.

4.2 *Financial Performance*

The financial performance of UCOL, including:

- Projections of financial performance over three-year and longer horizons;
- The annual budget, including projections of operating performance, capital expenditure and cash flows;
- Forecast financial performance and year-end outcomes;
- The annual external audit of annual reports and financial statements of UCOL and any controlled entities; and

- Monitoring of the Annual Report process and recommendations provided to Council at key decision points.

4.3 *Assets, Liabilities and Capital Investment*

Strategy in relation to the assets and liabilities of UCOL, including governance responsibilities pertaining to:

- Strategies for the management of the balance sheet position of UCOL;
- Major capital expenditure proposals;
- Significant property acquisitions, disposals and lease commitments;
- Business cases for major investment and divestment decisions, including cashflow and operating expenditure implications;
- The performance, including financial performance, of subsidiaries and controlled entities;
- Review and recommendation of significant accounting and asset management policy changes to Council;
- Treasury management, including funding and interest rate risk;
- Post-implementation reviews of major completed projects;
- Receiving and reviewing analysis of programme portfolio performance, programme contribution, delivery model efficiency and alignment with strategic, educational, funding and financial sustainability objectives;
- Monitoring utilisation and performance of significant capital assets and receiving reporting on asset rationalisation, optimisation and capital deployment initiatives; and
- Receiving reporting on campus footprint utilisation and alignment of physical infrastructure with current and projected delivery requirements.

4.4 *Tax Management Strategy*

- Review UCOL's Tax Risk Governance Framework;
- Receive an annual update on UCOL's tax management strategy and key tax matters; and
- Report significant tax risks to Council.

4.5 *External Audit*

- Review the annual audit plan with the external auditors;
- Review external audit findings and management responses;
- Review the annual financial statements prior to submission to Council; and
- Meet with the external auditors without management present where appropriate.

4.6 *Risk Management*

Overall oversight of the risk management programme including, but not limited to:

- Ensuring Management has implemented an appropriate risk management framework and policies;
- Monitoring the effectiveness of the risk management framework;
- Reviewing the enterprise risk register;
- Monitoring risk appetite and risk tolerance settings approved by Council;
- Reviewing strategic and emerging risks;
- Receiving detailed reviews of selected strategic risks throughout the year;
- Monitoring risks relating to institutional viability, including financial sustainability, revenue performance, enrolment performance, delivery model effectiveness, regulatory compliance and capital utilisation;

- Reviewing management's assessment of emerging risks that may materially impact UCOL's long-term viability or strategic objectives; and
- Reporting to Council any incident involving fraud or other significant breakdowns of internal controls.

4.7 Cyber Security, Information Security and Privacy

Oversight of:

- Cyber security strategy and controls;
- Information security risks;
- Data governance arrangements;
- Privacy management and significant privacy breaches;
- Business continuity planning; and
- Disaster recovery capability.

4.8 Insurance

- Review UCOL's insurance programme including the renewal of policies and, in particular, the insurable risks associated with UCOL's activities.

4.9 Legal and Regulatory Compliance

- Ensure there is a programme for monitoring compliance with relevant legislation, regulations, funding agreements and organisational policies;
- Review the results of compliance reporting and any significant non-compliances;
- Review the findings of any compliance reviews, investigations or audits undertaken by regulatory agencies or external parties;
- Receive assurance that management has implemented appropriate actions to address identified compliance issues; and
- Receive periodic reporting on compliance with key regulatory and funding obligations.

4.10 Health, Safety and Wellbeing Assurance

- Oversight of the effectiveness of UCOL's health, safety and wellbeing assurance framework;
- Review significant incidents and trends;
- Monitor assurance reporting relating to health, safety and wellbeing risks; and
- Receive assurance that management systems and controls are operating effectively.

4.11 Internal Audit

- Approve the Internal Audit Programme;
- Monitor progress against the Internal Audit Programme;
- Monitor management responses to audit findings and implementation of agreed actions; and
- Review the effectiveness of the internal audit function.

4.12 Office of the Auditor-General

- Liaise with the Office of the Auditor-General as required.

4.13 Other Matters

- Examine any other matters referred to it by Council.

5.0 **Membership**

The membership of the Finance, Risk and Audit Committee shall comprise not fewer than three members of Council appointed by Council, including the Chair of Council as an ex officio member.

Council may appoint additional Council members to the Committee where it considers this appropriate.

5.1 ***Non-voting Officers***

In attendance as required:

- Chief Executive
- Secretary to Council
- Executive Director Corporate Services
- Manager responsible for Risk and Assurance
- Internal Audit representatives
- External Audit representatives

5.2 ***Chairperson***

The Council shall appoint a Committee Chairperson who is not the Chair of Council.

6.0 **Authority**

The Committee is authorised by Council to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any employee and the Chief Executive is required to direct all employees to co-operate with any request made by the Committee.

The Committee is authorised by Council to obtain, at the expense of UCOL, outside legal or other independent professional advice and to arrange for the attendance at meetings, at the expense of UCOL, of outside parties with relevant experience and expertise if it considers this necessary.

7.0 **Reporting Procedures**

The Committee shall maintain direct lines of communication with the external auditors, internal auditors, the Chief Executive, the Executive Director Corporate Services and management generally including those responsible for risk management, compliance, cyber security and health and safety assurance.

The Chief Executive and Executive Director Corporate Services shall be responsible for drawing to the Committee's immediate attention any material matter that relates to:

- The financial condition of UCOL;
- Any material breakdown in internal controls;
- Any material event of fraud or malpractice;
- Significant compliance breaches;
- Significant cyber security incidents; or
- Significant health and safety incidents.

The minutes of all Committee meetings shall be circulated to members of Council, the Chief Executive and such other persons as Council directs, provided that where matters

of a commercially sensitive nature are included in the minutes, appropriate protocols for the handling of such information must first be in place.

The Committee Chair shall report to Council about Committee activities, issues and related recommendations.

8.0 Information Requirements

To support the Committee in fulfilling its responsibilities, Management shall provide a regular reporting pack for each scheduled Committee meeting.

The Committee will ordinarily receive:

- Financial performance reporting;
- Forecast full-year financial performance;
- Cashflow and liquidity reporting;
- Financial sustainability and recovery programme reporting;
- EFTS performance against budget and forecast;
- Workforce and personnel cost reporting;
- Capital expenditure and major project reporting;
- Programme portfolio performance and contribution reporting;
- Property utilisation, asset rationalisation and capital deployment reporting;
- Enterprise risk reporting, including strategic and emerging risks;
- Internal audit reporting;
- External audit updates and management action tracking;
- Regulatory and compliance reporting;
- Cyber security, information security and privacy reporting;
- Health, safety and wellbeing assurance reporting; and
- Any other reports requested by the Committee from time to time.

The Committee may request additional reporting where it considers further information is necessary to fulfil its responsibilities.

9.0 Review of the Committee

The Committee shall undertake an annual review of its responsibilities, activities, membership, performance and effectiveness and report the outcome of that review to Council, including any recommendations for improvement.

The Committee shall review these Terms of Reference at least every three years, or sooner where there are material changes to UCOL's operating environment, governance arrangements, legislative requirements, strategic direction or organisational structure.

Should the Terms of Reference require amendment, any changes shall be presented to Council for consideration and approval.

Document Control

Item	Detail
<i>Document Title:</i>	Finance, Risk and Audit Committee Terms of Reference
<i>Approved By:</i>	UCOL Council
<i>Approval Date:</i>	[Date]
<i>Committee Effectiveness Review:</i>	Annually
<i>Next Terms of Reference Review:</i>	[Date + 3 years]
<i>Document Owner:</i>	Finance, Risk and Audit Committee

DRAFT

UCOL Council Meeting

29 June 2026

Agenda Item Number:	7.
Paper Number:	36/26
Title:	Health and Safety Report
Provided By:	Senior Health and Safety Advisor (David Sims)
Item for:	Information

Recommendation

It is recommended that the UCOL Council:

1.	Receive the Health and Safety report.
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Executive Summary

This report provides the Council with oversight of UCOL’s health, safety, and wellbeing performance for May 2026. This report supports Council members in exercising their legal due diligence duties under the Health and Safety at Work Act 2015 (HSWA). The report contains information on incident reporting, critical incidents and strategic control measures.

The report follows the headings from the UCOL Health and Safety (H&S) Programme of Work.

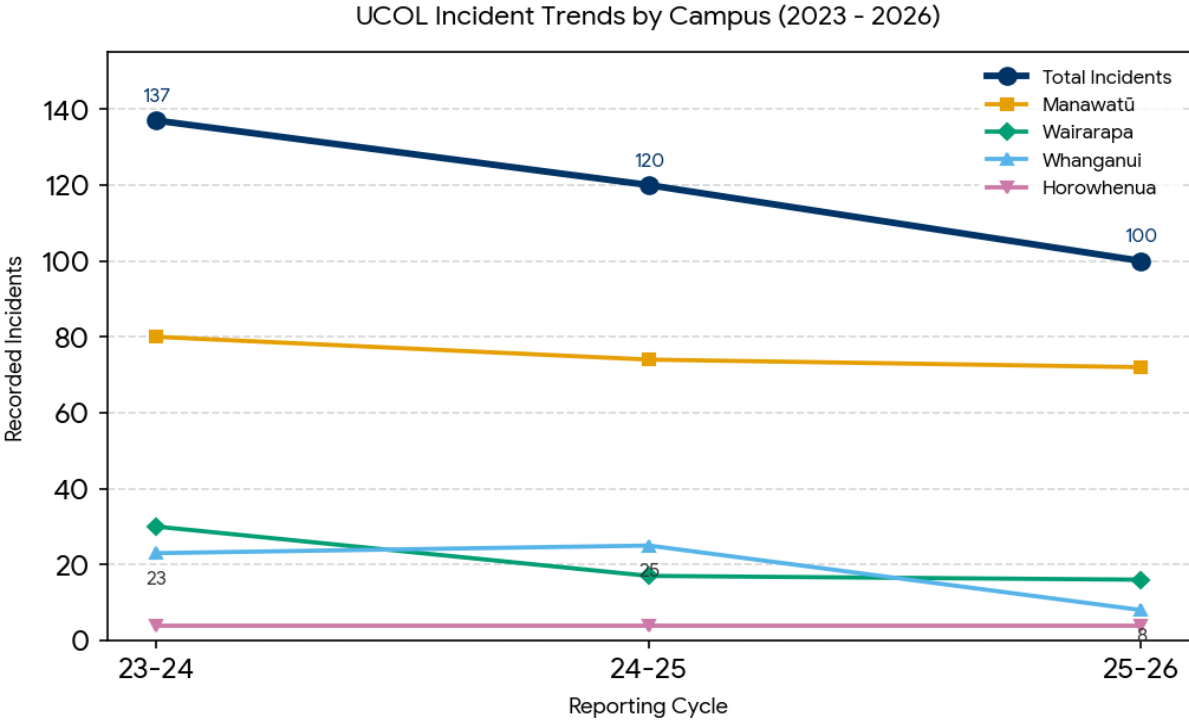
Incident / Accident Reporting

The graph below records the total number of incidents reported for the years 2023/24, 2024/25 and the current year (11 months of data).

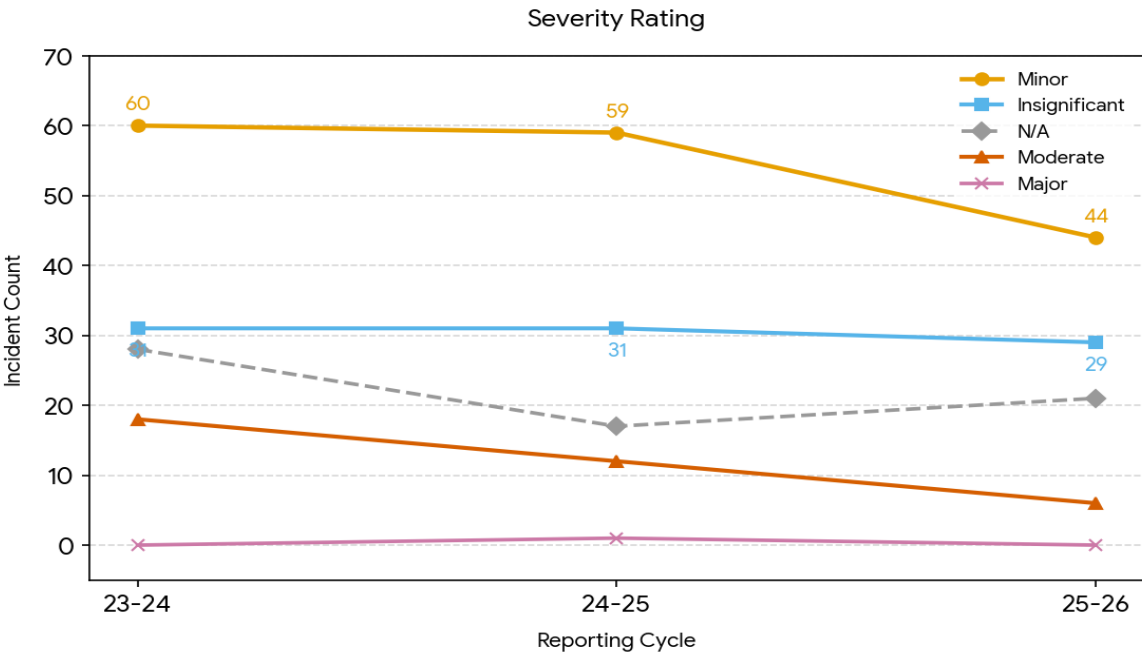
The total recorded incidents are on a downward trend, moving from 137 in 2023-2024 to 100 in the current 2025-2026 cycle. While it is difficult to determine the reasons for the downward trend it is possible that there is under-reporting that has occurred during a period of significant change for UCOL and times of not having a dedicated Health and Safety Advisor permanently with UCOL.

Studies have shown that organisation wide campaigns to increase participation and reporting are less effective than with smaller more connected groups of employees. Managers and Health and Safety Representatives leading by example are often the best way to ensure appropriate reporting occurs, and the overall climate and attitude toward appropriate safety reporting is healthy. This is work that is underway and will continue.

Total Incidents over Three Years by Campus



Severity Ratings



Lost Time Injuries (LTIs)

There were no LTIs recorded for this period.

Notifiable Injuries

A notifiable incident occurred on 11 May on the Wairarapa campus. Once the full injury details were confirmed this was notified to WorkSafe on 13 May 2026. An ākonga (student) sustained a severe finger injury while operating a bench grinder through user error, despite having had the required training. The student was absent for one day to have plastic surgery and was then able to return as an observer in the class before returning to full classes on the day following treatment. An internal investigation has been completed and identified the following corrective actions.

1. Immediately ensure the tool guide gap is reduced to a recommended 2mm
2. Reinforce the correct technique for this task

WorkSafe have acknowledged our notification of the incident but have not been in further contact at this stage.

Policies / Procedures

All Health and Safety policies and procedures were reviewed in 2024/25 and while current until 2027 will need reviewing due to changes in delegations. These will need reviewing over the next 12 - 18 months with an emphasis on priority areas.

Currently in review is the Rehabilitation and Return to Work Policy and Procedure.

There is ongoing work to reinforce the importance of induction for new staff. Including an improved process for managers / staff induction streamline the new starters experience and ensure managers have ready access to the information. It is expected that this will help lead to improved outcomes and compliance with policy.

Emergency Preparedness

To ensure the staff are adequately trained in their roles within an Incident Management Team (IMT) an Emergency Management Consultant has been engaged to lead a desktop simulation exercise currently scheduled for July 2026. This exercise will be available for staff who are part of the Incident Management Team (IMT) and for the Executive Leadership Team.

Auditing / Monitoring

The Hazard Registers were reviewed and updated in September/October 2025. A further review is scheduled for December 2026.

Workplace audits are undertaken by Health and Safety Representatives every six months, each January and July during term breaks. Corrective actions may occur because of these audits. There are no outstanding corrective actions from the January audit.

Consultation / Participation

The Health and Safety Representative network grew to 21 total members in May 2026 following two new appointments. UCOL now has 2 representatives in Wairarapa; 3 in Whanganui and 16 in Manawatū.

To ensure the Health and Safety representatives have the knowledge required to undertake this function, 8 new representatives will undergo formal certification for Unit Standard 29315 (Describe the Roles and Functions of an HSR in a NZ Workplace) during a 2-day block course in the July break.

The Health and Safety representatives meet monthly. Minutes of the meetings will be available via the intranet.

Contractor Management and Placement Centres

Contractor management is a function of Facilities Management, and they have robust procedures in place to ensure preferred contractors are fully compliant with UCOL and the HSWA 2015 obligations.

The monitoring of placement centres and their obligations under overlapping duties is currently under review and indications are that the controls would best be an administrative function.

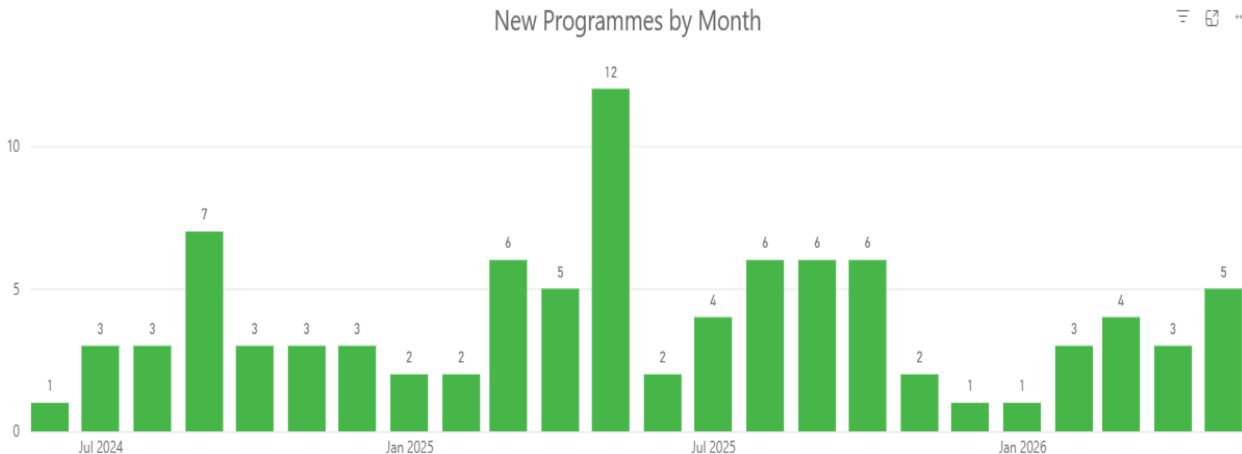
Competence/Training and Awareness/Inductions

Refer above regarding updating the process for induction for new staff and training for Health and Safety Representatives.

Employee Assistance Programme

UCOL continues to maintain a proactive partnership with EAP Services to mitigate workplace psychosocial hazards and foster mental health support.

Counselling and health coaching support programmes continue to be accessed steadily by staff. The below graph shows how many new interactions staff have with EAP. It is noted there was increased access in April/May 2025 which coincided with the organisational restructure. UCOL continues to encourage access to EAP and UCOL continues to see positive uptake with the service.



Critical Risk Management and Operations

Seismic Risk and Disaster Preparedness

Focus remains on maintaining a high internal ratio of staff certified in first aid and evacuation chair handling.

Currently approximately 1-6 ratio of trained first aiders, 1-30 ratio of evacuation chair handling.

Improving the seismic resilience of our campus buildings is a key organisational priority with work in this respect being the subject of other specific reports to the Executive Leadership Team and Council.

High-Risk Learning Environments (Trades, Services, & Labs)

Lecturers continue to track and enforce strict Personal Protective Equipment (PPE) protocols during inspections to address inconsistent usage patterns.

Staff-to-student ratios are actively managed to preserve individualised feedback on technical tasks, mitigating physical injuries (e.g., cuts, abrasions, chemical hazards).

Vulnerable younger learners face strict isolation from high-risk tools until a lecturer formally signs off on their physical competence and safety judgement.

Ergonomic Hazards

Lecturers monitor programmes involving sustained static postures or heavy lifting, such as early childhood education, hairdressing, and construction.

Workstation ergonomic assessments are available for staff, with seven completed in the last reporting period. Buro Kneeling chair has been purchased for staff requiring seating that eases pressure on the lower back.

Vehicular Use

(Section 20 HSWA Compliance)

All UCOL vehicles are managed under strict PCBU workplace standards. Staff must submit valid licences and complete supervised AA training before transporting students in UCOL passenger vans.

Training records are held by both UCOL Facilities Management and AA. The central booking software automatically triggers management alerts if any reservation schedules more than 5 hours of driving in a single day.

Violence, Harassment, and De-escalation

Staff are advised to disengage and de-escalate instances of student friction or abusive behaviour. Security coverage is fully maintained on the Manawatū campus, alongside active access controls across all alternative regional facilities.

De-escalation training is not currently part of any induction process, but consideration should be given to advice on this being included as part of a new employee process.

UCOL Council Meeting

29 June 2026

Agenda Item Number:	8.
Paper Number:	37/26
Title:	Academic Quality Assurance Report
Provided By:	Executive Director, Quality and Academic Assurance (Gianetta Lapsley)
Item for:	Information

Recommendation

It is recommended that the Council:

1.	Receive the Academic Quality Assurance Report.
2.	Discuss and clarify specific items of interest.

Purpose

To provide Council an update on priority academic quality assurance workstreams.

Background and Progress

2026 and standalone institutional status results in a unique year of academic development and quality assurance work. Revisions, refreshes, resocializing good practice and priority programme development to enable UCOL's strategic development feature alongside business-as-usual:

1. Review and update of UCOL Academic Statute - refreshing our educational framework for currency of structure and reflection of most recent good practices, and socialisation.

Update: The Education and Training Act remains unchanged with respect to giving Councils authority to approve changes or new statutes. TEC have advised that the Amendment Bill is still before the House and the next sitting scheduled is Tuesday, 23 June.

2. Contributing to the broader UCOL Official Documents refresh project by the review and upgrading of some 70+ academic policy sets (policies, procedures, and guidelines).

The priority academic areas are:

- Assessment and moderation of assessment - the internal quality assurance processes and requirements, and engagement with external moderation of assessment (Industry Skills Boards, and NZQA primarily).
 - The advent of mandatory requirement to use Skills Standards will impact Trades Academy and some lower-level New Zealand Certificate programmes from 2027, with development of new assessments needed (June to December 2026) along with completing pre-assessment moderation of these assessment tools. Academic Portfolio Managers with parts of their portfolio impacted have analysed and identified where change must happen and are actively planning development and application for approval of these changes.
 - Student concerns and complaints policy and the concomitant development of a Student Success Charter (or similar) about expectations linked to engagement and achievement. This is linked to strategic direction and the 'learner success' focus of the investment plan. The latter is co-constructed with students.
 - Academic staff onboarding, initial training and development and achievement of tertiary teaching practice qualifications.
3. Strengthening institutional performance following organisational structural changes by operationalising new functions and roles.
 - The Learning and Development Lead was appointed in late 2025 and commenced mid-December. Working between People and Culture (generic staffing onboarding, growth and development), and Quality and Academic Assurance (academic staff induction, teaching and learning skill development and qualification achievement) the focus has been "quick wins" (leveraging and promoting available resources and licences where staff access professional development e.g. LinkedIn Learning), and long term planning of an institutional growth and capability development framework.
 - The Digital Education Lead was appointed in late May part-time and will assume the full-time role in July (after working out notice with previous employer). The appointee has specific strength in educational technology, programme and learning design and artificial intelligence. They prepared the artificial intelligence paper that is being considered at this meeting.
 4. Prioritising and working to shorter timeframes for the development, internal approval, and NZQA approval and accreditation of postgraduate qualifications and offshore approval and accreditation of UCOL programmes.
 - New **Master of Applied Business Management - Level 9** with majors and the associated postgraduate diploma - level 8 and postgraduate certificate level 8.
 - New **Master of Information Technology - Level 9** and the associated postgraduate diploma and certificates (level 8).

Both of the above Masters are for the educational relationships with universities in China: Xian, Weifang and Xian Chengdu, for both delivery by UCOL offshore, and delivery in New Zealand.

NZQA application is before 1 July with evaluation between July and December 2026.

- Chinese government approval for all three relationships is achieved. The offshore delivery application is with NZQA for approval for Xian University. This is approved in principal and currently being peer reviewed pending our final letter of approval.
 - Applications for the remaining universities (NZQA offshore approval) are being submitted by July 2026.
5. Shaping the UCOL internal quality assurance framework and processes to align with the new NZQA integrated Quality Assurance Framework (iQAF) and TEO self-assessment process released in March/April 2026. UCOL's first TEO self-assessment professional conversation with NZQA about our quality assurance outcomes is scheduled for 22 March 2027.
 6. Supporting with quicker/just-in-time assistance to faculty any programme changes required to optimise the 2027 investment plan and mix of provision.

UCOL Council Meeting

29 June 2026

Agenda Item Number:	9.
Paper Number:	38/26
Title:	Artificial Intelligence
Provided By:	Executive Director Quality and Academic Assurance (Gianetta Lapsley)
Item for:	Information and Discussion

Recommendation

It is recommended that the UCOL Council:

1.	Receive the Artificial Intelligence report.
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Purpose

To inform and stimulate Council members' perspectives on the use of artificial intelligence at UCOL.

Background

In response to Council request to understand the potential of generative artificial intelligence and its application and impact at UCOL this current position paper is a broad introduction and consideration.

As the technology advances continuously all tertiary education organisations must be prepared for significant flexibility and never becoming entrenched in a single position.

UCOL contributed significant content to the initial Te Pūkenga AI academic/educational approach - when all anyone was concerned about was that Turnitin plagiarism software does not detect students 'cheating'. As many graduates will have to use AI in employment, UCOL is beginning to address that employer expectation through academic kaimahi (staff) development and engendering responsible use by ākonga (students).

Council feedback and insights are appreciated.

Supporting Information

Appendix I - UCOL AI Discussion Paper

EXECUTIVE SUMMARY: PURPOSE OF THIS DOCUMENT AND STRATEGIC RECOMMENDATION

The purpose of this council-level discussion paper is to establish an institutional consensus on baseline principles, corporate risk tolerances, and investment trajectories for the strategic deployment and regulation of artificial intelligence across UCOL.

Strategic Recommendations:

- **Adopt a Balanced, Iterative Posture:** Avoid both over-liberalism and restrictive blanket bans. UCOL must actively embrace AI to enhance pedagogy and administrative flows while continuously evolving its strategy alongside global technological shifts.
- **Embed Te Tiriti o Waitangi and Cultural Guardrails:** Co-design guidelines with Māori. Ensure public AI models are never substituted for authentic bi-cultural engagement, and strictly prohibit the feeding of mātauranga Māori, Te Reo, or narrative data into consumer-grade systems without consultation.
- **Integrate Future-Ready Graduate Competencies:** Embed three foundational AI capabilities into relevant curriculum frameworks to give learners the context-specific digital fluency demanded by local industry: Understanding (algorithmic literacy), Collaboration (working alongside machine systems), and Ethics and Safety.
- **Enforce Strict Data Sovereignty and IP Protection:** Establish a conservative security baseline by banning the upload of identifiable kaimahi (staff) or ākonga (student) records, corporate financials, and proprietary teaching assets into unapproved platforms. Where needed, shift administrative deployment toward secure, enterprise-grade tools that isolate data from public model training.
- **Mandate Kaimahi (Staff) Training and Academic Pre-Moderation:** Require kaimahi (staff) to complete mandatory training on data leak vectors and algorithmic bias before utilising AI. Furthermore, enforce a formal academic pre-moderation process for any module intending to use AI in content delivery, ākonga (student) interaction, resource generation, or administration.
- **Shift from AI Detection to Resilient Assessment Design:** Acknowledge that post-hoc detection software is technically unreliable. Council must mandate an immediate vulnerability audit of all current coursework, transitioning away from, for example, high-risk take-home essays, toward AI-resilient assessments and an evidence-based dossier system for academic misconduct.

COUNCIL DISCUSSION AND POSITION PAPER

Strategic Framework for Artificial Intelligence (AI) Adoption

Date: May 2026 | Prepared for: UCOL Council Consultation and Strategic Discussion

Status: Initial Consultation Draft - Baseline Principles Establishment

TE TIMATANGA / VISION STATEMENT

UCOL is committed to navigating artificial intelligence with balance, integrity, and purpose - embracing innovation (whakamanawa) while safeguarding academic quality, ākonga (student) welfare (manaakitanga), and the foundational values of Te Tiriti o Waitangi. This document serves as a council-level discussion paper to establish baseline principles and agree on corporate risk thresholds before formal drafting of operational policies.

1. Purpose, Scope and Council Mandate

This discussion paper proposes a strategic baseline and institutional position towards the deployment and regulation of artificial intelligence (AI) technologies across UCOL's teaching, learning, assessment, and corporate administrative functions. As a council-level instrument, its fundamental objective is to anchor institutional consensus around risk tolerances, investment trajectories, and ethical boundaries before formal policy architecture is codified.

The scope of this framework is comprehensive. It encompasses all kaimahi (staff) (executives, permanent academic faculty, general services, and casual contractors), ākonga (student) (enrolled across all levels), and external suppliers engaged with UCOL programmes, research pipelines, or operational infrastructure.

AI is explicitly acknowledged as a dual-spectrum phenomenon presenting deep transformative opportunities alongside profound systemic risks. Rather than taking a purely reactive or punitive stance, UCOL's proposed approach occupies a deliberate, balanced middle ground. We seek to actively embrace AI to enhance pedagogical delivery, optimise administrative flows, and equip graduates for AI-integrated workforces, while not compromising academic integrity, data sovereignty, privacy, and professional standards.

2. Core Guiding Principles (Ngā Pou Tarāwaho)

2.1 Balanced Adoption (Te Whakaritenga)

- **Avoiding Over-Liberalism:** Unrestricted or unregulated AI deployment presents critical failure points, including the erosion of data privacy, the dilution of rigorous academic integrity, the risk of technical dependency, and the potential degradation of professional vocational standards.
- **Avoiding Over-Conservatism:** Excessive restriction or blanket bans are counterproductive. It leaves taura profoundly unprepared for highly automated, AI-augmented digital workplaces, stifles legitimate educational innovation, and risks placing UCOL at a severe competitive disadvantage within the regional tertiary sector.
- **Iterative and Dynamic Evolution:** UCOL commits to an ongoing, agile cycle of continuous review and enhancement. We explicitly recognize that this council position and its downstream policies must dynamically evolve alongside the compounding velocity of the global technology and machine learning landscape.
- **Cultural Safeguards and Institutional Limitations (Te Tiaki Ahurea):** Mainstream generative models are intrinsically constrained in their capacity to authentically represent the depth, nuance, and ontological richness of bi-cultural values and mātauranga Māori. Because these global systems lack the indigenous social license and data sovereignty required to steward Te Reo and tikanga Māori, UCOL explicitly recognises the risk of cultural appropriation, digital colonialism, and structural bias. We commit to respecting these boundaries by establishing strict institutional guardrails to protect indigenous knowledge, ensuring that AI tools are never substituted for authentic, human-led bi-cultural engagement.

2.2 Local, Cultural and Te Tiriti Leadership (Whakawhanaungatanga)

- **Regional Contextual Focus:** UCOL aspires towards being an applied leader, focusing AI applications and practical implementation directly on challenges in its rohe, regional primary industries, local business ecosystems, and community-driven prosperity.
- **Te Tiriti o Waitangi Alignment and Māori Data Sovereignty:** All conceptualisations and applications of AI must authentically embed, respect, and reflect the four core articles of Te Tiriti o Waitangi. UCOL's position on this will be Māori led.

2.3 Future-Ready Graduate Competencies

To ensure our learners graduate with a context-specific digital fluency demanded by evolving industries, where applicable. UCOL aspires to integrating three foundational AI competencies into its curriculum frameworks:

1. **Understanding (Mōhiotanga):** Developing a conceptual working knowledge of how algorithmic models function, bias generation, and their real-world socioeconomic implications.
2. **Collaboration (Mahi Tahī):** Cultivating the practical capacity to work productively and efficiently alongside automated machine systems in applied vocational settings.
3. **Ethics and Safety (Tika me te Pono):** Instilling a firm, critical understanding of AI's ethical limits, safety protocols, hallucination risks, intellectual property considerations, and clear technical boundaries.

3. Data Security, Privacy and Intellectual Property Guardrails

3.1 Institutional Risk Baseline

Council mandates a highly conservative default posture regarding information security and privacy whenever external AI platforms are utilised. Public, consumer-grade generative AI models harvest data inputs to retrain their algorithms, effectively causing users to forfeit long-term information control.

- **Absolute Exclusion of Identifiable Information:** No personal or identifiable data regarding kaimahi (staff) or ākonga (students) may be submitted to external AI platforms. This restriction explicitly includes hidden metadata embedded within files, such as creator profiles, internal version revisions, or document property tags.
- **Protection of Sensitive and Proprietary Corporates:** Sensitive commercial data, institutional financial ledgers, kaimahi (staff) employment records, ākonga (student) transcripts, or strategic institutional research proposals are strictly prohibited from being processed through unapproved public AI tools.
- **Intellectual Property (IP) Protection and Forfeiture Risk:** Uploading unpublished teaching assets, novel curriculum outlines, unique assessment matrices, or proprietary academic content into consumer-grade AI models poses an immediate risk of permanent rights forfeiture. Core educational IP must be zealously protected.
- **Public vs. Enterprise Platforms:** UCOL draws a strict operational distinction between public-facing consumer tools (e.g., standard free ChatGPT) and institutional, enterprise-grade platforms (e.g., Microsoft Copilot with enterprise data protection). Enterprise-grade platforms, where data is contractually isolated and shielded from model training, represent our primary pathway for administrative deployment. Since different tools have different strengths, UCOL does not prohibit the use of public-facing consumer tools, but the engagement with these tools need to be carefully regulated.
- **Understanding the risk concerning AI infiltration into existing platforms:** The rapid integration of AI features by software vendors (e.g., HR databases, CRM systems,

financial ledgers) poses a significant data sovereignty and compliance risk. Without a formal AI procurement protocol, general staff lack clarity on usage permissions, vendor clause evaluations, and sign-off authority. This creates a vulnerability where kaimahi (staff) may inadvertently accept updated terms, such as background algorithmic training on institutional data during routine software renewals, leading to unauthorised data exposure and regulatory breaches.

3.2 Kaimahi (Staff) Parameters and Training

Kaimahi (staff) are permitted to include their own basic information (e.g., standard professional biographies or course coordinator names) in external tools provided they have given clear personal consent. However, third-party data belonging to colleagues, corporate vendors, or external stakeholders must never be uploaded under any circumstances. To ensure strict compliance, any kaimahi (staff) member utilising or assigning AI tools within their teaching must first complete an institutional mandatory training module covering terms of service, systemic biases, and data leak vectors.

3.3 Ākongā (Student) Data Protection

Identifiable ākongā (student) records, graded scripts, personal extenuating circumstances, registry content and demographic information represent highly sensitive assets. Identifiable ākongā (student) data must never be uploaded into public or unapproved AI platforms. This restriction applies absolutely, and cannot be bypassed or overridden by ākongā (student) consent alone, unless explicit, formalised prior approval is granted directly by the Executive Dean following a comprehensive privacy impact assessment.

4. Teaching, Academic Delivery and Pre-Moderation Framework

4.1 The Pre-Moderation Mandate

To ensure academic delivery remains robust, any course or module intending to incorporate AI in any facet of its delivery, interaction, or resource generation must undergo a formal academic pre-moderation process prior to ākongā (student) facing implementation. This process is treated as a rigorous, specialised academic inquiry that directly engages institutional quality assurance frameworks.

Table 4.1: Pre-Moderation Matrix and Risk Management Strategy (example only)

Operational Domain	AI Integration Scope	Risk Management Focus
--------------------	----------------------	-----------------------

Content Delivery	AI-generated readings, automated lectures, or simulated case studies.	Ensuring factual accuracy, avoiding algorithmic bias, and maintaining professional vocational alignment.
Ākonga (Student) Interaction	AI chatbots, automated tutor avatars, or algorithmic helpdesks.	Preventing misleading guidance, securing ākonga (student) interaction data, and ensuring ākonga (student) well-being (hauora tauira).
Resource Generation	Automated slide creation, worksheet generation, or grading rubrics.	Retaining intellectual property control; avoiding generic or unvetted curriculum content.
Course Administration	Predictive ākonga (student) analytics, automated enrollment filters, scheduling.	Preventing bias/discrimination against vulnerable learners; ensuring human-in-the-loop oversight.

4.2 Course Design Standards

- **Purposeful Alignment:** AI integration must explicitly align with core course learning outcomes. Tools should never be adopted solely for technical novelty or administrative convenience.
- **Radical Transparency:** Ākonga (students) must be explicitly informed via course materials when, why, and how AI systems are being integrated into their learning delivery or feedback mechanisms.
- **Regular Quality Cycles:** All pre-moderated AI implementations must be audited as part of UCOL's routine annual academic quality review cycles to measure actual impact on learner outcomes and possible drift caused by the evolution of technologies.

5. Assessment Integrity and Misconduct Framework

5.1 The Assessment Audit Priority

The explosive development of large language models means that many assessments like traditional take-home essays or basic digital quizzes are highly vulnerable to illicit exploitation. Council acknowledges that maintaining public trust in UCOL qualifications requires an urgent, comprehensive audit of all current assessment tools. This immediate audit will classify assessments into tier-based vulnerability risks and require immediate redesign for high-risk profiles.

5.2 Mitigating Illicit AI Use through Proactive Design

5.2.1 The Strategic Shift from Detection to Resilience

UCOL acknowledges that relying on adversarial, post-hoc AI detection software is an unsustainable and technically unreliable mechanism for securing academic integrity. Academic detectors frequently produce false positives, fail to account for paraphrasing tools, and are easily bypassed. Consequently, a proactive shift toward resilient assessment design should be implemented. The objective is twofold: to engineer assessments that are inherently resistant to illicit AI exploitation, and to establish a robust framework for compiling evidence when misconduct does occur.

5.2.2 Systemic Vulnerability Management and Best Practice Blueprints

To systematically modernise our curriculum, UCOL will implement a tiered vulnerability management approach:

- **Identification of Standard Vulnerabilities:** The Academic Quality team will map common, high-risk assessment types (such as generic take-home essays, uncontextualised reports, and basic digital quizzes) that are easily generated by Large Language Models.
- **Application of Best-Practice Blueprints:** For identified standard vulnerabilities, kaimahi (staff) will be provided with best-practice assessment alternatives tailored to specific vocational pathways.
- **Targeted Intervention for Emergent Vulnerabilities:** Because AI capabilities evolve exponentially, kaimahi (staff) will inevitably encounter novel or compound vulnerabilities that fall outside standard definitions. This demands the need for an agile "special inquiry" mechanism to identify and deal with unique vulnerabilities.

5.2.3 Constructing an Incontestable Burden of Proof

Where proactive design cannot entirely eliminate the risk of illicit AI use, the focus shifts to creating an unassailable institutional position during academic misconduct proceedings. UCOL will transition to an evidence-based dossier system. Rather than accusing a ākongā (student) based on a singular, automated machine-learning score, academic kaimahi (staff) need to be trained to gather a holistic matrix of documented proof. To establish a clear and defensible burden of proof, an academic allegation must be supported by obvious, multi-point anomalies.

5.3 Systemic Best Practice and Professional Development

UCOL will develop a centralised capacity for best-practice under AI and will engage in ongoing professional development for all kaimahi (staff).

TE WHAKAMUTUNGA / CONCLUSION

“UCOL does not simply want to passively adopt AI — it intends to lead in its purposeful, ethical, safe, and culturally grounded application (kaitiakitanga) for the enduring benefit of ākonga, our industries, and our wider regional communities.”

Disclosure: This document was generated using several AI tools to review and synthesise other publicly available documentation as well as inputs from various parties. AI was also used to support a well written and formatted output. Everything in this document was carefully reviewed, adjusted and approved by different parties involved in the process, including Digital Education, Digital, Māori representatives and Exec.

Public Excluded Agenda

It will be moved by the Chair that the public be excluded from the remainder of the meeting. This resolution will be made in reliance on section 48(1) of the Local Government Official Information and Meetings Act 1987 (LGOIMA) 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, 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)
12.	Minutes of the Previous Meeting (Public Excluded) held on 18 May 2026	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
13.	Chief Executive Report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
14.	Finance Report	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
15.	UCOL's Risk Management Framework	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
16.	Property Divestment Update	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
17.	UCOL Manawatū Single Stage Business Case (SSBC) : Project Plan	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
18.	Investment Plan 2027	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
19.	UCOL Financial Viability and Operating Performance Framework	Section 9(2)(b)(ii) OIA Section 9(2)(g)(ii) OIA Section 9(2)(i) OIA
20.	UCOL Council Member Recruitment	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
21.	General Business <ul style="list-style-type: none"> • <i>Union Negotiations Update</i> 	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

The Chair will also move that certain employees from UCOL 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).