

Meeting of Council, Public - Order Paper and Documents (15/06/2026)

Public papers

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MEETING OF
COUNCIL

ORDER PAPER AND DOCUMENTS

- PUBLIC -

11.00 AM, MONDAY, 15 JUNE 2026
WHARENUI, NGĀ MOKOPUNA
KELBURN CAMPUS

Agenda Item 1

- a. Karakia
- b. Welcome/Acknowledgements/Apologies

To resolve: that the apologies be sustained

COUNCIL

Order paper for the meeting to be held in
the Wharenui, Ngā Mokopuna, Kelburn Parade, Kelburn Campus, Wellington
at 11.00 am on Monday, 15 June 2026

PUBLIC BUSINESS

11.00 am	PROCEDURAL ITEMS		
<i>All timing approximate</i>	1. a) Karakia		<i>M Evans Chancellor</i>
	b) Welcome and Apologies		
	2. Appointment of Council member	VUWC 26/55	<i>Chancellor</i>
	3. Disclosure of Interests		<i>Chancellor</i>
	4. Council Minutes, meeting held 4 May 2026		<i>Chancellor</i>
	MATTERs for CONSIDERATION		
11.10 am	5. Report from the Chancellor	Oral report	<i>Chancellor</i>
	6. Report from the Vice-Chancellor	VUWC 26/56	<i>Vice-Chancellor</i>
11.20 am	7. Financial report to 30 April 2026	VUWC 26/57	<i>CFO</i>
	ITEMs for APPROVAL		
11.25 am	8. Conferment of Qualifications	VUWC 26/58	<i>Chancellor</i>
	9. Amendments to Council Membership Statute	VUWC 26/59	<i>Vice-Chancellor</i>
	10. Amendments to Delegations Statute	VUWC 26/60	<i>Vice-Chancellor</i>
11.35 am	11. Appointment of Member to People & Culture Committee	VUWC 26/61	<i>Chancellor</i>
	12. Amendments to Nominations Panel Terms of Reference	VUWC 26/62	<i>Chancellor</i>
	ITEMs for NOTING		
11.45 am	13. Student President reports	VUWC 26/63	<i>Student Presidents</i>
12.05 pm	14. 2025 Pastoral Care Code self-attestation report	VUWC 26/64	<i>DVCS</i>
12.15 pm	15. Forthcoming Events and Next Meeting	VUWC 26/65	<i>Chancellor</i>
	16. Audit & Risk Committee minutes, 18 May 2026		<i>A&R Committee Chair</i>
	PROCEDURAL ITEM		
	17. Resolution to Exclude the Public	VUWC 26/66	<i>Chancellor</i>
Attached	Governing Documents Council Manual/Standing Orders/Code of Conduct Te Tiriti o Waitangi Statute/Committee Terms of Reference		

Agenda Item 2

Appointment of Council Member, new Vice-Chancellor, Professor Bryony James

To receive: a Council paper from the Chancellor, Mr Alan Judge, dated 8 June 2026 regarding the appointment of a Council member, the new Vice-Chancellor, Professor Bryony James.

To resolve: that under section 5.1 (a) of the Council Membership Statute, Professor Bryony James be appointed to Council as and from 12 June 2026, until Professor James ceases to hold the Office of Vice-Chancellor.



COUNCIL PAPER

TO	Members of Council
FROM	Alan Judge, Chancellor
AUTHOR	Caroline Ward, Secretary to Council
DATE	8 June 2026
SUBJECT	Appointment of Council Member – Professor Bryony James, effective 12 June 2026
DOCUMENT #	VUWC 26/55

Professor Bryony James has been appointed the Vice-Chancellor of Te Herenga Waka Victoria University of Wellington, effective 12 June 2026.

Under clause 5.1 (a) of the Council Membership Statute, the Vice-Chancellor must be appointed by resolution as a member of Council. This appointment to Council will be effective from 12 June 2026 when Professor James commences in the role.

Recommendation:

that under section 5.1 (a) of the Council Membership Statute, Professor Bryony James be appointed to Council as and from 12 June 2026, until Professor James ceases to hold the Office of Vice-Chancellor.

Attached:

Membership and terms of Council members (anticipating this appointment) as at 15 June 2026.

Note: this appointment is made under the current Council membership statute which is up for consideration at this meeting and will undergo subsequent changes.

Appendix 1

Composition of Council, and terms of members as at 15 June 2026

	Name	At least 5 women	At least 2 people who are Māori	At least 2 Alumni	Current Term	Number of Terms	Normal Length of term
Ministerial Appointment	Megan Evans	F		Y	1.11.25-31.10.29	1	Ministerial discretion, up to four years
Ministerial Appointment	David McLean	M		Y	1.3.22-28.2.26*	1	
Ministerial Appointment	Mei Fern Johnson	F			1.11.25-31.10.29	1	
Ministerial Appointment	David Smol	M			28.6.24-17.6.28	1	
Vice-Chancellor	Bryony James	F			For term of contract 12.6.26-11.6.31		
Staff (elected)	Brigitte Bönisch-Brednich	F			1.1.24-31.12.27	2	4 years
Staff (elected)	Richard Arnold	M		Y	1.1.26-31.12.29	2	4 years
Student (elected)	Asifa Hanif	F			1.1.25-31.12.26	1	2 years
Student (elected)	William Bell-Purchas	M			1.1.26-31.12.27	2	2 years
External Appointment	Alan Judge	M			1.1.26-31.12.29	3	Up to 4 years
External Appointment	Pania Gray	F	Y	Y	1.1.23 – 31.12.26	1	
External Appointment	James Te Puni	M	Y	Y	1.1.25-31.12.28	2	
	Staff = 2 Students = 2	M=6 F=6	2	5			

*Mr McLean's first term has concluded. Advice is awaited from the Minister on re-appointment. In the meantime, Mr McLean remains on Council.

Agenda Item 3

Disclosure of Interests

To receive: any declarations and disclosures of interest by members of Council.

To note: that the Disclosure of Interests register is attached.

To consider:

- 1 declarations and conflicts of interest by Council Members.
- 2 whether a conflict of interest exists or is perceived to exist and, if so, how the matter should be managed.

NAME	ENTITY	POSITION	START DATE (or entry date)	END DATE
Richard Arnold	Tertiary Education Union	Member	2001	
William Bell-Purchas	Parliamentary Services	Employee	28.11.22	
	New Zealand Labour Party	Member	11.02.22	
	E tū Union	Member	19.09.22	
	Living Wage Movement	Volunteer	26.05.22	
Brigitte Bönisch-Brednich	Nil			
Megan Evans	MinterEllisonRuddWatts	Partner		
	Foundation Board of Trustees	Trustee	1.1.26	31.12.26
	Son studying at University during 2026			
Pania Gray	Kororā Consulting	Managing Director	August 2010	Ongoing
	Education Services Limited	Independent Chair	July 2014	Ongoing
	Te Wānanga o Raukawa	Part-time student	2021	Ongoing
Asifa Hanif	Wairarapa Women Centre Board	Member	1.3.24	
	Carterton Youth Council	Member	1.9.22	
Professor Bryony James	VUW Research Trust	Trustee	2024	
	Victoria Link Ltd (WUV)	Director	2024	
	Wellington UniProfessional Ltd (WUPL)	Director and Chair	2024	
	National University of Samoa	Council member	2025	
	New Zealand School of Music	Director	2026	
	Victoria University of Wellington Foundation Board	Trustee	June 2026	
Mei Fern Johnson	Russell McVeagh	Partner		
	Board of Directors at SEADRIF Insurance Company (Southeast Asia Disaster Risk Insurance Facility),	Director	Dec 2025	
Alan Judge	Biotelliga Holdings Ltd	Shareholder	13.7.17	
	Victoria University of Wellington Foundation Board	Trustee	15.2.21	

NAME	ENTITY	POSITION	START DATE (or entry date)	END DATE
David McLean	Kiwi Group Capital Ltd	Chair	23.11.22	
	NZ War Memorial Trust	Trustee	13.2.24	
	Weel Holdings Pty Ltd	Director	1.9.24	
	Financial Services Council	Chair	1.1.26	
David Smol	Contact Energy	Director	2018	
	Cooperative Bank	Director	2021	
	Earth Sciences New Zealand	Chair	2025	
	NZTA	Board Member	2019	
	MSD Risk and Audit Committee	Chair	2018	
	DIA External Advisory Committee	Chair	2018	
	HUD Strategic Advisory Committee	Chair	2023	
	Rimu Road Consulting Ltd	Director	2017	
	Tait Communications	Director	Sep 2024	
	Various financial investments in funds and companies Consultancy projects for government from time to time			
James Te Puni	Te Ahuru Mowai	Kaiwhakahaere Matua/CEO	Mar 2020	
	Waikanae Christian Holiday Park	Trustee	March 2021	
	Titahi Ltd	Director & Shareholder	March 2021	
	Community Housing Aotearoa (CHA)	Council Member	Dec 2024	
	Son studying at University during 2026			

Agenda Item 4

Council Minutes, Meeting held 4 May 2026

To receive: the public Minutes of the Meeting of Council held 4 May 2026.

To resolve: that the Minutes of the Meeting of Council held 4 May 2026 be approved.



COUNCIL

Minutes of the Council Meeting held on Monday, 4 May 2026
in the Council Chamber, Leve, 2, Hunter Building Kelburn Campus, Wellington
from 11.00 am to 3.15pm

PRESENT: Mr Alan Judge (Chancellor) (Chair)
Professor Richard Arnold
Mr William Bell-Purchas
Professor Brigitte Bönisch-Brednich
Ms Megan Evans
Ms Pania Gray (Pro-Chancellor)
Ms Asifa Hanif
Ms Mei Fern Johnson
Mr David McLean
Professor Nic Smith (Vice-Chancellor)
Mr David Smol
Mr James Te Puni
Ms Vicki Faint (Acting Secretary to Council)

APOLOGIES: Ms Caroline Ward (Secretary to Council)

IN ATTENDANCE: Professor Bryony James, Provost
Professor Sally McArthur, Deputy Vice-Chancellor, Research
Professor Robyn Longhurst, Deputy Vice-Chancellor, Academic
Ms Tina Wakefield, Chief Operating Officer
Dr Logan Bannister, Deputy Vice-Chancellor, Students
Professor Rawinia Higgins, Deputy Vice-Chancellor Māori & Kaitiakitanga
Ms Rachel Bruce, Chief Financial Officer
Ms Kate Tibbitts, Chief People Officer
Ms Megan McPherson, Director of Communications, Marketing, and Digital Engagement
Mr Reece Moors, Director, Office of the Vice-Chancellor
Mrs Rachel Scott, Director, Governance, Risk, and Assurance
Ms Jackie Anderson, General Counsel
Ms Fiona Clarkson, Head of Strategic Communications
Mr Clinton Jenkins, Associate Director, Planning and Performance Management

26.51

WELCOME / ACKNOWLEDGEMENTS / APOLOGIES

Noted:

- 1 that Mr James Te Puni led the Karakia
- 2 that the Chancellor acknowledged and welcomed all present.
- 3 that today was the final Council meeting for Vice-Chancellor, Professor Nic Smith. A number of farewell events will take place before Nic's last day with the University on 12 June 2026. Council formally acknowledged Professor Smith's contribution to the University since taking up the role in January 2023 (see also Minute 26.65).

- 4 that the Chancellor advised that the Vice-Chancellor Recruitment process would be discussed under Council only time in the confidential session of the meeting.

26.52 DECLARATIONS AND DISCLOSURE OF INTERESTS

- Received:** declarations and disclosure of interests by members of Council.
- Noted:**
- 1 that Council members were reminded to advise the Secretary to Council of any changes to their disclosure of interests listing between meetings.
 - 2 that for item-specific disclosures, the Chancellor asked that Council members alert him at the time.
- Action:*
- 3 that David McLean's name be reinstated on the register (although his declarations are there, his name had dropped off).

26.53 COUNCIL MINUTES, MEETING HELD 23 MARCH 2026

- Received:** the public Minutes of the meeting of Council held 23 March 2026.
- Resolved:** that the public Minutes of the meeting of Council held on 23 March 2026 be approved.

260046

26.54 REPORT FROM THE CHANCELLOR

- Received:** an oral report from the Chancellor, Mr Alan Judge.
- Noted:** that the Chancellor outlined events and activities since his last update to Council as follows:
- attended regular meetings with the Vice-Chancellor
 - attended regular meetings with the Secretary to Council
 - chaired the University Council meeting on 23 March 2026
 - attended the Rotary Club of Port Nicholson breakfast
 - attended regular meetings with Kate Tibbitts, Chief People Officer re the Vice-Chancellor recruitment process.
 - attended a meeting with Strategic Pay re Vice-Chancellor role sizing
 - held conversations with prospective Vice-Chancellor candidates prior to the role closing on 3 April
 - chaired the VC Appointment Committee meeting (longlist to short list)

- Resolved:** that the Chancellor's oral report be noted.

260047

26.55 REPORT FROM THE VICE-CHANCELLOR

- Received:** a report from the Vice-Chancellor, Professor Nic Smith, dated 17 April 2026 (document VUWC 26/36).
- Noted:**
- 1 that the report was taken as read.
 - 2 that steady progress continues to ensure the University maintains momentum and resilience. This includes strengthening operational foundations, supporting staff and students, and advancing strategic priorities.

- 3 that there was a disciplined focus on staff with high leave balances with new reporting embedded to monitor this. It is now a standing Te Hiwa/Te Ama reporting item.
- 4 that there was strong delivery from Digital Solutions during April, including the annual Banner upgrade, migration of key assets to the Datacom data centre, and a full data-centre resilience failover test (first since 2016) providing assurance of continuity and recovery capability.
- 5 that key digital transformation milestones have been achieved including Future Web Programme (new hosting for ~33,000-page website improving stability/performance); and Enrolments Transformation aimed at improving online self-service admissions. The Data Reporting & Analytics business case was approved by Te Hiwa to lift decision-support capability.
- 6 that Independent Living occupancy remains strong due to international student growth. The team is exploring innovative/cost-effective accommodation development options including modular units.
- 7 that projects are progressing to support teaching, learning, and research. There is increased use of technology (e.g., drone condition capture) to inform asset condition and renewal planning.
- 8 that the establishment of Matatāhuna – Universities Quality Assurance Agency (UQAA) is underway. This will allow a shift toward audited self-accreditation of academic programmes (CUAP to cease); under a national framework expected to be operational from 2028.
- 9 that the whole-of-University Student Success Plan (He Kokonga Whare e Kitea) was endorsed by Te Hiwa and is moving into the implementation phase.
- 10 that library use continues to grow, and pathways and outreach programmes remain strong.
- 11 that the new CubaDupa partnership strengthened Wellington connection and experience-led engagement with 1,600+ campus visitors, 14 activations, 11 local business partnerships, plus strong media/social amplification expanding reach to prospective students.

Resolved: that the report from the Vice-Chancellor be noted.

260048

26.56 **FINANCIAL REPORT TO 31 MARCH 2026**

Received: the Financial report to 31 March 2026 from the Chief Financial Officer, Ms Rachel Bruce (document VUWC 26/37).

- Noted:**
- 1 that the report was taken as read.
 - 2 that revenue was unfavourable to budget by \$3.6m, primarily due to the timing of discounts for full fee students.
 - 3 that expenditure was favourable to budget by \$3.0m, primarily due to staff vacancies and timing of spend on occupancy and operating expenses.
 - 4 that the consolidated group deficit of \$3.1m included the Foundation surplus.
 - 5 that the Foundation surplus of \$6.4m was favourable to budget by \$5.0m, primarily driven by higher donation revenue.

Resolved: that the Financial report to 31 March 2026 be noted.

260049

26.57

CONFERMENT OF QUALIFICATIONS

Received: the list of degrees, diplomas and certificates granted on 4 May 2026 (document VUWC 26/38).

Noted: that the Faculty names in the list need to be updated to reflect the decision made by Council at its 23 March 2026 meeting (resolution 260040).

Resolved:

- 1 that Council grants the degrees, diplomas and certificates in this University on the persons listed in document VUWC 26/38, and that their names be entered on the Roll of Graduates on 4 May 2026.
- 2 that a motion of congratulations to the Graduates be recorded.

Hanif/Evans
260050

26.58

TE TIRITI STATUTE MINOR AMENDMENTS

Received: a Council paper dated 23 April 2026 from the Chair of Te Aka Matua, Ms Pania Gray, regarding proposed minor amendments to the Te Tiriti Statute (document VUWC 26/39).

Noted: that the Te Aka Matua Committee considered the proposed amendments at its meeting on 16 March 2026 and was unanimous in putting the changes forward.

Resolved: that on the recommendation of the Te Aka Matua Committee, Council approve the minor amendments to the Te Tiriti Statute, as set out in document VUWC 26/39.

260051

26.59

COUNCIL DATES FOR 2027

Received: a Council paper dated 2 April 2026 from the Chancellor, Mr Alan Judge, regarding proposed Council dates for 2027 (document VUWC 26/40).

Noted:

- 1 that the Council paper was taken as read.
Action:
- 2 that informal meetings between Te Hiwa and Council are valued. It was agreed that a half-day session with Council and Te Hiwa on key topics be set up once the new Vice-Chancellor is in place. The Vice-Chancellor agreed in principle this was a good thing to do.

Resolved: that the proposed dates for 2027 set out in document VUWC 26/40 be approved.

260052

26.60

2025 FOUNDATION ANNUAL ACCOUNTS

Received: a Council paper dated 21 April 2026 from the Deputy Vice-Chancellor Māori and Kaitiakitanga, Ms Rawinia Higgins, providing the 2025 Foundation Annual Accounts (document VUWC 26/41).

Noted: that the Council paper was taken as read and there was no comment or discussion.

Resolved: that the 2025 Foundation Annual Accounts be noted.

2600453

at 11.41am Dr Emma Dunlop-Bennett was welcomed to the meeting

26.61 PASIFIKA REPORT

Received: a Council paper dated 21 April 2026 from the Assistant Vice-Chancellor (Pasifika), Dr Emma Dunlop-Bennett, providing the Pasifika report (document VUWC 26/42).

Noted:

- 1 that the Council paper was taken as read.
- 2 that Pasifika student enrolments increased by 99 this year, bringing the University to a total of 1410 Pasifika students representing an 8% increase.
- 3 that Pasifika EFTS have been close to TEC targets: exceeding it in 2024 by 0.1%, but below the 2025 target by 0.7%. Currently, Pasifika EFTS are sitting at 7.7% of the 8% TEC target.
- 4 that retention is trending up from 85.2% (2020) to 91.3% (2025).
Action:
- 5 that the Pasifika Strategy will be on the confidential agenda for the July Council meeting.

Resolved: that the Pasifika report be noted.

260054

at 11.50am Dr Emma Dunlop-Bennett left the meeting

26.62 2025 RESEARCH ANNUAL REPORT

Received: a Council paper dated 31 March 2026 from Professor Sally McArthur, Deputy Vice-Chancellor (Research), providing the 2025 Research Annual Report (document VUWC 26/43).

Noted:

- 1 that the Council paper was taken as read.
- 2 that the University Research Committee (URC) provides institution-wide governance and leadership for the University's research portfolio and research strategies
- 3 that the URC supports researcher development and research culture, gives effect to the principles of Te Tiriti o Waitangi (as set out in the University's Te Tiriti o Waitangi statute), and promotes engagement in excellent research.
- 4 that the URC reports to Academic Board via an annual report and verbal updates from the Deputy Vice-Chancellor, Research.
- 5 that the 2025 URC annual report outlines the strategic environment, initiatives supported and delivered, outcomes achieved across the University, and key performance indicators. It also highlights researchers and excellent research recognised and rewarded in 2025.
Action:
- 6 that Council asked that an update on Intellectual Property (IP) be scheduled for a future Council meeting.

Resolved: that the 2025 Research Committee Annual Report be noted.

260055

26.63 FORTHCOMING EVENTS AND NEXT COUNCIL MEETING

Received: a Council paper from the Acting Secretary to Council, Ms Vicki Faint , dated 22 April 2026 regarding Forthcoming Events (document VUWC 26/44).

Noted:

- 1 that the Council paper was taken as read
- 2 that the next meeting of Council will take place on Monday, 15 June 2026 at 11am at Ngā Mokopuna, Kelburn Campus, Wellington
- 3 that Council meetings during the remainder of 2026 will be held at venues as follows:
27 July, Alan McDiarmid Building, Room AM103
14 September, Rutherford House, Level 12
19 October, Council Chamber
30 November, Rutherford House, Level 12

Resolved: **that the Council paper on Forthcoming Events and the date and details of the next Council meeting on 15 June 2026 be noted.**

260056

26.64 COMMITTEE AND ACADEMIC BOARD MINUTES

Received: the following Committee and Academic Board minutes:

- Te Aka Matua Committee, 16 March 2026
- Academic Board, 14 April 2026

Noted:

- 1 that the Committee and Academic Board minutes were taken as read.
- 2 that the AI statement was discussed at the Academic Board meeting.
- 3 that the Council Statement on Freedom of Expression (to be considered later in the agenda) will have a flow on effect on University policies.

Resolved: **that the Committee and Academic Board minutes be noted.**

260057

26.65 VICE-CHANCELLOR FINAL COUNCIL MEETING

Noted:

- 1 that the Chancellor acknowledged that this was Professor Smith's final Council meeting. He commended the Vice-Chancellor for his strong leadership and transparency, leaving the university well-positioned for the future after some very challenging times at the start of Nic's appointment.
- 2 that the Vice-Chancellor thanked the Chancellor and members of Council and expressed a well-received interest in maintaining contact.

Resolved: **that a vote of thanks be recorded to Professor Smith for his contribution as Vice-Chancellor to Te Herenga Waka – Victoria University of Wellington.**

260058

26.66 RESOLUTION CONCERNING THE EXCLUSION OF THE PUBLIC

Received: a recommendation that certain items be taken with the public excluded (document VUWC 26/45).

Resolved: 1 that the public be excluded from the following parts of the proceedings of this meeting, namely agenda items 16-27.

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 are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter		Ground(s) under section 48(1) for the passing of this resolution
16. Minutes of previous meeting held 23 March 2026	Privacy, commercial prejudice, commercial activities.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
17. Health, Safety, and Wellbeing report, deep dive, site works	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
18. Vice-Chancellor's report	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i),and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
19. Council only time Strategic Topic: VC final reflections including University size and composition	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i),and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
20. Financial report to 31 March 2026, Q1 forecast and CFO report	Commercial prejudice, commercial activities, Confidential basis	s9(2)(b)(ii), s9(2)(i),and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
21. Council Statement on Freedom of Expression	Confidential basis	s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)

22. Honorary Doctorate recommendation	Privacy Confidential basis	s9(2)(a), s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
23. Hunter Fellowship recommendation	Privacy Confidential basis	s9(2)(a), s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
24. Foundation Trust Deed	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
25. Foundation quarterly report to 31.3.26	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
26. Accommodation quarterly report	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
27. Committee and Academic Board minutes	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)

In relation to each of the above items, no public interest consideration has been identified favouring disclosure of the particular information in public proceedings of the meeting that would override the need to withhold the information.

This resolution is made in reliance on section 48(1)(a) of the Local Government Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by holding of the whole or the relevant part of the proceedings of the meeting in public are set out above.

- 2 that such members of the senior leadership as the Chancellor and the Vice-Chancellor request be permitted to remain at this meeting, after the public has been excluded, with the exception of agenda item 19, because of their knowledge of the relevant matters identified above which will be of assistance in relation to those matters.

260059

Agenda Item 5

Report from the Chancellor

To receive: an oral report from the Chancellor, Mr Alan Judge.

To resolve: that the oral report from the Chancellor be noted.

Agenda Item 6

Report from the Vice-Chancellor

To receive: a report from the Vice-Chancellor, Professor Bryony James, dated 8 June 2026 (document VUWC 26/56).

To resolve: that the report from the Vice-Chancellor be noted.



COUNCIL PAPER

To	Members of Council
From	Bryony James, Vice-Chancellor (from 12 June 2026)
Author	Bryony James, Vice-Chancellor
Date	8 June 2026
Subject	Vice-Chancellor's report – public
Document #	VUWC 26/56

Executive Summary

This report comes at the conclusion of Professor Nic Smith's time as Vice-Chancellor and highlights a period of strong progress across the University that typifies the positive trajectory that he is leaving as his legacy. In this reporting period we have seen positive momentum in student success, research performance, digital transformation, and operational capability.

He Kokonga Whare e Kitea (a national project aimed at accelerating student achievement) is reaching the early implementation phase and strengthening data-informed support for learners, dovetailing strongly with our student success plan.

Staff and student support is further strengthened by the appointment of the Library's inaugural Te Pākatita – Principal Advisor, Māori and also signalled by strong staff uptake of Microsoft Copilot training. External confirmation of our operations has been signalled in this period by positive feedback from the Archives New Zealand audit and the Education Review Office review of our Early Childhood Centres. Taken together these examples reflect continued progress in institutional capability and equity.

In research, the University is sharpening its focus on the funding pipeline, achieving encouraging outcomes in competitive funding rounds, expanding international grant activity, and building momentum in commercialisation.

We continue to identify operational improvements; in this period digital business cases have been endorsed, we are seeing ongoing steady demand for student accommodation, and proactive event security training was offered to staff, all pointing to a university continuing to invest confidently in its future.

The response to the recent global cyber-attack on Instructure (provider of our Learning Management System, Canvas/Nuku) demonstrated responsiveness and resilience. Service continuity was quickly restored, and we are now concentrating on how the lesson of that incident can be used to strengthen future readiness.

Academic Update

The He Kokonga Whare e Kitea project, focused on improving student progression, retention and equity of outcomes, is now in its implementation phase. Early work is underway across the 10 priority initiatives, with a focus on building sustainable, data-informed capability to support student success across the University. Initial activity has focused on establishing key enabling roles and capability, alongside early implementation of initiatives including data-informed student advising, enhanced programme-level reporting, and learning analytics to support course enhancement.

Archives NZ Audit

Archives NZ completed a three-day onsite audit in early May. Initial feedback was positive, with auditors noting a clear increase in our level of maturity since the previous audit five years ago. This reflects the strong work of the Information and Records Management Team. A draft report is expected next month for factual corrections and management comment. The auditors also advised that the final report and the Chief Archivist's letter, including prioritised recommendations, may take some time to arrive.

New Library role – Te Pākatita – Principal Advisor, Māori

Ani Pahuru-Huriwai (Ngāti Porou) joined the library in late April as its inaugural Te Pākatita – Principal Advisor, Māori. She will lead the development and implementation of the Library's Rautaki Māori, helping strengthen the library's contribution to positive outcomes for Māori and for the wider university.

Research update

The Faculty of Graduate Research board is preparing a proposal to reduce the number of examiners from three to two for doctoral examinations. In doing so, FGR will assess how other New Zealand universities have made this move, with particular emphasis on quality assurance of the degree.

We are taking a more deliberate approach to pursuing external research funding, focusing on building the pipeline to achieve ERI targets in the current challenging funding environment. The focus is on increasing competitiveness (quality) over quantity:

- **Health Research Council** – two projects out of the four submitted to the 2025 round have recently been funded. The details remain embargoed until June. We will celebrate these successes then by releasing stories on each project.
- **Marsden Fund** – out of the 113 EOIs submitted in January, we have 16 through to the full round. This is slightly below our normal level at this stage and explained by the disestablishment of the Humanities and Social Sciences panel.
- We expect a strong set of applications for RSNZ Fellowships to be submitted in July, and we submitted 22 RSNZ Catalyst grants in April.

External research funding environment

MBIE has recently announced the creation of the [Transition Research Fund \(TRF\)](#) for 2027. This will replace both the Marsden and Endeavour Funds. Research Funding New Zealand expect to award around \$84.8m per year (approximately \$300m in total), similar to a typical Marsden + Endeavour funding round. The fund will be made up of three schemes:

- Talent Development – supports future research leaders to build capability, test ideas, and establish independent careers
- Projects – enables bold, innovative research with strong potential to deliver meaningful benefits for New Zealand
- Programmes – supports ambitious, collaborative research addressing complex challenges and delivering transformational outcomes over the longer term.

The Research Office continues efforts to identify opportunities for our researchers to gain international ERI. Applications for international grants remain focused on building our Horizon Europe pipeline, with three proposals having been submitted so far in 2026, with a target of 10 this year. Additionally, there are currently another nine international applications pending, these are a mix of other EU, UK, US, Asia, and philanthropic foundations.

High level national research delegations are heading to France in June, organised by the French Embassy and UNZ. A return trip to Estonia following an inward delegation who visited New Zealand in February. The focus on these visits is to build bilateral partnerships that will support Horizon EU applications and help build scope and scale for our research.

Commercialisation

The inaugural UniVentures [Commercialisation Grant](#) has commenced: up to \$20k research grant for VUW researchers who want to advance their programme towards commercialisation. The first five recipients are Wanting Jiao (Ferrier Research Institute), Alistair Brown (SBS), Joanne Harvey (SCPS), Mengje Zhang (CDSAI) and Nadia Pantidi (School of Design Innovation).

UniVentures presented two projects for funding at the KiwiNet Investment Committee and secured co-funding from the Pre-Seed Accelerator Fund for both projects: Novel RSV Therapeutics (principal investigator: Lawrence Harris - Ferrier Research Institute) for a total budget of \$670k and Dragonflies for Diabetic Macular Edema (PI: Olga Zubkova - FRI) for a total of \$500k. UniVentures currently manages and co-funds four large (>\$500k) commercialisation projects through KiwiNet and is the leading Tech Transfer Office (TTO) in NZ for funding allocated by KiwiNet in 2026.

We hosted the first TTO meeting between Otago Innovation, AUT Ventures and UniVentures. The three CEOs reviewed their respective business models and explored avenues for collaboration. They then presented their findings to their DVCR and Chairpersons in a meeting exploring how to build on the MOU signed between the three universities.

Operations update

May saw strong progress across the Digital Roadmap, with three key business cases endorsed to strengthen the University's digital foundations. The Future Identity Programme was approved, with early benefits focused on simplifying identity management and improving access for new students, including a 2026 pilot for school leavers. The Virtual Infrastructure Replacement was endorsed this will mitigate supply risk and ensure continuity of core systems. The AV Teaching Technology Asset Replacement was also approved, enabling the refresh of aging projectors and several teaching spaces which needed an AV technology refresh. There has been strong uptake by staff of Microsoft Copilot licenses (400+) and training after the recent Vice-Chancellor staff forums where AI use was a focus.

Cyber-attack on Canvas / Nuku

Starting the week of 4 May, Instructure, the provider of the Canvas Learning Management Centre which is the heart of the University's Nuku Learning Platform, came under attack from a criminal group. This attack resulted in Instructure shutting down their systems on Friday 8 May at 8am without warning. This affected VUW, Auckland University and AUT, along with many other universities and school systems globally. The bad actors threatened to publicly release data copied from approximately 9,000 universities and school systems worldwide.

VUW took the decision to prevent any access to the Instructure systems and provided an information page for staff and students which included communicating that the system would remain offline until the following Wednesday, in order to assess the privacy impact of any released data and ensure there was no risk of further security breaches.

Following a decision by Instructure to pay the ransom, with associated removal of threats to disclose data, the system was returned to use on the morning of Monday 11 May and has remained in normal operation since then. CAD is working with Digital Solutions, the University legal team, and Instructure to identify what data was accessed so that privacy notifications can be made.

A full review of the incident will be conducted, and the implications for the continuity of learning and teaching in the future will be used to plan improvements to our systems and processes. The incident demonstrated a strong response capability from the university's incident response team, and further areas where there is need for increased cyber resilience and business continuity plans.

Campus Operations

The Security team held a training session on Event Security with over 50 staff from across the university who organise events. It was a great opportunity to connect, and work together, to help reduce the risks that events can pose.

T2 accommodation applications are tracking well, and we are on track to maintain current occupancy levels.

The Education Review office (ERO) have completed their review of our Early Childhood Centres. The outcome was positive and well received by the team. The review report will be published online shortly.

HR update

Collective bargaining has been initiated for our two substantive Collective Agreements, Academic Staff and General Staff. Both agreements expire on 30 June 2026. Parties are currently confirming their bargaining teams with negotiations due to start in mid to late June. We have received notification of a new Union forming, University Academics Union and expect they will also initiate bargaining soon.

Māori and Kaitiakitanga update

As of 25 May Māori student EFTS sit at 1951, up 43 on the same time last year. The percentage of Māori students enrolled at Te Herenga Waka continues to sit at 13.8%.

On Monday 25 May the marae hosted HRH Princess Mata'aho of Tonga, with a pōhiri followed by morning tea. On the same day, a delegation from Xiamen University was also hosted at Ngā Mokopuna for lunch.

114 graduates celebrated their success at two Te Hui Whakapūmau ceremonies on Friday 29 May.

Sustainability

We have been advised, regarding our application for Formal Living Building Certification for Ngā Mokopuna, that first impressions indicate we are very well placed and there is nothing too onerous to respond to.

The Sustainability team has produced their sustainability report for 2025, which will be posted to the Sustainability website and shared with the University community once it has been seen by Te Hiwa.

Development, Alumni Relations

Te Pātaka Toi – Adam Art Gallery is hosting the exhibition *Peal the Bells*. This exhibition proposes that the voice offers a powerful index of our times and, in many ways, reflects an intrinsic role of universities. These works compel us to listen to, and commit to hearing each other – with criticality, with empathy and as a conscious act. Its title an imperative and an implicit exclamation, *Peal the Bells* is also a prompt to speak with clarity and conviction in an era marked by the continuous chatter and flow of messages and media activity online. To purposefully 'give voice' to something is to trust that others are listening, and in turn that exchange, even change, is possible.

He Kura Wawata – Victoria University of Wellington Foundation

The Foundation adopted a new te reo name 'He Kura Wawata' at their May meeting proposed by DVC Māori and Kaitiakitanga. The name can be interpreted as treasured ambitions, aspirations, opportunities, and potential. When joined with the Development, Alumni, Events and Adam Art Gallery (DARO) name – 'Te Kura Tangata' (treasured people), it can make a proverb 'through the connections with people and caring for those people, we can create many opportunities that we hope will lead to special things, or treasured things.' The name He Kura Wawata literally means 'many lovely dreams.'

Events until the end of June

- Sir Ivor Richardson Law Lecture - LAW
- Shakespeare Festival
- Pasifika Graduation Celebration
- Graduation
- PhD Celebration
- VC Farewell - Staff
- VC Farewell - Stakeholder/Council
- Palmerston North Alumni Event
- Christchurch Alumni Event
- Lecretia Seals Lecture - LAW
- Principals' Breakfast
- Ian Gordon Fellow Lecture
- Human Factors & Ergonomics in Land Transport - CONFERENCE
- The 33rd Annual Meeting of the Austronesian Formal Linguistics Association - CONFERENCE
- Inaugural Lecture - Giacomo Lichtner
- TEFANZ conference - CONFERENCE

Recommendation:

that Council note the Vice-Chancellor's public report.

Agenda Item 7

Financial report to 30 April 2026

To receive: the Financial report to 30 April 2026 from the Chief Financial Officer, Ms Rachel Bruce (document VUWC 26/57)

To resolve: that the Financial report to 30 April 2026 be noted.



APRIL 2026

SUMMARY MONTHLY PUBLIC FINANCIAL REPORT

CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL PERFORMANCE	Apr 26 YTD		
	Act	Bud	Var
	\$m		
Government Grants incl. PBRF	68.3	68.3	0.0
Tuition Fees	51.3	54.0	-2.7
Research, Commercial & Other	68.2	70.3	-2.1
REVENUE	187.7	192.6	-4.8
People	97.4	98.4	1.0
Occupancy	16.2	17.7	1.4
Operating	60.7	63.1	2.4
EXPENDITURE	174.3	179.1	4.8
EBITDA	13.4	13.5	-0.1
Depreciation & Amortisation	20.1	19.8	-0.2
Interest Expense	0.6	0.9	0.2
UNIVERSITY GROUP SURPLUS/DEFICIT	-7.3	-7.2	-0.1
%	-3.9%	-3.7%	
CONSOLIDATED GROUP SURPLUS/DEFICIT	-3.4	-5.2	1.8
%	-1.8%	-2.6%	

Presentation of figures rounded to nearest \$100k can lead to minor rounding differences in tables.

YTD overview

- Revenue is unfavourable to budget by \$4.8m, primarily due to the timing of discounts for full fee students and timing of other revenue.
- Expenditure is favourable to budget by \$4.8m, primarily due to staff vacancies and timing of spend on occupancy and operating expenses.
- The Consolidated Group Deficit of \$3.4m includes the Foundation Surplus.
- The Foundation Surplus of \$3.9m is favourable to budget by \$1.8m, primarily driven by higher donation revenue.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION	As At:	
	Apr-26 Actual	Apr-25 Actual
	\$m	
Cash & Cash Equivalents	71.5	94.0
Investments	124.4	113.7
Accounts Receivable & Accruals	33.6	30.4
Pre-Paid Expenses	9.3	11.4
Other Current Assets	11.5	9.5
TOTAL CURRENT ASSETS	250.3	259.0
Property, Plant and Equipment	1,224.8	1,196.0
Intangibles	7.7	8.3
Investments in Related Parties	8.3	7.6
TOTAL NON-CURRENT ASSETS	1,240.8	1,211.8
TOTAL ASSETS	1,491.0	1,470.8
Accounts Payable & Accruals	54.5	49.4
Revenue in Advance	190.1	173.2
Bank Borrowings – Current	-	-
Employee Entitlements – Current	20.8	19.4
Other Current Liabilities	3.8	7.1
TOTAL CURRENT LIABILITIES	269.3	249.1
Employee Entitlements – Non-current	21.8	19.9
Bank Borrowings – Non-current	10.0	40.0
TOTAL NON-CURRENT LIABILITIES	31.8	59.9
TOTAL LIABILITIES	301.0	309.0
NET ASSETS	1,190.0	1,161.8
Accumulated Surplus	510.7	503.0
Current Year Earnings	(3.4)	5.2
Other Reserves	682.7	653.6
TOTAL COMMUNITY EQUITY	1,190.0	1,161.8
TOTAL LIABILITIES & COMMUNITY EQUITY	1,491.0	1,470.8

Presentation of figures rounded to nearest \$100k can lead to minor rounding differences in tables.

Agenda Item 8

Conferment of Qualifications

To receive: the list of degrees, diplomas and certificates granted on 15 June 2026 (document VUWC 26/58).

- To resolve:**
- 1 that Council grants the degrees, diplomas and certificates in this University on the persons listed in document VUWC 26/58 and that their names be entered on the Roll of Graduates on 15 June 2026.
 - 2 that a motion of congratulations be recorded.



**DEGREES, DIPLOMAS AND CERTIFICATES
TO BE GRANTED ON 15 JUNE 2026**

Doctor of Philosophy

Asokakumar Sreekala, Vishnu, *in Physics*
Azeem, Tuba, *in Law*
Bui, Ngoc Tuan, *in Applied Linguistics*
Bunting, Imogen Cara, *in Marine Biology*
Cram, Aneta Katarina Raiha, *in Health and Wellbeing*
Escott, Kirita-Rose Leslie, *in Engineering*
Kaitai-Mullane, Ahinata Sinead, *in Māori Studies*
Qi, Renrui, *in Mathematics*
Taylor, Lauren Maree, *in Chemistry*
Udapola, Udapola Balage Hansi Shashiprabha, *in Computer Science*
Williamson, Joey, *in Engineering*
Zou, Bojun, *in Education*

**TE WĀHANGA WAIHANGA-HOAHOA–FACULTY OF
ARCHITECTURE AND DESIGN INNOVATION**

Master of Architecture

Ayaquil, Andrea Bianca Novencido

Master of Architecture (Professional)

Abbott, Caitlin Grace, *with Distinction*
Bewick, Bridget Rose Joyce, *with Merit*
Burra, Steffi, *with Merit*
Crabb, Bailey Joel, *with Merit*
Flett, Karen Anne Munro, *with Merit*
Gestro, Lucy Hannah, *with Distinction*
Masitabua, Kaline Cagi, *with Distinction*
Melashchenko, Kamilla, *with Distinction*
Sasse, Paul Alexander, *with Merit*

Master of Design Technology

Fenwick Croft, Sol Cedric Griffin, *in Lighting and Rendering with Distinction*
Jones, Charles William, *in Animation with Distinction*
Kremmer Clunie, Madison Joy, *in Lighting and Rendering with Merit*
Loggenberg, Paige Rachelle, *in Animation with Distinction*
Siraj, Fuad Azaim, *in Lighting and Rendering with Distinction*

Master of Interior Architecture

Cranney, Kate Johanna, *with Merit*
Lei, Kendall Andrus, *with Distinction*

Master of Landscape Architecture
Merrett-Kaufman, Hannah, *with Distinction*

Master of Urban and Regional Planning
Fasi, Meleseini Ongohevaha

Bachelor of Architectural Studies
Calder, Flynn Richard
Campbell, Eloise Grace Crichton
Hogan, William Andrew
Take, Samara Eden

Bachelor of Design Innovation
Teachanitiswad, Rueangrit

ŌRAUARIKI–WELLINGTON SCHOOL OF BUSINESS AND GOVERNMENT

Master of Commerce
Tranquilli, Florencia, *in Economics with Distinction*

Master of Professional Accounting
Gupta, Rohit
Sur, Shuvajit
Zhong, Xizhong

Master of Public Management
Murray, Benjamin James

Bachelor of Commerce
Baron, Maia Te Aroha
James, Hugo Max Treherne
Jones, Jack William
Kingon, Liam Christian Deada
Marlow, Mathew James
Sipos, Sophia Ruby

Postgraduate Diploma in Information Studies
Dando, Joshua Rhys

TE PUKENGA WAI–FACULTY OF EDUCATION

Master of Education
Kirkland, Patricia Jane, *with Merit*

Graduate Diploma of Teaching (Secondary)
Matagi, Josiah Aaron

TE WĀHANGA A MANAIA–FACULTY OF ENGINEERING

Master of Engineering
Reynolds, Jonathan Geoffrey, *with Merit*
Yu, Chengliang, *with Merit*

Master of Renewable Energy

Lerman, Zachary Lewa, *with Distinction*

Muravu, Admire, *with Merit*

Bachelor of Engineering with Honours

Kriletich, Milan Matthew, *with First Class Honours in Software Engineering*

TE PUKENGA WAI–FACULTY OF HEALTH

Master of Health Psychology

Yee, Emily Hui Ming, *with Distinction*

Postgraduate Diploma in Health Psychology

Fuller, Emma Dell

Korschen, Kezia

Postgraduate Certificate in Nursing Science

Doyle, Jessica Mary

Stanton-Wells, Anna Elizabeth

TE WĀHANGA ARONUI–FACULTY OF HUMANITIES AND SOCIAL SCIENCES

Master of Arts

Aitchison, Christine Howie, *in Criminology with Merit*

Master of Communication

Vijayvargiya, Aakriti *with Merit*

Master of Indigenous Studies

Marshall, Sarah Jane, *with Distinction*

Master of Music Therapy

France, Rachel Kathryn, *with First Class Honours*

Bachelor of Arts with Honours

Armstrong, Laura Heather, *with First Class Honours in English*

Bachelor of Arts

Burnett, Lucy Anna Rose

Comyns, Katie Lee

Finlayson, Nicole Saye

Garven, Marcus George

Gordon, Stephanie Mae

Hern, Sano Peter Afamasaga

Hurley, Annaliese Sarah Catherine

Murdoch, Lily Jane

Murray, Alice Rose

Pereto, Alana Jaime

Somerville, Kyle William

Sutton, Alexander John

Bachelor of Communication

Kelly, Grace Renee Perehana

Bachelor of Music

Ashworth, Felix Walker

Garvie, Oscar Finn

Postgraduate Diploma in Criminology

Pratap, Rashmi Riya

Graduate Diploma in Arts

Bruce, Edgar William, *in Film*

Certificate of Proficiency in English

Asano, Chihiro

Asende, Hana Mpenda

Delgado Lugo, Luisa Gabriela

Garcia Arroyo, Johann Sneider

Ilina, Iuliia

Jaafar, Jan Mustafa

Kato, Taisei

Kim, Yerang

Okumura, Ayako

Taira, Saki

Torii, Yumena

Xavier Moreira, Inacio Inigo

Yoshida, Aoki

Yoshikawa, Kokona

Zhang, Weizhe

Zhong, Xizhong

TE KAUHANGANUI TĀTAI TURE–FACULTY OF LAW

Master of Laws

Hurley, Kristina Marie, *with Distinction*

Bachelor of Laws with Honours

Rudin, Zak Cohen, *with First Class Honours*

Bachelor of Laws

Kelly, Grace Renee Perehana

Kingon, Liam Christian Deada

Murdoch, Lily Jane

Singh, Amisha Rachel

TE WĀHANGA A MANAIA–FACULTY OF SCIENCE

Master of Biomedical Science

Guo, Xueling, *with First Class Honours*

Master of Drug Discovery and Development

Atsalis, Zoe Kathleen, *in Chemical Biology with Merit*

Master of Environmental Studies

Sperry, Declan Orion, *with Distinction*

Master of Science

Betts, Hannah Clarice, *in Science in Society with Distinction*

Cull, Paige Emily, *with Second Class Honours (first division) in Chemistry*

Mengesha, Dagim Yoseph, *in Geophysics*

Verhaaren, Lucy Pascale, *with First Class Honours in Forensic Psychology*

Bachelor of Science with Honours

Hawkey, Maria Grace, *with First Class Honours in Geography*

Madhusudanan, Darsa, *with Second Class Honours (first division) in Psychology*

Bachelor of Biomedical Science

Osborne, Matthew James

Bachelor of Science

Beattie, Jack Robert Irwin

Callegari, Federico

Jordan, Fiona Rose

Kramar, Lauri Avel

Stelling, Alexia Rose

Taylor, Cooper James Charles

Postgraduate Diploma in Science

Watson, Bethany May, *in Forensic Psychology*

Agenda Item 9

Amendments to Council Membership Statute

To receive: a Council paper dated 29 May 2026 from Professor Bryony James (Vice-Chancellor effective 12 June 2026) regarding the full review of the Council Membership Statute and Council Elections procedure (document VUWC 26/59).

To resolve: **that Council approve the revised Council Membership Statute and Council Elections Procedure.**



COUNCIL PAPER

TO	Members of Council
FROM	Bryony James, Vice-Chancellor (effective 12 June 2026)
AUTHORS	Jackie Anderson, General Counsel Okan Tan, Senior Policy Adviser
DATE	29 May 2026
SUBJECT	Council Membership Statute and Council Elections Procedure – scheduled full review
DOCUMENT #	VUWC 26/59

Recommendation

It is recommended that Council approve the revised Council Membership Statute and Council Elections Procedure.

Executive Summary

The Council Membership Statute and Council Elections Procedure have undergone their scheduled full review in accordance with the requirements of the Policy Framework. The accompanying policy approval memorandum provides an overview of the review process and outlines the amendments arising from consultation.

Attachments

- A1 Council Membership Statute and Council Elections Procedure – policy approval memorandum
- A2 Council Membership Statute (with mark-ups)
- A3 Council Membership Statute (clean copy)
- A4 Council Elections Procedure (with mark-ups)
- A5 Council Elections Procedure (clean copy)

Title of Policy	- Council Membership Statute - Council Elections Procedure
Policy Sponsor	Bryony James, Vice-Chancellor (effective 12 June 2026)
Policy Owner	Caroline Ward, Secretary to Council
Recommendation	It is recommended that Council approve the revised Council Membership Statute and Council Elections Procedure.
Key Aspects	<p>Having completed the University’s standard policy-review process, supplemented on this occasion by consultation with Council members and followed by university-wide consultation, the updated Council Membership Statute and Council Elections Procedure (the Procedure are now ready for Council consideration and approval.</p> <p>Key changes are summarised by section below. The attached drafts highlight all amendments in track changes including minor editorial refinements not detailed below.</p> <p><i>Note: “the Act” refers to the Education and Training Act 2020 throughout this memorandum.</i></p> <p>Council Membership Statute</p> <p><i>Purpose</i></p> <p>Section 1 has been revised to emphasise the attributes the Council must collectively possess and to add a direct reference to the University’s strategic objectives set out in its Strategic Plan.</p> <p><i>Application of Statute</i></p> <p>Section 2 has been revised to provide a clearer scope of application, replacing the earlier generic wording.</p> <p><i>General</i></p> <p>A new section 3 has been added to provide a direct reference to the Victoria University of Wellington Council Constitution Notice and to present a clearer breakdown of Council appointments in clause 3.1(b) to better reflect current practice. A new explanatory note has also been added to reference the relevant provisions of the Act.</p>

Membership of the Council

Section 4 has been restructured to consolidate and simplify content that was previously dispersed across separate sections. It now provides a more detailed breakdown of clause 3.1(b) and explicitly outlines certain key requirements of section 278 of the Act, rather than simply referencing it. The intended composition of the Council remains unchanged, apart from an increase in Māori membership from two to three, and an explanatory note that clarifies the attributes listed in clauses (c) to (g) are not mutually exclusive. Some wording in this section has been revised for clarity in consultation with the Office of Te Tumu Ahurei — Deputy Vice-Chancellor (Māori and Kaitiakitanga).

Recommendation of Candidates

Section 5 has been updated to clarify that the Nominations Panel will consider the same matters as the Council when making recommendations on appointments and reappointments, replacing the former standalone set of considerations that is now addressed elsewhere in the Statute.

Term of Office

Section 6 features a range of improvements, including a clearer articulation of standard appointment terms, the maximum number of terms an individual may serve as a member of Council, the staggered membership approach used to ensure continuity, the circumstances in which members cease to hold office, the process for addressing vacancies (including an alternate member provision for student representatives unable to complete their term), the general principle that members typically remain in office until their successor is appointed, and the conditions under which dismissal or suspension may occur. The term “Alternate Member” has been included as a defined term in section 7.

Definitions

Definitions have been moved from section 3 to section 7 to align with the approved policy template, and the list of defined terms has been reduced by integrating abbreviations into the main text.

Additional Updates

The content has been migrated into the approved policy template, and language has been streamlined in several sections to improve readability. The Vice-Chancellor remains the Policy Sponsor, and the Secretary of Council has been designated as the Policy Owner.

Council Elections Procedure

Purpose

Section 1 has been revised to emphasise fairness and transparency more clearly while retaining its core purpose of giving effect to the election-related aspects of the Statute.

Application of Procedure

Section 2 has been revised to provide a clearer scope of application, replacing the earlier generic wording and aligning it with the Statute.

Notice of Election

This section introduces two substantive improvements. Clause 3.3 provides that a notice of election may not impose eligibility criteria beyond candidates being staff members or students. Clause 3.4 requires the Returning Officer to maintain an accurate list of eligible voters, ensure that only those eligible receive the notice of election, and ensure that any digital platform used for Council elections complies with privacy obligations and incorporates safeguards against duplicate voting.

Counting of Votes

This section now includes a requirement that any drawing of lots to break an election tie be conducted under supervision, with the supervising role determined by whether it is a staff or student election.

Recount

The rules in this section have been revised to prescribe explicit timeframes for submitting a recount request and completing the recount process.

Definitions

Definitions have been moved from section 3 to section 12 to align with the approved policy template, and the list of defined terms has been reduced by integrating abbreviations into the main text.

Additional Updates

Like the Statute, the Procedure has been migrated into the approved policy template. It now includes role titles in te reo Māori where available and uses gender-neutral terminology, replacing “his/her” with “they.” The Notices of Candidacy, previously appended in full, are now provided through links to support more efficient maintenance.

<p>Justification</p>	<p>Council membership is governed by the Act, which sets out the legal framework for how councils are composed, how members are appointed, and the obligations they must meet. The updates in this review cycle are intended to bring the Statute and its associated Procedure into closer alignment with the Act, enhance clarity, and introduce several important improvements, most notably the substantive revisions to Section 6 of the Statute.</p>
<p>Alignment with Strategy, Iho, Values, Objectives, and Priorities</p>	<p>The Statute and its associated Procedure closely align with the University’s values by setting the rules that ensure Council comprises members who collectively possess the knowledge, skills, experience, and diversity necessary for the effective governance of the University,</p>

	including the capacity to address challenges and advance its strategic objectives.
Consultation	The changes in this review cycle were first discussed by Council members at a recent workshop. A university-wide consultation then took place from 2 April 2026 to 8 May 2026. Te Hiwa members, key points of contact across several CSUs, and representatives from VUWSA and Ngāi Taurira were notified in advance and invited to contribute.
Changes made following consultation	<p>VUWSA provided a written submission as part of the consultation process and expressed broad support for the proposed amendments. No other submissions were received.</p> <p>VUWSA particularly commented on the “alternate member” mechanism introduced in this review cycle and emphasised that a six-month vacancy is far too long for Council to operate without two elected student members, given the significance of the decisions Council makes. They further noted that, under the original definition of “alternate member,” the Council could end up relying on outdated election results even when a more recent student election had already taken place.</p> <p>VUWSA also drew attention to its own Constitution, which requires its Executive to consider a list of mandatory factors before deciding not to hold a by-election. Under that framework, the only time a vacancy is filled by the next highest polling candidate is when a resignation occurs before a member’s term has begun. VUWSA noted that this approach would better protect the principle that student representatives should hold a current and democratically legitimate mandate.</p> <p>These points were addressed by expanding the explanatory note under clause 6.3 and by adjusting the definition of alternate membership. The revised note now makes clear that, although the Act permits the Council not to fill a vacancy occurring within six months of the end of a term, the Council will still consider whether leaving a student position unfilled would be appropriate and whether it would materially diminish student representation. If it would, the Council will set an appropriate time for the next student election. This addition responds directly to VUWSA’s concern that a six-month vacancy is too long for Council to operate without full student representation.</p> <p>The updated definition of alternate member also addresses the issue of outdated mandates. Under the original wording, the alternate member was drawn from the same election as the outgoing member, even if a more recent election had since taken place. The new definition instead identifies the alternate member as the highest-polling unelected candidate from the most recent Council election for student membership. This helps ensure that any alternate member reflects the most current democratic mandate of the student body.</p> <p>This approach has been discussed with, and is supported by, VUWSA representatives.</p>

Prior to its submission to Council, the Statute and its associated Procedure underwent legal review for a final assessment of compliance with legislative requirements. Several amendments were made as a result, including consolidation of content previously presented in separate clauses and the addition of key legislative references that had not been included in the consultation draft, among several other minor refinements.

In summary, the key amendments included:

Council Membership Statute

- A revision of clause 4.2 to expand the previous reference to a specific subsection of section 278 of the Act into a broader reference to section 278 as a whole, and to add a reference to section 277 which sets out the circumstances in which a person may not be appointed to Council (i.e. individuals disqualified from appointment);
- A revision of clause 4.3 to improve readability and broaden the matters Council must consider when making appointments to all matters set out in clause 4.2 rather than composition alone as well as other requirements specified in the Act;
- An addition of subclauses (c)-(g) into clause 4.4 to strengthen internal cross-referencing;
- A revision to clause 6.1 by inserting the additional wording “(or until they cease to be employed by the University, if sooner)” for elected Staff Members and “(or until the end of any continuous period of six months in which they are not enrolled as a Student at the University, if sooner)” for elected Students, to integrate the cessation rules previously set out separately in clause 6.2 directly into the term-of-office provisions where Council has clearer authority under the Act;

Council Elections Procedure

- An addition of a reference to section 277 of the Act to mirror the revisions made to clause 4.2 of the Statute;
- A revision in clause 5.2 to remove reference to health considerations which are not relevant under the Act and instead to tie withdrawal to ineligibility requirements specified in the Act.
- A clarification in 7.1(b)(ii) that the Returning Officer approves the format of the profile statements;

All amendments made following consultation and legal review are highlighted in yellow in the marked-up versions.

Financial/Resource Implications	No financial impacts are anticipated as a result of this approval.
HR Implications	No HR implications are anticipated as a result of this approval.
EDI Implications	No EDI implications are anticipated as a result of this approval.



Council Membership Statute

1. Purpose

The purpose of this Statute is to ensure that the ~~overall composition of Council reflects of Te Herenga Waka – Victoria University of Wellington (the Council) comprises members who collectively possess~~ the knowledge, skills, experience, and diversity necessary for the effective governance of the University, ~~including the capacity to address challenges and for that governance to adapt successfully to changes advance its strategic objectives.~~

2. Application of Statute

This Statute applies to ~~current members of the Council and its Committees, individuals eligible for Council membership, and all individuals involved in the tertiary education environment~~ conduct of Council elections.

Statute Content

3. General

3.1 The Victoria University of Wellington Council Constitution Notice 2015 provides that the Council comprises 12 members as follows:

- (a) ~~Four members appointed by the responsible Minister (by written notice to the Council); and~~
- (b) ~~Eight members appointed under this Statute, including:~~
 - (i) ~~four members directly appointed by Council resolution; and~~
 - (ii) ~~four members elected in accordance with the relevant provisions of this Statute and the Council Elections Procedure, with their appointments subsequently confirmed by the Council.~~

Note: The Council's size is determined in accordance with section 275 of the Education and Training Act 2020 (the Act).

4. Membership of the Council

4.1 The Council will comprise the following members:

- (a) ~~Te Tumu Whakararae – the Vice-Chancellor of the University;~~
 - (b) ~~two Staff Members elected by Staff Members in accordance with the Council Elections Procedure;~~
 - (c) ~~two Students elected by Students also in accordance with the Council Elections Procedure;~~
- and

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(d) such number of other individuals (whether or not they are Staff Members or Students) appointed in accordance with this Statute so as to bring the total number of members appointed by the Council to eight.

4.2 Section 277 of the Act sets out circumstances in which a person may not be appointed to Council and section 278 of the Act sets out matters to be considered when making Council appointments. Among other matters, this includes a requirement to When making appointments under clause 4.1(b)(i), the Council will have regard to the purpose of this Statute and will (as required by subsection (1) of section 278 of the Act) –

- (a) ensure that at least one Council member is Māori; and
- (b) appoint individuals who (in the Council's opinion) –
 - (i) have relevant knowledge, skills, or experience; and
 - (ii) are likely to be able to fulfil their individual duties to the Council; and
 - (iii) together with the other members of the Council, are capable of undertaking its responsibilities, duties, and functions.

The Council will, so far as reasonably practicable, endeavour to achieve a composition that includes:

- (c) at least two Staff Members;
- (d) at least two Students;
- (e) at least three individuals who are Māori and have a recognised standing within the Māori community;
- (f) at least two graduates of the University; and
- (g) at least five women.

Note: The attributes listed in (c) to (g) are not mutually exclusive. A single Council member may have more than one attribute (for example, a member may be both a graduate and a staff member, or a Māori woman who is also a student).

4.3 The Council will decide on the appointment of Council members under clause 4.1(d) at its discretion, in line with this Statute and the Act, and with particular regard to the matters set out in clause 4.2. Council will decide, at its discretion and in accordance with this Statute, on the appointment of Council members under clause 4.1(d), having regard to the composition outlined in clause 4.2.

4.4 If, following a direct appointment made by the Council, the resulting composition does not reflect the composition outlined in clause 4.2 (c) to (g), the Council will, at the time the appointment is announced, publish a statement outlining the reasons.

5. Recommendation of Candidates

5.1 The Nominations Panel, a committee of the Council chaired by the Chancellor, is responsible for identifying and recommending candidates for Council membership and plays an active role in supporting the Council's assessment of both new appointments and reappointments under clause 4.1(d) reflecting good governance practice.

Note: The Terms of Reference for the Nominations Panel is available on the University's website.

5.2 When making recommendations to the Council under clause 5.1, the Nominations Panel will consider the same matters as the Council under this Statute. To do so, the Nominations Panel will:

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- (a) publicly call for expressions of interest from interested individuals, including setting the process and timeframe for submissions;
- (b) supplement the applicant pool by identifying additional suitable candidates on its own initiative, where considered necessary; and
- (c) ensure that all interested individuals are assessed against criteria agreed by the Council, including, but not limited to, those set out in this Statute.

6. Term of office

Organisational Scope

- (a) four years for elected Staff Members (or until they cease to be employed by the University, if sooner);
- (b) two years for elected Students (or until the end of any continuous period of six months in which they are not enrolled as a Student at the University, if sooner); and
- (c) four years for other individuals appointed by the Council.

Terms may be staggered to ensure continuity of membership, meaning not all members within a category begin or end their terms at the same time. The Council may approve a term different from the standard term specified above where it considers such a term to be appropriate. However, any variation must not exceed four years, except in the case of the Vice-Chancellor, who serves on the Council for the duration of their appointment in that role.

Note: The term will be specified in the notice or resolution appointing each member.

6.2 Elected members of the Council cease to hold office if they no longer meet the eligibility criteria under which they were elected. This means:

6.3 **Note:** Under the Education and Training Act 2020, the Council may decide not to fill the vacancy if it occurs within six months of the end of the relevant member's term of office. However, when the vacancy concerns Student membership, the Council will satisfy itself that any period during which the position is not filled is appropriate and does not materially diminish Student representation in its decision-making. Otherwise, the Council will determine an appropriate time for the next Council election for Student membership.

6.44 Unless Council members are re-elected, a member whose term expires will remain in office until his or her appointment takes effect.

6.55 The Vice-Chancellor serves for the duration of their appointment. Other Council members are generally expected to serve be appointed for no more than two terms. In exceptional circumstances, the Council may approve a third term for non-Student members if it considers the extension to be in the University's best interests. When a third term is approved, the Council must publish a statement outlining the rationale at the time the appointment is announced.

Note: Individuals who have previously served as student members may be appointed as Council members in a different capacity in the future. However, the maximum number of occasions on which a person may be appointed as a member of the Council in any capacity is three.

6.66 The Council may, by resolution, dismiss or suspend a Council member in the circumstances specified in clause section 7 of Schedule 11 of the Act.

2.7. Definitions

For the purposes of In this Statute, unless the context otherwise stated, the following definitions will apply requires:

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Permanent Member ~~is defined as a member of the governing body of the University who is not a Staff Member.~~

Staff Member ~~means a Permanent Member of the teaching academic or general staff professional staff of the University.~~

4.8. Related Documents

[Education and Training Act 2020](#)
[Victoria University of Wellington Act 1961](#)

[Council Elections Procedure](#)
[Te Tiriti o Waitangi Statute](#)

[Mahere rautaki – Strategic Plan](#)
[Council Elections Procedure](#)

Essential Record

Approval Agency	Te Rūnanga – Council
Approval Date	24 August 2015 TBC
Last Modified Effective Date	10 August 2022 TBC
Next Review Date	29 July 2022 TBC
Policy Sponsor	Tumu Whakararae – Vice-Chancellor
Contact Person	Secretary to Council
Policy Owner	Ext 5196

Modification History

Date	Approval Agency	Details
TBC	Te Rūnanga – Council	Full review

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Council Membership Statute

1. Purpose

The purpose of this Statute is to ensure that the Council of Te Herenga Waka – Victoria University of Wellington (the Council) comprises members who collectively possess the knowledge, skills, experience, and diversity necessary for the effective governance of the University, including the capacity to address challenges and advance its [strategic objectives](#).

2. Application of Statute

This Statute applies to current members of the Council and its Committees, individuals eligible for Council membership, and all individuals involved in the conduct of Council elections.

Statute Content

3. General

3.1 The [Victoria University of Wellington Council Constitution Notice 2015](#) provides that the Council comprises 12 members as follows:

- (a) Four members appointed by the responsible Minister (by written notice to the Council); and
- (b) Eight members appointed under this Statute, including:
 - (i) four members directly appointed by Council resolution; and
 - (ii) four members elected in accordance with the relevant provisions of this Statute and the Council Elections Procedure, with their appointments subsequently confirmed by the Council.

Note: The Council's size is determined in accordance with [section 275 of the Education and Training Act 2020](#) (the Act).

4. Membership of the Council

4.1 The Council will comprise the following members:

- (a) Te Tumu Whakarae – the Vice-Chancellor of the University;
- (b) two Staff Members elected by Staff Members in accordance with the Council Elections Procedure;
- (c) two Students elected by Students also in accordance with the Council Elections Procedure; and
- (d) such number of other individuals (whether or not they are Staff Members or Students) appointed in accordance with this Statute so as to bring the total number of members appointed by the Council to eight.

4.2 [Section 277 of the Act](#) sets out circumstances in which a person may not be appointed to Council, and [section 278 of the Act](#) sets out matters to be considered when making Council appointments. Among other matters, this includes a requirement to –

- (a) ensure that at least one Council member is Māori; and

- (b) appoint individuals who (in the Council's opinion)—
 - (i) have relevant knowledge, skills, or experience; and
 - (ii) are likely to be able to fulfil their individual duties to the Council; and
 - (iii) together with the other members of the Council, are capable of undertaking its responsibilities, duties, and functions.

The Council will, so far as reasonably practicable, endeavour to achieve a composition that includes:

- (c) at least two Staff Members;
- (d) at least two Students;
- (e) at least three individuals who are Māori and have a recognised standing within the Māori community;
- (f) at least two graduates of the University; and
- (g) at least five women.

Note: The attributes listed in (c) to (g) are not mutually exclusive. A single Council member may have more than one attribute (for example, a member may be both a graduate and a staff member, or a Māori woman who is also a student).

- 4.3 The Council will decide on the appointment of Council members under clause 4.1(d) at its discretion, in line with this Statute and the Act, and with particular regard to the matters set out in clause 4.2.
- 4.4 If, following a direct appointment made by the Council, the resulting composition does not reflect the composition outlined in clause 4.2 (c) to (g), the Council will, at the time the appointment is announced, publish a statement outlining the reasons.

5. Recommendation of Candidates

- 5.1 The Nominations Panel, a committee of the Council chaired by the Chancellor, is responsible for identifying and recommending candidates for Council membership and plays an active role in supporting the Council's assessment of both new appointments and reappointments under clause 4.1(d) reflecting good governance practice.

Note: The Terms of Reference for the Nominations Panel is available on the University's website.

- 5.2 When making recommendations to the Council under clause 5.1, the Nominations Panel will consider the same matters as the Council under this Statute. To do so, the Nominations Panel will:
 - (a) publicly call for expressions of interest from interested individuals, including setting the process and timeframe for submissions;
 - (b) supplement the applicant pool by identifying additional suitable candidates on its own initiative, where considered necessary; and
 - (c) ensure that all interested individuals are assessed against criteria agreed by the Council, including, but not limited to, those set out in this Statute.

6. Term of office

- 6.1 In accordance with [subsection 6\(1\) of Schedule 11 of the Act](#), Council members are appointed by resolution of Council for the following standard terms:
 - (a) four years for elected Staff Members (or until they cease to be employed by the University, if sooner);

- (b) two years for elected Students (or until the end of any continuous period of six months in which they are not enrolled as a Student at the University, if sooner); and
- (c) four years for other individuals appointed by the Council.

Terms may be staggered to ensure continuity of membership, meaning not all members within a category begin or end their terms at the same time. The Council may approve a term different from the standard term specified above where it considers such a term to be appropriate. However, any variation must not exceed four years, except in the case of the Vice-Chancellor, who serves on the Council for the duration of their appointment in that role.

Note: The term will be specified in the notice or resolution appointing each member.

- 6.2 If a Council membership becomes vacant before the end of a Council member’s term, that vacancy will usually be filled using the same procedure by which the member was originally appointed. If that procedure is no longer available or suitable, the Council will determine an alternative procedure and appoint a new member using that procedure. Where a Student member is unable to complete their term, the Council may appoint an Alternate Member to serve for the remainder of that term, provided the Council is satisfied that the Alternate Member’s vote count is sufficiently high to demonstrate support from the Student community.
- 6.3 Under the Education and Training Act 2020, the Council may decide not to fill the vacancy if it occurs within six months of the end of the relevant member’s term of office. However, when the vacancy concerns Student membership, the Council will satisfy itself that any period during which the position is not filled is appropriate and does not materially diminish Student representation in its decision-making. Otherwise, the Council will determine an appropriate time for the next Council election for Student membership.
- 6.4 A member whose term has expired will remain in office until their successor’s appointment takes effect.
- 6.5 The Vice-Chancellor serves for the duration of their appointment. Other Council members will generally be appointed for no more than two terms. In exceptional circumstances, the Council may approve a third term for non-Student members if it considers the extension to be in the University’s best interests. When a third term is approved, the Council must publish a statement outlining the rationale at the time the appointment is announced.

Note: Individuals who have previously served as student members may be appointed as Council members in a different capacity in the future. However, the maximum number of occasions on which a person may be appointed as a member of the Council in any capacity is three.

- 6.6 The Council may, by resolution, dismiss or suspend a Council member in the circumstances specified in [section 7 of Schedule 11 of the Act](#).

7. Definitions

In this Statute, unless the context otherwise requires:

- Alternate Member means a Student who stood in the most recent Council election for Student membership and received the highest number of votes among the unelected candidates remaining eligible to stand for Council. Appointment as an Alternate Member is contingent on continued enrolment at the University as a Student.
- Permanent Member means a member of academic or professional staff who –
 - (a) is employed, on a full-time or part-time basis, for a period ending, unless sooner terminated, on the member’s resignation or retirement; or

- (b) has been employed, on a full-time or part-time basis, whether under an employment agreement for a fixed term or otherwise, for at least 3 months; or
- (c) has been employed, on a full-time or part-time basis, whether under an employment agreement for a fixed term or otherwise, for less than 3 months and whose employment is, in the opinion of the chief executive of the institution, likely to continue for at least 3 months from the date of commencement of that employment.

Note: The University uses the terms academic staff and professional staff rather than teaching staff or general staff as used in the Education and Training Act 2020.

Staff Member means a Permanent Member of the academic or professional staff of the University.

Student means a Student enrolled at the University.

University means Te Herenga Waka – Victoria University of Wellington.

Related Documents and Information

8. Related Documents

[Education and Training Act 2020](#)
[Victoria University of Wellington Act 1961](#)

[Council Elections Procedure](#)
[Te Tiriti o Waitangi Statute](#)

[Mahere rautaki – Strategic Plan](#)

9. Document Management and Control

Essential Record

Approval Agency	Te Rūnanga – Council
Approval Date	TBC
Effective Date	TBC
Next Review Date	TBC
Policy Sponsor	Tumu Whakarae – Vice-Chancellor
Policy Owner	Secretary to Council

Modification History

Date	Approval Agency	Details
TBC	Te Rūnanga – Council	Full review

Council Elections Procedure

1. Purpose

This procedure sets out the process by which Staff Members and Students will be elected. The purpose of this Procedure is to give effect to the Council in accordance with clause 5.1(b) and (c) of the Council Membership Statute.

Organisational Scope

This is (the Statute) by establishing a University-wide procedure fair and transparent process for the conduct of Council elections.

2. Definitions

For purposes of this procedure, unless otherwise stated, the following definitions shall apply:

Act	Means the Education and Training Act 2020.
Council	The Council of the University.
Eligible Elector	A Staff Member or a Student (as applicable) as at the time of the relevant election.
Notice of Candidacy	A form of application to stand as a candidate as set out in Appendix A or B.
Permanent Member	As defined in section 10(1) of the Act – meaning, in relation to the teaching or general staff of the University, a member of the staff who: <ul style="list-style-type: none"> (a) is employed, on a full-time or part-time basis, for a period ending, unless sooner terminated, on the member's resignation or retirement; or (b) has been employed, on a full-time or part-time basis, whether under an employment agreement for a fixed term or otherwise, for at least 3 months; or (c) has been employed, on either a full-time or part-time basis, whether under an employment agreement for a fixed term or otherwise, for less than 3 months and whose employment is, in the opinion of the chief executive of the institution, likely to continue for at least 3 months from the date of commencement of that employment.
Returning Officer	The Secretary to Council or such other person as the Council appoints.

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¹The University uses the terms *academic staff* and *professional staff* rather than *teaching staff* or *general staff* as used in the Education and Training Act 2020.

Staff Member	A Permanent Member of the teaching or general staff of the University.
Student	A student enrolled at the University.
University	Victoria University of Wellington.

2. Application of Procedure

This Procedure applies to current members of the Council and its Committees, individuals eligible for Council membership, and all individuals involved in the conduct of Council elections.

Procedure Content

3.3. Notice of Election

3.3.1 Whenever an election is to be held in accordance with clause 54.1(b) or (c) of the Council Membership Statute (regarding the election of Staff Members and Students to Council), the Returning Officer will notify the election generally within the University.

3.3.2 A notice of election must will include:

- (a) the timing a call for candidates;
- (b) the number of vacancies to be filled;
- (c) the election timetable, as determined by the Returning Officer, including:
 - (i) the day and hour by which candidacies must be received (which must be at least seven calendar days from the date of the notice);
 - (ii) the day on which the election will begin (which must be at least ten calendar days from the date of the notice); and
 - (iii) the day and hour on which voting will close.
- (b) the number of positions to be filled;
- (c) a call for potential candidates; and
- (d) the contact details of the Returning Officer to which for all election-related correspondence relating to.

3.3 A notice of election must not specify eligibility criteria for candidates standing as representatives of Staff Members or Students, other than the requirement that those candidates must be Staff Members or Students respectively and must be eligible for appointment to Council under section 277 of the Act.

3.4 The Returning Officer must maintain an accurate list of Eligible Electors to whom the election must be addressed. notice of election will be sent and ensure that any digital platforms used for Council elections comply with privacy requirements and include measures to prevent duplicate voting.

34 Candidates

4.5 Notice of Candidacy

4.1 A potential candidate must complete a Notice of Candidacy and return that to and submit the Returning Officer Notice of Candidacy form appropriate to their status (Staff Member or Student) by the day and time deadline specified in the notice of election. (see Appendix 1).

5.4.2 The Returning Officer will acknowledge receipt of each completed Notice of Candidacy.

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54.3 The Returning Officer will verify that each candidate meets the eligibility criteria before accepting the Notice of Candidacy.

4.4 The Returning Officer may reject any Notice of Candidacy which that is incomplete or not received by the day and time specified in the notice of election.

45. **Withdrawal of candidacy**

65.1 A candidate may withdraw his or her their candidacy by notice in writing to the Returning Officer.

65.2 A candidate who withdraws from the election must submit a written statement to the Returning Officer to Council.

65.3 Where a candidate has withdrawn in accordance with clauses 65.1 or 65.2, the Returning Officer will take reasonable steps to notify Eligible Electors and, if the voting process permits, remove the candidate's name from the election.

65.4 Any vote cast for a withdrawn candidate will not be counted.

65.5 If, by the withdrawal of a candidate the number of candidates does not exceed the number of vacancies to be filled, clause 7 of this Procedure will apply.

76.1 If Where the number of Candidates received does not exceed valid candidacies equal to or fewer than the number of available vacancies the Council shall determine the method of election and the date and time of the election. The Returning Officer will notify the Council of the Candidates which will support the Candidates Council elected in this accordance with the Council Membership Statute.

77. **Where Number of Candidates Exceeds Vacancies**

87.1 If Where the number of Candidates valid candidacies exceeds the number of available vacancies to be filled, the Returning Officer will:

- (a) notify generally within the University:
 - (i) the day or days date(s) on which the election will be held;
 - (ii) the names of the Candidates; and
 - (iii) the method of secret ballot, as determined by the Council, by which the election will occur.
- (b) send to the University email address of each Eligible Elector:
 - (i) instructions for voting; and
 - (ii) the supporting profile statement (in a format approved by the Returning Officer) for each Candidate (in a format approved by the Returning Officer).

88. **Counting of Votes**

98.1 Votes must be counted as soon as reasonably practicable within five working days after the close of voting in the manner determined by the Returning Officer.

98.2 Where there is an equality of votes between Eligible Candidates, the Returning Officer will determine which Candidate will be declared the winner. The election will be conducted and voting must be conducted under the supervision of the Chancellor or Pro-Chancellor for staff elections, and under the supervision of the President of the Victoria University of Wellington Students' Association (VUWSA) for student elections.

99. **Result of election**

109.1 The Returning Officer will, as soon as is reasonably practicable after the close of voting:

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- (a) notify the result of the election to the community, including the names of the highest polling Candidate(s) and the number of votes gained by each Candidate;
- (b) notify the Council of the highest polling Candidate(s) and the number of votes gained by each Candidate.

10. Recount

10.1 Any Candidate or person Eligible Elector who voted at an election may request a recount by submitting written notice in writing delivered to the Returning Officer within 7 calendar days from the closing of the poll for that election.

10.2 Upon receiving a request for a recount of the votes cast at an election, the Returning Officer will notify the result of the recount in the same manner as the result was notified under clause 10.1.

10.3 On the completion of a recount, the Returning Officer will notify the result of the recount in the same manner as the result was notified under clause 10.1.

11. Decisions of the Returning Officer

11.1 The decisions of the Returning Officer on all questions and disputes concerning an election governed by this Procedure shall be final.

12. Definitions

In this Procedure, unless the context otherwise requires:

- Act** means the Education and Training Act 2020.
- Council** means the Council of Te Herenga Waka – Victoria University of Wellington.
- Eligible Elector** means a Staff Member or a Student (as applicable) at the time of the relevant election.
- Notice of Candidacy** means a form of application to stand as a candidate as set out in Appendix 1.
- Permanent Member** has the meaning given the Statute.
- Returning Officer** means the Secretary to Council or such other person as the Council appoints.
- Staff Member** has the meaning given in the Statute.
- Student** has the meaning given in the Statute.
- University** means Te Herenga Waka – Victoria University of Wellington.

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Related Documents and Information

13. Related Documents

[Education and Training Act 2020](#)
[Victoria University of Wellington Act 1961](#)

[Council Membership Statute](#)
[Te Tiriti o Waitangi Statute](#)

[Mahere rautaki – Strategic Plan](#)
[Council Membership Statute](#)

[Essential Record](#)

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Approver Approval Agency	Te Rūnanga – Council
Approval Date	24 August 2015 TBC
Last Modified Effective Date	10 August 2021 TBC
Next Review Date	29 July 2022 TBC
Policy Sponsor	Tumu Whakarae – Vice-Chancellor
Contact Person Policy Owner	Secretary to Council Ext 5196

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Appendix A: Notice of Candidacy – Staff Member

Date	Approval Agency	Contact Details	Address:
Degrees and qualifications	Te Rūnanga – Council	Full review	Phone: Email:

Date	Degree/Qualification	Institution
Posts held		
Dates from/to	Post	
Reasons for standing for election (200 words)		

I confirm that:

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Appendix 1. ~~All information on this Notice: Notices of Candidacy is true, correct and not misleading.~~

~~2. I am a Permanent Member (as defined in the Council Membership Statute) of the University's teaching or general staff.~~

Student Notice of Candidacy

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Council Elections Procedure

1. Purpose

The purpose of this Procedure is to give effect to the Council Membership Statute (the Statute) by establishing a fair and transparent process for the conduct of Council elections.

2. Application of Procedure

This Procedure applies to current members of the Council and its Committees, individuals eligible for Council membership, and all individuals involved in the conduct of Council elections.

Procedure Content

3. Notice of Election

3.1 Whenever an election is to be held in accordance with clause 4.1(b) or (c) of the Statute, the Returning Officer will notify the election generally within the University.

3.2 A notice of election will include:

- (a) a call for candidates;
- (b) the number of vacancies to be filled;
- (c) the election timetable as determined by the Returning Officer, including:
 - (i) the day and hour by which candidacies must be received (which must be at least seven calendar days from the date of the notice);
 - (ii) the day on which the election will begin (which must be at least ten calendar days from the date of the notice); and
 - (iii) the day and hour on which voting will close.
- (d) the contact details of the Returning Officer for all election-related correspondence.

3.3 A notice of election must not specify eligibility criteria for candidates standing as representatives of Staff Members or Students, other than the requirement that those candidates must be Staff Members or Students respectively and must be eligible for appointment to Council under [section 277 of the Act](#).

3.4 The Returning Officer must maintain an accurate list of Eligible Electors to whom the notice of election will be sent and ensure that any digital platforms used for Council elections comply with privacy requirements and include measures to prevent duplicate voting.

4. Notice of Candidacy

4.1 A candidate must complete and submit the Notice of Candidacy form appropriate to their status (Staff Member or Student) by the deadline specified in the notice of election (see Appendix 1).

4.2 The Returning Officer will acknowledge receipt of each completed Notice of Candidacy.

4.3 The Returning Officer will verify that each candidate meets the eligibility criteria before accepting the Notice of Candidacy.

4.4 The Returning Officer may reject any Notice of Candidacy that is incomplete or not received by the day and time specified in the notice of election.

5. Withdrawal of Candidacy

- 5.1 A candidate may withdraw their candidacy by notice in writing to the Returning Officer.
- 5.2 A candidate will be considered to have withdrawn if they die or become ineligible to be appointed to Council.
- 5.3 Where a candidate has withdrawn in accordance with clauses 5.1 or 5.2, the Returning Officer will take reasonable steps to notify Eligible Electors and, if the voting process permits, remove the candidate's name from the election.
- 5.4 Any vote cast for a withdrawn candidate will not be counted.

6. Where Number of Candidates does not exceed Vacancies

- 6.1 Where the number of valid candidacies is equal to or fewer than the number of available vacancies, each candidate will be considered elected under this Procedure. The Returning Officer will then notify the Council, which will appoint the elected candidates in accordance with the Statute.

7. Where Number of Candidates Exceeds Vacancies

- 7.1 Where the number of valid candidacies exceeds the number of available vacancies, the Returning Officer will:
 - (a) notify generally within the University:
 - (i) the date(s) on which the election will be held;
 - (ii) the names of the Candidates; and
 - (iii) the method of secret ballot, as determined by the Council, by which the election will occur.
 - (b) send to the University email address of each Eligible Elector:
 - (i) instructions for voting; and
 - (ii) the profile statement (in a format approved by the Returning Officer) for each Candidate.

8. Counting of Votes

- 8.1 Votes must be counted within five working days after the close of voting in the manner determined by the Returning Officer.
- 8.2 Where there is an equality of votes between Eligible Candidates, the Returning Officer will determine by lot which of them will be declared as elected. Any drawing of lots must be conducted under the supervision of the Chancellor or Pro-Chancellor for staff elections, and under the supervision of the President of the Victoria University of Wellington Students' Association (VUWSA) for student elections.

9. Result of election

- 9.1 The Returning Officer will, as soon as is reasonably practicable after the close of voting:
 - (a) notify the University community of the election result, including the names of the highest-polling candidate(s) and the number of votes received by each candidate;
 - (b) notify the Council of the highest-polling candidate(s), corresponding to the number of vacancies, so that they may be appointed in accordance with the Statute.

10. Recount

- 10.1 Any candidate or Eligible Elector who voted in the relevant Council election may request a recount by submitting written notice to the Returning Officer within five working days of the notification of the election result.
- 10.2 Upon receiving a request for a recount under clause 10.1, the Returning Officer will, within five working days, conduct a recount of the votes together with a person appointed by the Council.
- 10.3 The Returning Officer will notify the result of the recount in the same manner as specified in clause 9.1.

11. Decisions of the Returning Officer

- 11.1 The decisions of the Returning Officer on all disputes concerning an election governed by this Procedure shall be final.

12. Definitions

In this Procedure, unless the context otherwise requires:

Act	means the Education and Training Act 2020.
Council	means the Council of Te Herenga Waka – Victoria University of Wellington.
Eligible Elector	means a Staff Member or a Student (as applicable) at the time of the relevant election.
Notice of Candidacy	means a form of application to stand as a candidate as set out in Appendix 1.
Permanent Member	has the meaning given the Statute.
Returning Officer	means the Secretary to Council or such other person as the Council appoints.
Staff Member	has the meaning given in the Statute.
Student	has the meaning given in the Statute.
University	means Te Herenga Waka – Victoria University of Wellington.

Related Documents and Information**13. Related Documents**

[Education and Training Act 2020](#)
[Victoria University of Wellington Act 1961](#)

[Council Membership Statute](#)
[Te Tiriti o Waitangi Statute](#)

[Mahere rautaki – Strategic Plan](#)

14. Document Management and Control*Essential Record*

Approver	Te Rūnanga – Council
Approval Date	TBC
Effective Date	TBC
Next Review Date	TBC
Policy Sponsor	Tumu Whakarae – Vice-Chancellor
Policy Owner	Secretary to Council

Modification History

Date	Approval Agency	Details
TBC	Te Rūnanga – Council	Full review

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Appendix 1: Notices of Candidacy

[Staff Member Notice of Candidacy](#)

[Student Notice of Candidacy](#)

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Agenda Item 10

Delegations Statute – scheduled full review

To receive: a Council paper dated 25 May 2026 from Professor Bryony James (Vice-Chancellor effective 12 June 2026) regarding the full scheduled review of the Delegations Statute (document VUWC 26/60).

To resolve: **that Council approve:**

- (a) **the revised Delegations Statute; and**
- (b) **two members of Council and the Vice-Chancellor sign the proposed updates to the Delegations Schedule.**



COUNCIL PAPER

TO	Members of Council
FROM	Bryony James, Vice-Chancellor (effective 12 June 2026)
AUTHORS	Jackie Anderson, General Counsel Okan Tan, Senior Policy Adviser
DATE	25 May 2026
SUBJECT	Delegations Statute – scheduled full review
DOCUMENT #	VUWC 26/60

Recommendations:

It is recommended that:

- (a) Council approve the revised Delegations Statute; and
- (b) two members of Council and the Vice-Chancellor sign the proposed updates to the Delegations Schedule.

Executive Summary

The Delegations Statute has undergone its scheduled full review in accordance with the requirements of the Policy Framework. The accompanying policy approval memorandum provides an overview of the review process and outlines the amendments arising from consultation.

The revised draft incorporates the changes endorsed by Te Hiwa at its meeting on 12 May 2026, including updates to the Delegations Schedule set out in Attachment 4. It also reflects the adjustments requested by the Audit and Risk Committee at its 18 May 2026 meeting, as detailed in the supporting documentation.

Attachments

- A1 Delegations Statute – Council policy memorandum
- A2 Delegations Statute – Council draft (with mark-ups)
- A3 Delegations Statute – Council draft (clean copy)
- A4 Proposed Updates to the Delegations Schedule (for signature)

Title of Policy	Delegations Statute
Policy Sponsor	Bryony James, Vice-Chancellor (effective 12 June 2026)
Policy Owner	Jackie Anderson, General Counsel
Recommendation	<p>It is recommended that:</p> <ul style="list-style-type: none"> (a) Council approve the revised Delegations Statute; and (b) two members of Council and the Vice-Chancellor sign the proposed updates to the Delegations Schedule.
Key Aspects	<p>Following the University’s standard policy review process, which included consultation with key stakeholders and the wider University community, the Legal Services team has prepared an updated Delegations Statute for consideration by Te Hiwa and the Audit and Risk Committee, prior to its submission to Council for approval.</p> <p>Key changes are summarised in the bullet points below. The attached draft uses tracked changes to highlight all amendments, including minor editorial refinements not detailed below.</p> <ul style="list-style-type: none"> ▪ Revision of the purpose section to incorporate the kāwanatanga principle of good governance and the kaitiakitanga principle of protection, alongside minor amendments to enhance overall clarity and consistency with updated clause 3.1. ▪ Revision of the application scope to clarify that the Statute applies to all members of Council, the Academic Board and other Committees of Council, and all members of staff when acting in the course of University business (rather than only staff members as currently specified). ▪ Revision of clause 3.1 to clarify that the Statute is the primary internal instrument made by Council under the Education and Training Act 2020, rather than the definitive source of all formally approved delegations. The term “definitive source” has been replaced with “overarching organisational framework” and relocated to section 1. ▪ Insertion of a new clause 3.2 to provide that Council delegates authority over all “administrative and academic affairs” of the University to the Vice-Chancellor, and to set out the associated expectations and limitations. This wording mirrors section 294 of the Education and Training Act 2020. ▪ Reorganisation of material previously contained in clause 13.1 (Amendments and Review) into clause 3.3 to improve the logical flow of the Statute. ▪ Revision of subclause 4(g) to improve consistency and alignment with the Conflicts of Interest Statute. ▪ Rewrite of section 8 to move away from a model where signing is treated as approval and to cover contracts entered into without a

	<p>physical signature, such as through online acceptance or a tick box process.</p> <ul style="list-style-type: none"> ▪ A shift away from the requirement in current clause 8.3 (renumbered as clause 8.7 in the updated draft) that all contract templates be reviewed by Legal Services, with the revised clause limiting this requirement to contracts that may expose the University to material financial or reputational risk. ▪ Remove clause 10.1 relating to media releases and media interviews, as it references outdated sources of information (non-policy) and overlaps with matters already covered in several policy documents. The intention is to instead record the authority to “approve media releases” in the Delegations Schedule. ▪ Update to Tier 3 Heads and Directors in Appendix 1 to include Associate Directors who report to a Te Hiwa member. ▪ Update to Tier 4 Managers in Appendix 1 to include Heads of significant groups that are sub-units within Central Service Units. ▪ Update to the title of Appendix 2 to align with the rewritten section 8. ▪ Addition of an explanatory note at the beginning of Appendix 2 to provide guidance on how to interpret the table. ▪ Insertion of a new clause 13.2 to provide for regular review of the Statute under the oversight of the Audit and Risk Committee. This mirrors the approach taken in recently updated statutes approved by Council. ▪ Amendments to Appendix 2, particularly in relation to the approval of amendments, renewals, and termination of contracts (on page 10). These changes respond to recurring queries and are intended to enhance clarity and operational efficiency. ▪ Minor editorial refinements throughout the Statute, including updated role titles, committee names (including those in Appendix 3), consistent terminology (e.g. “use” rather than “exercise”), and simplification of content without changes to substance.
<p>Justification</p>	<p>There is a clear and justifiable need for the Delegations Statute, which is of central importance in enabling the University to manage delegations and sub-delegations in a systematic, rule-based manner, ensure compliance with legal requirements, and maintain high standards of governance.</p>
<p>Alignment with Strategy, Iho, Values, Objectives, and Priorities</p>	<p>The proposed amendments to the Delegations Statute are aimed at supporting robust delegation and sub-delegation practices at the University, in a way that gives effect to the kāwanatanga principle of good governance and the kaitiakitanga principle of protection.</p>
<p>Consultation</p>	<p>The Legal Services team developed initial refinements in 2025 and circulated an updated draft in early 2026 to seek early feedback and address key stakeholder issues ahead of University-wide consultation.</p> <p>Early consultation with key stakeholders was undertaken from 2 to 19 March 2026, including Te Ama, the Office of the Deputy Vice-Chancellor Māori and Kaitiakitanga, HR Employment Relations, the Academic Office, and the Research Office.</p>

	This was followed by University-wide consultation from 2 to 22 April 2026.
Changes made following consultation	<p data-bbox="589 327 1175 352"><u><i>During preliminary consultation with key stakeholders</i></u></p> <p data-bbox="589 384 1300 432">Feedback from key stakeholders was generally positive and was largely concentrated on the appendices of the Delegations Statute.</p> <ul data-bbox="589 464 1300 1476" style="list-style-type: none"> ▪ Tier 3 and Tier 4 manager roles listed in Appendix 1 have been updated to reflect current role titles. ▪ The explanatory note under the title of Appendix 2 has been added to improve clarity in interpreting the subsequent table of FDA, Contract, and Transaction Limits, which previously carried the title “FDA limits”. ▪ Deans and Heads of Schools currently sit within the same delegation tier. A risk in applying the same financial delegation limits to Heads of Schools for expenditure contracts has been identified and will be mitigated through proposed changes requiring Heads of Schools and Faculty Operations Managers to consult their line managers when using these delegations. ▪ The Associate Director, Research Operations, has been included as an additional delegated authority holder for the approval of research contracts. ▪ The application scope has been amended to clarify that the Delegations Statute applies only to specified roles when acting in the course of University business (for example, Research Trust delegations are excluded). ▪ The initially proposed individual delegation for “trusted research” under the category of contracts was removed until clear definitions and guidance are made available by the Research Office. ▪ Proposed adjustments have been made to the Director International FDAs relating to the approval of sponsorships (in relation to international activities) and tuition fee and student services fee discounts. ▪ Remove clause 10.1 relating to media releases and media interviews, as it references outdated non-policy sources and overlaps with matters already covered in several policy documents. ▪ Minor typographical errors in Appendix 2 have been corrected. ▪ The most substantial change at this point in the process was the rewrite of section 8 to revise the current approach to approval and signing requirements. This moves away from a model where signing is treated as approval and allows contracts to be entered into without a physical signature, such as through online acceptance or a tick-box process <p data-bbox="589 1493 979 1518"><u><i>During university-wide consultation</i></u></p> <p data-bbox="589 1549 1300 1650">Following these changes, the Vice-Chancellor approved an updated draft Delegations Statute for University-wide consultation. Only limited additional feedback from HR was received, reflecting strong early engagement with key stakeholders.</p> <p data-bbox="589 1682 1300 1730">All feedback was considered and addressed through the following minor adjustments:</p> <ul data-bbox="589 1761 1300 1837" style="list-style-type: none"> ▪ Revision of clause 8.6 to improve readability ▪ Reversion clause 10.1 to its current form by excluding the phrase “and any settlement of such proceedings” included in the

	<p>consultation draft, in response to concerns relating to the settlement of employment disputes, for which delegations already exist in the Delegations Schedule and do not explicitly require reporting of settlements to Council. This can be revisited based on Council’s expectations.</p> <ul style="list-style-type: none"> Revision of subclause 4(g) to ensure consistency with the Conflicts of Interest Statute by removing the requirement that delegations be exercised by a higher-level manager where a conflict of interest arises. Under that Statute, staff members are expected to disclose conflicts of interest to their manager, who is responsible for determining their management (or assigning responsibility), thereby ensuring appropriate oversight of the exercise of delegations in all cases. <p>The draft Delegations Statute was considered by Te Hiwa on 12 May 2026 and subsequently submitted to the Audit and Risk Committee. Te Hiwa agreed to include the Deputy Vice-Chancellor (Māori and Kaitiakitanga) as a delegated authority holder for specified delegations in Appendix 2 (relating to contracts).</p> <p>On 18 May 2026, the Audit and Risk Committee endorsed the draft for submission to Council, subject to a minor amendment to clause 8.7 replacing “serious” with “material” financial and reputational risk. An explanatory note has been added to provide clarity.</p>
Financial/Resource Implications	No financial impacts are anticipated as a result of this approval, except for a proposed 5% increase to the Director International’s financial delegation to approve discounts on tuition fees and student services fees. It is recommended that any potential financial implications are considered when making a decision on this aspect.
HR Implications	No HR implications are anticipated as a result of this approval.
EDI Implications	No EDI implications are anticipated as a result of this approval.
Te Tiriti Implications	Te Tiriti implications were identified and addressed in consultation with the Office of the Deputy Vice-Chancellor (Māori and Kaitiakitanga). This was achieved by incorporating the kāwanatanga principle of good governance and the kaitiakitanga principle of protection into section 2 of the Delegations Statute, aligning with Mai i te Iho ki te Pae – the Strategic Outcomes Framework for Māori.
Delegations Implications	No delegation implications are anticipated to arise from this approval, other than those addressed elsewhere in this memorandum and highlighted in the table provided as a separate attachment.
Policy Implications	No existing policy is proposed for repeal at the time of approval. However, the refinements to Appendix 2 (which sets out delegations relating to contracts with other universities and institutes, research organisations, government agencies, funders, corporates, and not-for-profit organisations) will inform a future proposal to repeal the outdated Academic Agreements Policy. This will be presented separately to the Academic Board for consideration and approval.

Commencement Date	Upon approval by Council
Sign Off	<p>In submitting this Policy Document to Council, I confirm, in my capacity as Policy Sponsor, that upon Council approval I will assume responsibility for its implementation and periodic review.</p> <p>Bryony James Vice-Chancellor (effective 12 June 2026)</p>



Delegations Statute

1. Purpose

Te Rūnanga – the University Council (Council) is the governing body of Te Herenga Waka – Victoria University of Wellington (the University). It delegates much of its responsibility to Te Tumu Whakarāe – the Vice-Chancellor, the Academic Board and other Committees of Council. In turn, the Vice-Chancellor is authorised to, and does, delegate responsibilities to members of Staff and the Academic Board.

This Statute sets out the overarching organisational framework for these delegations, and including provides the basis for, and the limits on, the exercise use and sub-delegation of all Delegated Authority at Te Herenga Waka – Victoria University of Wellington the University, in a manner that gives effect to the kāwanatanga principle of good governance and the kaitiakitanga principle of protection.

2. Application of Statute

This Statute applies to all members of Council, Committees of Council, the Academic Board and other Committees of Council, and all members of Staff when acting in the course of University business.

Statute Content

3. Definitive Source General

3.1 This Statute is the primary internal instrument for approved Delegated Authority within the University, made by Council under the powers conferred by the Education and Training Act 2020. This Statute is the definitive source of all formally approved Delegated Authority. Where there is any conflict between this Statute and any other University statute, policy, regulation, procedure, guideline or Policy D document, this Statute will take priority unless determined otherwise by:

- (a) Council, in the case of a conflict affecting the Delegated Authority of Council, the Academic Board or another a Committee of Council, or the Vice-Chancellor; or
- (b) the Vice-Chancellor, in the case of any other conflict.

3.2 Except for powers reserved to Council (see Appendix 3) and those directly delegated by Council to the Committees of Council, including the Academic Board, Council delegates to the Vice-Chancellor authority over all academic and administrative affairs of the University. This includes all statutory powers required to achieve the University's objectives, including the power to make, amend, and revoke Delegated Authorities, and the power to take actions necessary to implement the Strategic Plan as Chief Executive. This The use of this authority is subject to applicable law and the principles and rules set out in this Statute.

3.3 The Vice-Chancellor is authorised has the Delegated Authority to amend any Delegated Authority or Delegated Authority level contained in this Statute and the Delegations Schedule except for any Delegated Authority or Delegated Authority level expressed as being held by Council, a Committee of Council including; the Academic Board, or the Vice-Chancellor.

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~~3.432~~ Where a Delegated Authority is not contained in this Statute, the matter must be referred to the Vice-Chancellor. If a question of Delegated Authority arises in relation to a matter not provided for in this Statute or any of its appendices, the Vice-Chancellor must refer the matter to the Vice-Chancellor. Where a Delegated Authority is not contained in this Statute, the matter must be referred to the

~~Vice-Chancellor~~ the matter must be referred to the Vice-Chancellor. The Vice-Chancellor must obtain Council approval if the matter falls outside the Vice-Chancellor's Delegated Authority or if the Vice-Chancellor considers it appropriate to do so.

5.4. Principles

The ~~exercise~~ use of Delegated Authority at the University is subject to the following principles:

Granting and holding Delegated Authority

- (a) Delegated Authority may only be held by, or granted to, Council, Committees of Council, the Academic Board, the Vice-Chancellor, or a member of Staff.
- (b) Delegated Authority is granted through this Statute and may be granted through specific delegations given to specific roles (as listed in [the Delegations Schedule referenced in Appendix 4](#)) or through Delegated Authority levels. The Delegated Authority levels, ~~(and the roles or categories of roles assigned to within each level.)~~ are set out in Appendix 1.

Use of Delegated Authority

- (c) Delegated Authority holders have the authority to use their Delegated Authority and commit the University in accordance with this Statute.
- (d) Delegated Authority may be used only in the best interests of the University and towards achieving the University's mission and strategic goals.
- (e) Delegated Authority holders are accountable for their use of Delegated Authority. In using Delegated Authority, Delegated Authority holders must:
 - (i) comply with this Statute, Te Tiriti o Waitangi Statute, any other relevant Policy Document, and any relevant legislation;
 - (ii) have proper regard to any standards, generally accepted practice and the potential risks to the University as a result of each ~~exercise~~ use of Delegated Authority (including the possibility of setting an undesirable precedent); and
 - (iii) seek appropriate advice where necessary and prior to using or committing Delegated Authority (including [Human Resources](#), legal and/or financial advice).
- (f) Managers of Staff may use the Delegated Authority held by those members of Staff within ~~that manager's~~ their reporting line.
- (g) A Delegated Authority holder may not use their Delegated Authority in a situation where the Delegated Authority holder has a Conflict of Interest. In such a situation, the Conflict of Interest must be disclosed and managed in accordance with the [Conflicts of Interest Statute](#) ~~and the any use of relevant Delegated Authority must be exercised used by an appropriate higher-level manager, except that for Te Hiwa members it may be used by another Te Hiwa member, provided this is communicated to and agreed by the Vice-Chancellor.~~
- (h) Delegated Authority holders are not compelled to ~~exercise~~ use delegations. Holding a delegation does not oblige the holder to ~~exercise~~ use the delegation if, in the holder's opinion, some special or unusual circumstances are involved which make it sensible or

desirable to not commit the University and/or that the issue be escalated for consideration at a more senior level.

- (i) A Delegated Authority holder may appoint a person or group, such as a committee, to advise about the ~~exercise-use~~ of Delegated Authority, but the Delegated Authority holder remains responsible and accountable for ~~exercising-using~~ that Delegated Authority.

Sub-delegation

- (j) ~~Any sub-delegation of Delegated Authority to other members of Staff must be made in accordance with this Statute. Delegated Authority cannot be sub-delegated to other members of Staff except as specifically provided in this Statute. Any A~~ sub-delegation remains in force until it expires or is revoked in writing.

- (k) A Delegated Authority holder may sub-delegate Delegated Authority to another member of Staff by:

- (i) formally appointing that member of Staff in an acting or relieving role; or
 (ii) giving a specific sub-delegation of a particular Delegated Authority (other than ~~Financial Delegated Authority (FDA) or Human Resources Delegated Authority (HRDA)~~ which cannot be sub-delegated under this paragraph without the written approval of ~~a-the relevant~~ Te Hiwa member)

- (l) A person who is sub-delegated authority may ~~exercise-use~~ that authority, subject to any conditions or limits imposed by this Statute or the original Delegated Authority holder.

~~(m) Sub-delegations must be in writing. (notified- to the person receiving the sub-delegated authority, the original authority holder's line manager and Legal Services (via the online form online sub-delegation request form or, if that is unavailable, by email), and must if the form is not available), specify the duration of the sub-delegation, and specify any limits on the sub-delegation).~~

~~Note: More details on sub-delegations, including the relevant email addresses, are available on this webpage-#.~~

~~(n)(1)~~ When Delegated Authority is sub-delegated under this Statute, the original Delegated Authority holder and the holder of the sub-delegation are both responsible and accountable for the ~~exercise-use~~ of that Delegated Authority.

~~(n)(o)~~ Sub-delegated Authority may not be further sub-delegated without the prior written approval of the Vice-Chancellor.

~~6.5.~~ Reserved Powers of the Council

- 5.1 The matters set out in Appendix 3 (the Reserved Powers of Council) require specific approval from Council and cannot be delegated without an express delegation from Council.

~~7.6.~~ Delegated Authority Rules – General

- 6.1 ~~The detailed rules for exercising-using specific individual Delegated Authorities are contained in Appendix 4. General rules relating to financial, HR, contract, and communications and external relations delegations are set out in clauses-sections 7 to 10 below. The detailed rules for using specific FDAs are contained in Appendix 4.~~

- 6.2 A Delegated Authority Holder must inform their manager as soon as possible if ~~a~~ ~~an~~ ~~exercise-use~~ or potential ~~exercise-use~~ of Delegated Authority is in relation to an issue that is potentially contentious or controversial or may have reputational or political implications. Where ~~necessary~~ ~~appropriate~~, the Vice-Chancellor must advise Council.

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- 6.3 All Delegated Authorities in this Statute refer to a position and not to the individual holder of that position.
- 6.4 If there is any uncertainty as to whether a particular Delegated Authority is applicable to a particular matter, the Delegated Authority holder should refer the matter to their line manager (in the first instance) or the General Counsel.

~~8.7.~~ FDA rules

- 7.1 FDA must be ~~exercised~~used in accordance with the approved budget and any applicable approved ~~B~~business ~~C~~ease.

Budget

- 7.2 The budget is prepared in advance of each financial year and must be approved by Council. Once approved:

- (a) the Vice-Chancellor has authority to act within the budget;
- (b) Subsequent to approval by Council of the budget, Council may approve an alternative spending authority and revised target surplus for the financial year and, if so, the Vice-Chancellor has authority to act within the revised authority;
- (c) Delegated Authority holders have authority to commit and spend money (including entering into the necessary contracts and financial transactions):
 - (i) up to their FDA; and
 - (ii) within an approved budget,

however, a Delegated Authority holder has no authority to commit and spend money on Projects (even if the Project is contained in the budget) until a ~~B~~business ~~C~~ease for that Project is approved in writing (see 7.3 below).

Business Case

- 7.3 A Business Case must be prepared for any Project and must be approved by a person holding appropriate FDA. Once approved, Delegated Authority holders have authority to commit and spend money on the Project (including entering into the necessary contracts and financial transactions):

- (a) up to their FDA limit; and
- (b) within the approved ~~B~~business ~~C~~ease.

Note: A Business Case (or another approval) does not need approval from Te Hiwa as a whole, if it already falls under the Delegated Authority of an individual Te Hiwa member.

FDA generally

- 7.4 Any member of Staff who anticipates overspending their approved budget or approved ~~B~~business ~~C~~ease must obtain approval from their line manager. Equally, a line manager will have to seek higher approval from a person with the appropriate FDA if the overspend would cause that line manager to exceed their approved budget or approved ~~B~~business ~~C~~ease.

Note: This applies at a total rather than an individual line level unless Toi Tātai Pūtea – the Chief Financial Officer determines otherwise (for example, where exceeding budget would require lines for special items (e.g. scholarships) to be used for a different purpose).

- 7.5 Any use of FDA must relate to the whole of a transaction or project rather than individual components. (For example, it is not permissible to approve:

- (a) the payment of instalments for the acquisition of an item where the aggregate cost is above the FDA held; or
 - (b) incremental budget increases to a project ~~B~~business ~~C~~ease where the new aggregate project budget is above the FDA held; or
 - (c) a transaction that has been structured in such a way to avoid or circumvent the FDA limits).
- 7.6 Before committing to any expenditure beyond the current financial year or approved budget, the Delegated Authority Holder must have reasonable grounds to believe that adequate provision will be made in future budgets to meet that commitment.

~~9.8. Contract and Transaction Delegated Authority Rules~~**Approval and Signing Requirements**

- 8.1 All contracts must be approved ~~and signed by a person holding the appropriate Delegated Authority for the total contract value (which may span over multiple financial years) and the relevant contract type as set out in Appendix 2.:~~
~~in the case of an expenditure contract, by a person holding the appropriate FDA for the total contract value (which may span over multiple financial years);~~
~~— in the case of an employment contract, by a person holding the appropriate HRDA and FDA; and~~
~~(a) in the case of any other contract (including memoranda of understanding), by a person holding the appropriate Delegated Authority as set out in Appendix 2 and the Delegations Schedule;~~
~~however, in all cases and to avoid doubt, a Delegated Authority holder must not approve or sign a contract where they have a Conflict of Interest (as defined in the Conflicts of Interest Statute).~~
- 8.2 The approver of the contract must ensure that the terms and conditions are acceptable to the University and that contractual commitments are covered by an approved budget or ~~B~~business ~~C~~ease, and are in accordance with all applicable policy requirements (including, in the case of procurement contracts, the Procurement Policy).
- ~~8.3 In any case, a Delegated Authority holder must not approve a contract where they have a Conflict of Interest.~~
- 8.4 ~~After approval is obtained, a contract may be signed by:~~
~~(a) the approving Delegated Authority holder; or~~
~~(b) a member of Staff who is authorised to sign the relevant contract, provided the required approval under clause 8.1 has been recorded in writing.~~
- ~~8.5 Where a contract is entered into without a signature (for example, online acceptance or a tick-box process), the approval requirements in clause 8.1 still apply. Evidence of approval must be obtained before committing the University to the contract.~~
- ~~8.36~~ Where available, a University approved template must be used. Any variations to ~~these~~ templates must be approved by Legal Services, ~~prior to the contract being approved, before the contract is finalised, except for variations to in the case of employment agreements.~~ For HRDAs regarding variations to employment agreements, refer to the Delegations Schedule~~which must be approved by Human Resources.~~
- ~~8.47~~ Where a contract may expose the University to ~~serious~~material financial or reputational risk, ~~Where there is no University template (or, for any reason, the University template cannot be used)~~the approver must ensure the contract is reviewed by Legal Services.

Note: Material financial or reputational risk, in this context, refers to any risk that could reasonably be expected to result in substantial financial loss, legal or regulatory non-compliance, major operational disruption, or reputational harm that would –attract external scrutiny or undermine the University's credibility.

Common Seal

- 8.8~~5~~ The University must have a common seal in the format approved from time to time by the Council.
- 8.9~~6~~ The common seal:
- (a) must be affixed to qualification certificates;
 - (b) may be affixed to other documents at the discretion of the Vice-Chancellor (with such affixing reported to Council in a timely manner); and
 - (c) is not required to be affixed to contracts or other enforceable obligations (including deeds) governed by section 274 of the Education and Training Act 2020.
- 8.10~~7~~ The common seal must be countersigned (either electronically or in writing) by:
- (a) *Qualification Certificates*: two members of the Council (usually the Chancellor and the Vice-Chancellor); and
 - (b) *Other Documents*: two members of Staff.

~~9.9.~~ HRDA Rules

- 9.1 Delegated Authority holders hold and may ~~exercise-use~~ HRDA only in relation to roles within that holder's team. In addition, but without limiting the powers of other HRDA holders:
- (a) the Vice-Chancellor and the ~~Chief People Officer Director, People and Capability~~ hold HRDA and may ~~exercise-use~~ that HRDA in relation to all ~~roles-staff~~ of the University; and
 - (b) *Te Tumu Maruaia* – the Provost holds and may ~~exercise-use~~ HRDA in relation to all academic ~~roles-staff~~ of the University.
- 9.2 Where any person holding HRDA of level 2 or below is appointing a direct report, the HRDA in relation to that appointment lifts one level to the 'oversight manager'. For example, a direct report to a 'Level 4' manager is approved by a 'Level 3 manager' or above.
- 9.3 Before ~~exercising-using~~ any HRDA, and in particular any Delegated Authority relating to entitlements and obligations under an employment agreement, the holder must review the relevant employment agreement and, if necessary, seek advice from the relevant HR manager/advisor.

~~9.10.~~ Miscellaneous Delegated Authority Rules

Media

~~10.1 All media releases and media interviews must comply with the University's Media Management Guidelines and Social Media Guidelines. In accordance with these Guidelines, Academic Staff may comment to the media on relevant matters within their disciplines and fields of expertise, and as envisaged under the Education and Training Act 2020.~~

Legal proceedings

- 10.1~~2~~ Initiation and defence of any significant potential or actual legal proceedings (including arbitration or litigation in any court, tribunal or authority) must be:
- (a) approved by the Vice-Chancellor in consultation with the General Counsel or the ~~Manager~~*Associate Director*, Employment Law and Employment Relations; and

- (b) reported to Council in a timely manner.

Legal/Financial/Tax advice

10.23 Any instruction of external legal advice must be given or approved by the General Counsel or the ~~Manager~~ *Associate Director*, Employment Law and Employment Relations (within FDA).

10.43 Any instruction of external tax or finance advice must be given or approved by the Chief Financial Officer or *Associate Director, Business Partnering and Financial Control Group* ~~Financial Controller~~ (within FDA).

Director and Trustee fees

10.54 The setting or agreement of directors' or trustees' fees for University subsidiaries (other than the Foundation) must be approved by the Vice-Chancellor. Trustees' fees for the Foundation must be approved by Council.

11. Roles and Responsibilities

Delegating managers

11.1 Delegating managers are responsible for implementing and operating this Statute within their teams. They are accountable for:

- (a) oversight of this Statute within their team;
- (b) ensuring that any Delegated Authorities within their team reflect the requirements of the roles and responsibilities within the team and that suggested amendments are submitted to the General Counsel in writing;
- (c) ensuring that any sub-delegations are in writing; and
- (d) ensuring that members of Staff in their team (including acting Staff) are aware of, and comply with, this Statute.

Delegated Authority holders

11.2 Delegated Authority holders are accountable for ensuring that they:

- (a) are aware of their current Delegated Authority;
- (b) actually hold Delegated Authority for any power or authority that they intend to use;
- (c) comply with this Statute in ~~exercising~~ *using* Delegated Authority; and
- (d) do not misrepresent their authority to third parties.

11.3 Delegated Authority holders who act outside their Delegated Authority may be subject to disciplinary action, up to and including dismissal.

General Counsel

11.4 The General Counsel is responsible for:

- (a) maintaining and overseeing this Statute and the delegations process;
- (b) ensuring that records of all delegations and sub-delegations are maintained;
- (c) managing the regular review of this Statute;

Senior Managers

11.5 The following senior managers are responsible for ensuring that appropriate controls are in effect to monitor compliance and for reporting material breaches of this Statute to the Vice-Chancellor and the ~~C~~hair of the Audit and Risk Committee as soon as practicable:

- (a) Chief Financial Officer, in relation to ~~Financial Delegated Authority~~FDA;
- (b) ~~Chief People Officer~~Director, ~~People and Capability~~, in relation to ~~HR Delegated Authority~~HRDA;
- (c) ~~Relevant Deputy Vice Chancellors~~Other Te Hiwa members, in relation to ~~academic and research~~Delegated Authority in their respective areas of responsibility; and
- (d) General Counsel, in relation to contract Delegated Authority.

~~13.12.~~ Exceptions

- 12.1 In exceptional circumstances (such as a major incident or civil emergency), the Vice-Chancellor (or delegate if the Vice-Chancellor is not available) may suspend normal lines of authority and make executive decisions as the situation requires, until such time as ~~the~~ Council resolves otherwise. Where practicable, the ~~exercise~~use of any power under this clause which is ordinarily reserved for Council should be made in consultation with the Chancellor (or other most senior member of Council available if the Chancellor is not available).

~~14.13.~~ Amendments and Review

- ~~13.1~~ The Vice-Chancellor is authorised to amend any Delegated Authority or Delegated Authority level contained in this Statute except for any Delegated Authority or Delegated Authority level expressed as being held by Council, a Committee of Council, the Academic Board, or the Vice-Chancellor.
- 13.12 This Statute will be regularly reviewed under the oversight of the Council's Audit and Risk Committee in accordance with the University's Policy Framework ~~Audit and Risk Committee of Council will review this Statute on a regular basis.~~

~~15.14.~~ Definitions

In this Statute, unless ~~otherwise stated, the context otherwise requires the following definitions shall apply:~~

Business Case	<u>means</u> a business case prepared in accordance with the Investment Framework Guidelines
Conflict of Interest	has the meaning given in the Conflicts of Interest Statute
Delegated Authority	<u>means</u> the granting of power to a member of Staff to act on behalf of the University in accordance with this Statute
Delegations Schedule	<u>means</u> the schedule of all formally approved Delegated Authority contained <u>referenced</u> in Appendix 4
FDA	<u>means</u> Financial Delegated Authority
HR	<u>means</u> Human Resources
HRDA	<u>means</u> Human Resources Delegated Authority
Policy Document	has the meaning given in the Policy Framework
Project	<u>means</u> any project as defined in the Investment Framework Guidelines
Staff	<u>means</u> an employee of the University
Statute	<u>refers to</u> this Delegations Statute, including its appendices
<u>Te Hiwa</u>	<u>Te Herenga Waka's Senior Leadership Team</u>

Related Documents

15.

- [Crown Entities Act 2004](#)
- [Education and Training Act 2020](#)
- [Crown Entities Act 2004](#)
- [Public Finance Act 1989](#)
- [Victoria University of Wellington Act 1961](#)

- [Conflicts of Interest Statute](#)
- [Council Membership Statute](#)
- [Fees Policy](#)
- [Gift and Koha Policy](#)
- [Information and Records Management Policy](#)
- [Investment Framework Guidelines](#)
- [Policy Framework](#)
- [Procurement Policy](#)
- [Sensitive Expenditure Policy](#)
- [Staff Conduct Policy](#)
- [Te Tiriti o Waitangi Statute](#)
- [Travel and Expenses Policy](#)
- [Treasury Statute](#)

[Investment Framework Guidelines](#)

16. Document Management and Control

Essential Record

Approver	Te Rūnanga – Council
Approval Date	13 June 2022 TBC
Effective Date	13 June 2022 TBC
Next Review Date	13 June 2025 TBC
Policy Sponsor	Tumu Whakarae – Vice-Chancellor
Policy Owner	General Counsel
Policy Contact	Kaiti piki – Senior Policy Adviser (Legal Services)

Modification History

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Delegations Statute

DRAFT – 1 June 2026~~25~~ May 2026~~24~~ May 2026

Date	Approval Agency	Details
<u>TBC</u>	<u>Te Rūnanga – Council</u>	<u>Full review</u>
24 March 2026	General Counsel	Editorial corrections
20 February 2026	Tumu Whakarae – Vice-Chancellor	Delegations updates
13 January 2026	Tumu Whakarae – Vice-Chancellor	Delegations updates
30 August 2024	Tumu Whakarae – Vice-Chancellor	Editorial corrections and minor amendments to the appendices
6 April 2023	Tumu Whakarae – Vice-Chancellor	Minor amendments to the appendices. New note under clause 7.3

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Appendix 1: Delegated Authority Levels

Level	Description	Includes (but not limited to)
0	Council	
1	Vice-Chancellor	
2	Te Hiwa	<ul style="list-style-type: none"> • Chief Financial Officer • Chief Operating Officer • Deputy Vice-Chancellors • Chief People Officer Director, People and Capability • Provost • Provost
3	Tier 3 Heads and Directors	<ul style="list-style-type: none"> • Assistant Vice-Chancellors • Deans • Directors of Central Service Units (including the Chief Information Officer, Executive Director, Development Office, General Counsel, and the University Librarian) • Directors of standalone Institutes or Centres that report to a DVC • Associate Directors that report to a Te Hiwa member • Heads of School • Faculty Operations Managers
4	Tier 4 Managers	<ul style="list-style-type: none"> • Deputy and Associate Directors • Deputy and Associate Deans • Deputy Heads of School • Associate Director, Business Partnering and Financial Control Group Financial Controller • Heads or Managers of an Institute, Centre or significant group that is a sub-unit of a Faculty Office, School or CSU, or a stand-alone group that is not itself a CSU
5	Other Managers	Managers of small groups which are sub-units of Schools, CSUs, Institutes, Centres, significant groups or standalone groups. Includes School Managers, Team Leaders and other roles which have HR delegations (i.e. some management responsibilities for Staff)
6	Supervisors and Administrators	Staff who supervise other Staff. They have day-to-day operational responsibility for a Staff member or group of Staff (and may be delegated some HR responsibility for those Staff)
7	Staff with no Financial or HR delegated authority	

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Delegations Statute

DRAFT – 1 June 202625-May-202624-May-2026

Authority	Level 0 Council	Level 1 Vice-Chancellor	Level 2a COO and CFO	Level 2b Te Hiwa other than COO and CFO	Level 3 Tier 3 Heads and Directors	Level 4 Tier 4 Managers	Level 5 Other managers	Level 6 Supervisors and Administrators
Approve financial transactions								
Approve purchase orders and financial transactions (including purchase card transactions but excluding sponsorship, gifts and koha)	Unlimited	\$10,000,000 limit	\$3,000,000 limit	\$3,000,000 limit	\$250,000 limit	\$100,000 limit	\$20,000 limit	\$2,000 limit
Approve sponsorships (where University provides funding)	Unlimited	\$100,000 limit	\$10,000 limit	\$10,000 limit	\$5,000 limit \$5,000 (\$20,000 limit Director, Campus Operations only in relation to student activities, Director, International only in relation to international activities)	-	-	-
Approve gifts and koha	Unlimited	\$2,000 limit	\$1,000 limit	\$1,000 limit (\$2,000-DVC Māori and Kaitiaki tangata only, \$2,000 limit only)	\$500 limit	\$400 limit	-	-
Tax payments	Unlimited	\$20,000,000 limit	CFO only, \$20,000,000 limit (CFO only)	-	-	-	-	-
Debt and asset write-offs (over \$50)	Unlimited	\$500,000 limit	CFO only, \$200,000 limit (CFO only)	\$100,000 limit	\$20,000 (Director, Titoko and Director, Campus Operations only, \$20,000 limit for student debt only)	-	-	-
Approve payroll payment	Unlimited	Unlimited	CFO only, \$15,000,000 limit (CFO only)	\$15,000,000 (Chief People Officer/Director, People and Capability, only), \$15,000,000 limit	-	-	-	-
Approve discounts on tuition fees and student services fees	Unlimited	80% limit	-	25% (DVC Students only), 25% limit	45% Director, International only, 20% limit	-	-	-
Approve Treasury actions (limited to specified roles). All transactions require 2 approvers and must be in accordance with the Treasury Statute								
Debt management								
Core borrowing - debt management (drawdown and repayment)	Unlimited (Finance, Audit and Risk Committee Chair - with notification to full Council)	\$50,000,000 limit	CFO only, \$50,000,000 limit (CFO only)	-	-	\$10,000,000 (Associate Director, Business Partnering and Financial Control and Group Finance Manager only, within debt facility limits) \$10,000,000 limit	-	-
Inter-bank transfer	Unlimited (Finance, Audit and Risk Committee Chair - with notification to full Council)	\$50,000,000 limit	CFO only, \$50,000,000 limit (CFO only)	-	-	\$10,000,000 (Associate Director, Business Partnering and Financial Control and Group Finance Manager only, within debt facility limits) \$10,000,000 limit	-	-
Hedging								
Interest rate risk management contracts (Transactions must match identified liabilities)	Unlimited (Finance, Audit and Risk Committee Chair - with notification to full Council)	\$50,000,000 limit	CFO only, \$50,000,000 limit (CFO only)	-	-	\$20,000,000 (Associate Director, Business Partnering and Financial Control and Group Finance Manager only, within debt facility limits) \$20,000,000 limit	-	-

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Delegations Statute

DRAFT – 1 June 2026 ~~25 May 2026~~ 21 May 2026

Authority	Level 0 Council	Level 1 Vice- Chancellor	Level 2a COO and CFO	Level 2b Te Hiwa other than COO and CFO	Level 3 Tier 3 Heads and Directors	Level 4 Tier 4 Managers	Level 5 Other managers	Level 6 Supervisors and Administrators
Foreign exchange risk management contracts (Transactions must match identified liabilities)	Unlimited (Finance, Audit and Risk) Committee Chair - with notification to full Council)	✓ \$2,000,000 limit	CFO only, \$2,000,000 limit (CFO only)	-	-	\$500,000 (Associate Director, Business Partnering and Financial Control and Group Finance Manager only), \$500,000 limit	-	-

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Appendix 3: Reserved Powers of Council

Authority	Conditions
Governance	
Govern the University	in accordance with relevant legislation and the Investment Plan and Strategic Plan
Approve the University's long-term strategic direction, Strategic Plan, Mission, Values and Vision	
Approve the budget	on the recommendation of the Finance-Audit and Risk Committee
Approve the Annual Report	on the recommendation of the Audit and Risk Committee
Appoint, reappoint (and remove) a Vice-Chancellor	
Monitor and evaluate the Vice-Chancellor's performance	on the recommendation of the HR-People and Culture Committee
Appoint (and remove) an acting Vice-Chancellor	
Authorise other people to execute documents on behalf of the University	
Oversee and monitor the assessment and management of risk across the University and its controlled entities	
Approve the internal audit charter	on the recommendation of the Audit and Risk Committee
Approve statutes	
Agree to the disestablishment of the University and its incorporation in another institution of the same class or a different class	
Agree to the incorporation in the University of another institution or other institutions, whether of the same class as itself or a different class from itself	
Grant honorary degrees and Hunter Fellowships	on the recommendation of the Victoria-Honours-Committee in accordance with the Honorary Doctorates, Hunter Fellowships, and Distinguished Alumni Awards Statute
Approve naming rights	on the recommendation of the Victoria-Honours-Committee in accordance with the Naming Rights Statute
Determine objective criteria for consideration of Council members	
Appoint as a member of Council the Vice-Chancellor and up to 7 other people	taking into account the recommendations of the Nominations Panel in accordance with the Council Membership Statute
Elect (and remove) a Chancellor and Pro-Chancellor	
Determine rates of payment for members of Council (other than the Vice-Chancellor)	
Dismiss or suspend a member of Council or recommend to the Minister that a member be removed from office	
Initiate action against a member of Council for breach of any individual duty	
Recommend to the Minister that the Constitution of the Council be amended	
Determine Council's annual work plan and anything necessary to support the business of Council	
Determine procedures for meetings of Council and Committees of Council	
Manage disclosures of interest from Members of Council	
Assess the performance of Council	
Appoint, alter, discharge and reconstitute committees of Council, other committees to exercise use delegated powers and boards or other bodies within the University to give advice to Council	
Delegate or revoke any of Council's powers to the Vice-Chancellor or to a committee (including the Academic Board)	
Decide how to fill casual vacancies on Council	includes deciding not to fill a vacancy that occurs within 3 months of the end of Council member's term of office in accordance with the Council Membership Statute
Appoint trustees of the Victoria University of Wellington Foundation	
Approve any new subsidiary or controlled entity of the University or the disestablishment of any existing entity	
Academic	
Establish an Academic Board and consider any advice from the Academic Board	in accordance with the Academic Board Statute
Determine the composition of the Academic Board	in accordance with the Academic Board Statute
Grant (and rescind) qualifications and awards	
Decide on grievance about an action of the Academic Board	in accordance with section 4.3(c) of the Academic Board Statute
Determine wording on Qualification Certificate	
Approve amendment of already issued Qualification Certificate	Other than editorial corrections (such as a misspelling or formatting errors) which can be approved by the Graduation Office
Finance and Contracts	
Approve any matter requiring a "Level 0" approval in the Financial Delegated Authority Limits set out in Appendix 2	
Set tuition fees, fees for the provision of student services (known as the Student Services Levy Fee), fees to assist students suffering exceptional financial hardship (known as the Student Assistance Levy Hardship Fee), and any other fees prescribed by the Council	
Approve limits on treasury financial transactions and financial authorities (as set out in the Treasury Statute)	taking into account the recommendations of the Finance-Audit and Risk Committee
Authorise grants or loans to the Vice-Chancellor, members of staff, students, or to any association of staff or students, and guarantee loans to the Vice-Chancellor or members of staff for housing purposes	
Approve the level of insurance coverage	taking into account the recommendations of the Audit and Risk Committee
Approve format of the common seal	
Countersigning the affixing of the common seal onto qualification certificates	Common seal must be countersigned on qualification certificates by two members of Council (usually the Chancellor and the Vice-Chancellor).
Enter into agreements which, if made by a private person, must be by deed.	Requires signature of at least 2 members of Council

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Appendix 4: Delegations Schedule

The Delegations Schedule is available at
<http://www.wgtn.ac.nz/about/governance/delegations/delegations-schedule-search-tool>

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Delegations Statute

1. Purpose

Te Rūnanga – the University Council (Council) is the governing body of Te Herenga Waka – Victoria University of Wellington (the University). It delegates much of its responsibility to Te Tumu Whakarae – the Vice-Chancellor, the Academic Board and other Committees of Council. In turn, the Vice-Chancellor has the authority to, and does, delegate responsibilities to members of Staff and the Academic Board.

This Statute sets out the overarching organisational framework for these delegations, including the basis for, and the limits on, the use and sub-delegation of all Delegated Authority at the University, in a manner that gives effect to the kāwanatanga principle of good governance and the kaitiakitanga principle of protection.

2. Application of Statute

This Statute applies to all members of Council, the Academic Board and other Committees of Council, and all members of Staff when acting in the course of University business.

Statute Content

3. General

- 3.1 This Statute is the primary internal instrument for approved Delegated Authority within the University, made by Council under the powers conferred by the Education and Training Act 2020. Where there is any conflict between this Statute and any other University Policy Document, this Statute will take priority unless determined otherwise by:
- (a) Council, in the case of a conflict affecting the Delegated Authority of Council, the Academic Board or another Committee of Council, or the Vice-Chancellor; or
 - (b) the Vice-Chancellor, in the case of any other conflict.
- 3.2 Except for powers reserved to Council (see Appendix 3) and those directly delegated by Council to the Committees of Council, including the Academic Board, Council delegates to the Vice-Chancellor authority over all academic and administrative affairs of the University. This includes all statutory powers required to achieve the University's objectives, including the power to make, amend, and revoke Delegated Authorities, and the power to take actions necessary to implement the Strategic Plan as Chief Executive. The use of this authority is subject to applicable law and the principles and rules set out in this Statute.
- 3.3 The Vice-Chancellor has the Delegated Authority to amend any Delegated Authority or Delegated Authority level contained in this Statute and the Delegations Schedule except for any Delegated Authority or Delegated Authority level expressed as being held by Council, a Committee of Council including the Academic Board, or the Vice-Chancellor.
- 3.4 If a question of Delegated Authority arises in relation to a matter not provided for in this Statute or any of its appendices, the matter must be referred to the Vice-Chancellor. The Vice-Chancellor must obtain Council approval if the matter falls outside the Vice-Chancellor's Delegated Authority or if the Vice-Chancellor considers it appropriate to do so.

4. Principles

The use of Delegated Authority at the University is subject to the following principles:

Granting and holding Delegated Authority

- (a) Delegated Authority may only be held by, or granted to, Council, Committees of Council, the Academic Board, the Vice-Chancellor, or a member of Staff.
- (b) Delegated Authority is granted through this Statute and may be granted through specific delegations given to specific roles (as listed in the Delegations Schedule referenced in Appendix 4) or through Delegated Authority levels. The Delegated Authority levels, and the roles or categories of roles assigned to each level, are set out in Appendix 1.

Use of Delegated Authority

- (c) Delegated Authority holders have the authority to use their Delegated Authority and commit the University in accordance with this Statute.
- (d) Delegated Authority may be used only in the best interests of the University and towards achieving the University's mission and strategic goals.
- (e) Delegated Authority holders are accountable for their use of Delegated Authority. In using Delegated Authority, Delegated Authority holders must:
 - (i) comply with this Statute, Te Tiriti o Waitangi Statute, any other relevant Policy Document, and any relevant legislation;
 - (ii) have proper regard to any standards, generally accepted practice and the potential risks to the University as a result of each use of Delegated Authority (including the possibility of setting an undesirable precedent); and
 - (iii) seek appropriate advice where necessary and prior to using or committing Delegated Authority (including Human Resources, legal and/or financial advice).
- (f) Managers of Staff may use the Delegated Authority held by those members of Staff within their reporting line.
- (g) A Delegated Authority holder may not use their Delegated Authority in a situation where the Delegated Authority holder has a Conflict of Interest. In such a situation, the Conflict of Interest must be disclosed and managed in accordance with the Conflicts of Interest Statute.
- (h) Delegated Authority holders are not compelled to use delegations. Holding a delegation does not oblige the holder to use the delegation if, in the holder's opinion, some special or unusual circumstances are involved which make it sensible or desirable to not commit the University and/or that the issue be escalated for consideration at a more senior level.
- (i) A Delegated Authority holder may appoint a person or group, such as a committee, to advise about the use of Delegated Authority, but the Delegated Authority holder remains responsible and accountable for using that Delegated Authority.

Sub-delegation

- (j) Any sub-delegation of Delegated Authority to other members of Staff must be made in accordance with this Statute. A sub-delegation remains in force until it expires or is revoked in writing.
- (k) A Delegated Authority holder may sub-delegate Delegated Authority to another member of Staff by:

- (i) formally appointing that member of Staff in an acting or relieving role; or
 - (ii) giving a specific sub-delegation of a particular Delegated Authority (other than Financial Delegated Authority (FDA) or Human Resources Delegated Authority (HRDA) which cannot be sub-delegated under this paragraph without the written approval of the relevant Te Hiwa member)
- (l) A person who is sub-delegated authority may use that authority, subject to any conditions or limits imposed by this Statute or the original Delegated Authority holder.
 - (m) Sub-delegations must be in writing, notified to the person receiving the sub-delegated authority, the original authority holder's line manager and Legal Services (via the online sub-delegation request form or, if that is unavailable, by email), and must specify the duration of the sub-delegation, and any limits on it.
- Note: More details on sub-delegations, including the relevant email addresses, are available on [this webpage](#).*
- (n) When Delegated Authority is sub-delegated under this Statute, the original Delegated Authority holder and the holder of the sub-delegation are both responsible and accountable for the use of that Delegated Authority.
 - (o) Sub-delegated Authority may not be further sub-delegated without the prior written approval of the Vice-Chancellor.

5. Reserved Powers of the Council

- 5.1 The matters set out in Appendix 3 (the Reserved Powers of Council) require specific approval from Council and cannot be delegated without an express delegation from Council.

6. Delegated Authority Rules – General

- 6.1 General rules relating to financial, HR, contract, and external relations delegations are set out in sections 7 to 10 below. The detailed rules for using specific FDAs are contained in Appendix 4.
- 6.2 A Delegated Authority Holder must inform their manager as soon as possible if a use or potential use of Delegated Authority is in relation to an issue that is potentially contentious or controversial or may have reputational or political implications. Where appropriate, the Vice-Chancellor must advise Council.
- 6.3 All Delegated Authorities in this Statute refer to a position and not to the individual holder of that position.
- 6.4 If there is any uncertainty as to whether a particular Delegated Authority is applicable to a particular matter, the Delegated Authority holder should refer the matter to their line manager (in the first instance) or the General Counsel.

7. FDA rules

- 7.1 FDA must be used in accordance with the approved budget and any applicable approved Business Case.

Budget

- 7.2 The budget is prepared in advance of each financial year and must be approved by Council. Once approved:
 - (a) the Vice-Chancellor has authority to act within the budget;

- (b) Subsequent to approval by Council of the budget, Council may approve an alternative spending authority and revised target surplus for the financial year and, if so, the Vice-Chancellor has authority to act within the revised authority;
- (c) Delegated Authority holders have authority to commit and spend money (including entering into the necessary contracts and financial transactions):
 - (i) up to their FDA; and
 - (ii) within an approved budget,
 however, a Delegated Authority holder has no authority to commit and spend money on Projects (even if the Project is contained in the budget) until a Business Case for that Project is approved in writing (see 7.3 below).

Business Case

- 7.3 A Business Case must be prepared for any Project and must be approved by a person holding appropriate FDA. Once approved, Delegated Authority holders have authority to commit and spend money on the Project (including entering into the necessary contracts and financial transactions):
- (a) up to their FDA limit; and
 - (b) within the approved Business Case.

Note: A Business Case (or another approval) does not need approval from Te Hiwa as a whole, if it already falls under the Delegated Authority of an individual Te Hiwa member.

FDA generally

- 7.4 Any member of Staff who anticipates overspending their approved budget or approved Business Case must obtain approval from their line manager. Equally, a line manager will have to seek higher approval from a person with the appropriate FDA if the overspend would cause that line manager to exceed their approved budget or approved Business Case.

Note: This applies at a total rather than an individual line level unless Toi Tātai Pūtea – the Chief Financial Officer determines otherwise (for example, where exceeding budget would require lines for special items (e.g. scholarships) to be used for a different purpose).

- 7.5 Any use of FDA must relate to the whole of a transaction or project rather than individual components. For example, it is not permissible to approve:
- (a) the payment of instalments for the acquisition of an item where the aggregate cost is above the FDA held; or
 - (b) incremental budget increases to a project Business Case where the new aggregate project budget is above the FDA held; or
 - (c) a transaction that has been structured in such a way to avoid or circumvent the FDA limits.

- 7.6 Before committing to any expenditure beyond the current financial year or approved budget, the Delegated Authority Holder must have reasonable grounds to believe that adequate provision will be made in future budgets to meet that commitment.

8. Contract Approval and Signing Requirements

- 8.1 All contracts must be approved by a person holding the appropriate Delegated Authority for the total contract value (which may span over multiple financial years) and the relevant contract type as set out in Appendix 2.

- 8.2 The approver of the contract must ensure that the terms and conditions are acceptable to the University and that contractual commitments are covered by an approved budget or Business Case, and are in accordance with all applicable policy requirements (including, in the case of procurement contracts, the Procurement Policy).
- 8.3 In any case, a Delegated Authority holder must not approve a contract where they have a Conflict of Interest.
- 8.4 After approval is obtained, a contract may be signed by:
- (a) the approving Delegated Authority holder; or
 - (b) a member of Staff who is authorised to sign the relevant contract, provided the required approval under clause 8.1 has been recorded in writing.
- 8.5 Where a contract is entered into without a signature (for example, online acceptance or a tick-box process), the approval requirements in clause 8.1 still apply. Evidence of approval must be obtained before committing the University to the contract.
- 8.6 Where available, a University approved template must be used. Any variations to these templates must be approved by Legal Services before the contract is finalised, except in the case of employment agreements. For HRDAs regarding variations to employment agreements, refer to the Delegations Schedule.
- 8.7 Where a contract may expose the University to material financial or reputational risk, the approver must ensure the contract is reviewed by Legal Services.

Note: Material financial or reputational risk refers to potential exposure to substantial financial loss, legal or regulatory non-compliance, major operational disruption, or reputational harm that would attract external scrutiny or undermine the University's credibility.

Common Seal

- 8.8 The University must have a common seal in the format approved from time to time by the Council.
- 8.9 The common seal:
- (a) must be affixed to qualification certificates;
 - (b) may be affixed to other documents at the discretion of the Vice-Chancellor (with such affixing reported to Council in a timely manner); and
 - (c) is not required to be affixed to contracts or other enforceable obligations (including deeds) governed by section 274 of the Education and Training Act 2020.
- 8.10 The common seal must be countersigned (either electronically or in writing) by:
- (a) *Qualification Certificates*: two members of the Council (usually the Chancellor and the Vice-Chancellor); and
 - (b) *Other Documents*: two members of Staff.

9. HRDA Rules

- 9.1 Delegated Authority holders hold and may use HRDA only in relation to roles within that holder's team. In addition, but without limiting the powers of other HRDA holders:
- (a) the Vice-Chancellor and the Chief People Officer hold HRDA and may use that HRDA in relation to all staff of the University; and

- (b) Te Tumu Maruaia – the Provost holds and may use HRDA in relation to all academic staff of the University.
- 9.2 Where any person holding HRDA of level 2 or below is appointing a direct report, the HRDA in relation to that appointment lifts one level to the ‘oversight manager’. For example, a direct report to a ‘Level 4’ manager is approved by a ‘Level 3 manager’ or above.
- 9.3 Before using any HRDA, and in particular any Delegated Authority relating to entitlements and obligations under an employment agreement, the holder must review the relevant employment agreement and, if necessary, seek advice from the relevant HR manager/advisor.

10. Miscellaneous Delegated Authority Rules

Legal proceedings

- 10.1 Initiation and defence of any significant potential or actual legal proceedings (including arbitration or litigation in any court, tribunal or authority) must be:
- (a) approved by the Vice-Chancellor in consultation with the General Counsel or the Associate Director, Employment Law and Employment Relations; and
- (b) reported to Council in a timely manner.

Legal/Financial/Tax advice

- 10.2 Any instruction of external legal advice must be given or approved by the General Counsel or the Associate Director, Employment Law and Employment Relations (within FDA).
- 10.3 Any instruction of external tax or finance advice must be given or approved by the Chief Financial Officer or Associate Director, Business Partnering and Financial Control (within FDA).

Director and Trustee fees

- 10.4 The setting or agreement of directors’ or trustees’ fees for University subsidiaries (other than the Foundation) must be approved by the Vice-Chancellor. Trustees’ fees for the Foundation must be approved by Council.

11. Roles and Responsibilities

Delegating managers

- 11.1 Delegating managers are responsible for implementing and operating this Statute within their teams. They are accountable for:
- (a) oversight of this Statute within their team;
- (b) ensuring that any Delegated Authorities within their team reflect the requirements of the roles and responsibilities within the team and that suggested amendments are submitted to the General Counsel in writing;
- (c) ensuring that any sub-delegations are in writing; and
- (d) ensuring that members of Staff in their team (including acting Staff) are aware of, and comply with, this Statute.

Delegated Authority holders

- 11.2 Delegated Authority holders are accountable for ensuring that they:
- (a) are aware of their current Delegated Authority;
- (b) actually hold Delegated Authority for any power or authority that they intend to use;
- (c) comply with this Statute in using Delegated Authority; and

(d) do not misrepresent their authority to third parties.

11.3 Delegated Authority holders who act outside their Delegated Authority may be subject to disciplinary action, up to and including dismissal.

General Counsel

11.4 The General Counsel is responsible for:

- (a) maintaining and overseeing this Statute and the delegations process;
- (b) ensuring that records of all delegations and sub-delegations are maintained;
- (c) managing the regular review of this Statute;

Senior Managers

11.5 The following senior managers are responsible for ensuring that appropriate controls are in effect to monitor compliance and for reporting material breaches of this Statute to the Vice-Chancellor and the Chair of the Audit and Risk Committee as soon as practicable:

- (a) Chief Financial Officer, in relation to FDA;
- (b) Chief People Officer, in relation to HRDA;
- (c) Other Te Hiwa members, in relation to Delegated Authority in their respective areas of responsibility; and
- (d) General Counsel, in relation to contract Delegated Authority.

12. Exceptions

12.1 In exceptional circumstances (such as a major incident or civil emergency), the Vice-Chancellor (or delegate if the Vice-Chancellor is not available) may suspend normal lines of authority and make executive decisions as the situation requires, until such time as Council resolves otherwise. Where practicable, the use of any power under this clause which is ordinarily reserved for Council should be made in consultation with the Chancellor (or other most senior member of Council available if the Chancellor is not available).

13. Review

13.1 This Statute will be regularly reviewed under the oversight of the Council's Audit and Risk Committee in accordance with the University's Policy Framework.

14. Definitions

In this Statute, unless the context otherwise requires:

Business Case	means a business case prepared in accordance with the Investment Framework Guidelines
Conflict of Interest	has the meaning given in the Conflicts of Interest Statute
Delegated Authority	means the granting of power to a member of Staff to act on behalf of the University in accordance with this Statute
Delegations Schedule	means the schedule of all formally approved Delegated Authority referenced in Appendix 4
FDA	means Financial Delegated Authority
HR	means Human Resources
HRDA	means Human Resources Delegated Authority

Policy Document	has the meaning given in the Policy Framework
Project	means any project as defined in the Investment Framework Guidelines
Staff	means an employee of the University
Statute	refers to this Statute, including its appendices
Te Hiwa	Te Herenga Waka’s Senior Leadership Team

15. Related Documents

[Crown Entities Act 2004](#)
[Education and Training Act 2020](#)
[Public Finance Act 1989](#)
[Victoria University of Wellington Act 1961](#)

[Conflicts of Interest Statute](#)
[Council Membership Statute](#)
[Fees Policy](#)
[Gift and Koha Policy](#)
[Information and Records Management Policy](#)
[Policy Framework](#)
[Procurement Policy](#)
[Sensitive Expenditure Policy](#)
[Staff Conduct Policy](#)
[Te Tiriti o Waitangi Statute](#)
[Travel and Expenses Policy](#)
[Treasury Statute](#)

[Investment Framework Guidelines](#)

16. Document Management and Control

Essential Record

Approver	Te Rūnanga – Council
Approval Date	TBC
Effective Date	TBC
Next Review Date	TBC
Policy Sponsor	Tumu Whakarae – Vice-Chancellor
Policy Owner	General Counsel
Policy Contact	Kaitūpiki – Senior Policy Adviser (Legal Services)

Modification History

Date	Approval Agency	Details
TBC	Te Rūnanga – Council	Full review
24 March 2026	General Counsel	Editorial corrections
20 February 2026	Tumu Whakarae – Vice-Chancellor	Delegations updates
13 January 2026	Tumu Whakarae – Vice-Chancellor	Delegations updates
30 August 2024	Tumu Whakarae – Vice-Chancellor	Editorial corrections and minor amendments to the appendices
6 April 2023	Tumu Whakarae – Vice-Chancellor	Minor amendments to the appendices. New note under clause 7.3

Appendix 1: Delegated Authority Levels

Level	Description	Includes (but not limited to)
0	Council	
1	Vice-Chancellor	
2	Te Hiwa	<ul style="list-style-type: none"> • Chief Financial Officer • Chief Operating Officer • Deputy Vice-Chancellors • Chief People Officer • Provost
3	Tier 3 Heads and Directors	<ul style="list-style-type: none"> • Assistant Vice-Chancellors • Deans • Directors of Central Service Units (including the Chief Information Officer, Executive Director, Development Office, General Counsel, and the University Librarian) • Directors of standalone Institutes or Centres that report to a DVC • Associate Directors that report to a Te Hiwa member • Heads of School • Faculty Operations Managers
4	Tier 4 Managers	<ul style="list-style-type: none"> • Deputy and Associate Directors • Deputy and Associate Deans • Deputy Heads of School • Heads or Managers of an Institute, Centre or significant group that is a sub-unit of a Faculty Office, School or CSU, or a stand-alone group that is not itself a CSU
5	Other Managers	Managers of small groups which are sub-units of Schools, CSUs, Institutes, Centres, significant groups or standalone groups. Includes School Managers, Team Leaders and other roles which have HR delegations (i.e. some management responsibilities for Staff)
6	Supervisors and Administrators	Staff who supervise other Staff. They have day-to-day operational responsibility for a Staff member or group of Staff (and may be delegated some HR responsibility for those Staff)
7	Staff with no Financial or HR delegated authority	

Appendix 2: Financial Delegated Authority (FDA), Contract and Transaction Limits (GST exclusive)

Note: A ✓ indicates that all staff within the relevant delegation level are authorised to use that FDA, subject to any limits specified. Where an FDA applies only to particular roles within that level, those roles are named separately. The letter C indicates Council discretion.

Authority	Level 0 Council	Level 1 Vice- Chancellor	Level 2a COO and CFO	Level 2b Te Hiwa other than COO and CFO	Level 3 Tier 3 Heads and Directors	Level 4 Tier 4 Managers	Level 5 Other managers	Level 6 Supervisors and Administrators
Approve budget								
Approve budget	C	-	-	-	-	-	-	-
Approve business case as per Investment Framework Guidelines								
Approve business cases	C	✓ \$5,000,000 limit	✓ \$3,000,000 limit	✓ \$1,000,000 limit	✓ \$250,000 limit	-	-	-
Approve fixed and working capital lines for subsidiaries and controlled entities	C	✓ \$5,000,000 limit	CFO only, \$5,000,000 limit	-	-	-	-	-
Enter into, amend, renew or terminate contracts. For the purposes of this category of delegations, the term "contracts" refers to all formal documents that establish a relationship with another organisation, institution, individual, or party. This definition includes contracts, agreements, memoranda of understanding, letters of intent, and heads of agreement.								
Employment agreements	C (For VC only)	In accordance with the HRDAs set out in the Delegations Schedule						
Expenditure Contracts ¹	C	✓ \$25,000,000 limit	✓ \$20,000,000 limit	✓ \$10,000,000 limit	✓ \$5,000,000 limit (Heads of Schools and Faculty Operations Managers in consultation with their line manager)	✓ \$1,000,000 limit (in consultation with their line manager)	-	-
Revenue Contracts ²	C	✓	✓	✓	✓	✓	-	-
Research Contracts ³	C	✓	-	Provost and DVC Research only	Director, Research Office only	Associate Director, Research Operations only	-	-
Management and commercialisation of research intellectual property	C	✓	-	DVC Research only	Director, Research Office only	-	-	-
Contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits for:								
Joint institutions, and joint training programmes	C	✓	-	Provost, DVC Students, DVC Academic, DVC Research, and DVC Māori and Kaitiakitanga only	-	-	-	-
Articulation, double degree and similar international programmes	C	✓	-	Provost, DVC Students, DVC Academic, DVC Research, and DVC Māori and Kaitiakitanga only	Deans (Faculty specific programmes only)	-	-	-
Student exchange, study abroad, hybrid and other student mobility arrangements	C	✓	-	Provost, DVC Students, DVC Academic, DVC Research, and DVC Māori and Kaitiakitanga only	Director, International Office only	-	-	-
Staff exchanges and other arrangements involving staff working offshore	C	✓	-	Chief People Officer only	-	-	-	-

¹ Includes procurement of goods or services, construction contracts. Must be within an approved budget or Business Case and in accordance with the Procurement Policy.

² Includes provision of goods or services (other than research) by the University. Must be treated as an Expenditure Contract if the contract involves unfunded costs.

³ Includes provision of research services, research grants, research subcontracts and research collaborations, but excludes institutional-level general research collaborations and partnerships. Please see the dedicated line below for details.

Authority	Level 0 Council	Level 1 Vice-Chancellor	Level 2a COO and CFO	Level 2b Te Hiwa other than COO and CFO	Level 3 Tier 3 Heads and Directors	Level 4 Tier 4 Managers	Level 5 Other managers	Level 6 Supervisors and Administrators
Institutional research collaborations and partnerships (not Contracts for specific research – see “Research Contracts” above)	C	✓	-	Provost, DVC Students, DVC Academic, DVC Research, and DVC Māori and Kaitiakitanga only	Director, Research Office Dean, FGR (postgraduate collaborations and partnerships only)	Associate Director, Research Operations only	-	-
Enabling contracts (including material transfer, confidentiality, scholarship, supervision, Work Integrated Learning agreements and other facilitative and preparatory documents that have zero or notional dollar values)	C	✓	✓	✓	✓	✓	-	-
Other contract types not listed above	C	✓	✓	✓	Dean of the relevant Faculty (in consultation with the relevant Te Hiwa member) Director of the relevant CSU (in consultation with the relevant Te Hiwa member)	-	-	-
Deeds ⁴	C	-	-	-	-	-	-	-
Acquisition of land or buildings ⁵	C	✓ \$5,000,000 limit	✓ \$1,000,000 limit	-	Director Property Services only, \$250,000 limit	-	-	-
Disposal of land, buildings or other assets ⁶ Note, \$ limits relate to market value	C	✓ \$5,000,000 limit	✓ \$1,000,000 limit	✓ \$1,000,000 limit	✓ \$500,000 limit (Assets other than land or buildings only)	✓ \$200,000 limit (Assets other than land or buildings only)	-	-
Approve financial transactions								
Approve purchase orders and financial transactions (including purchase card transactions but excluding sponsorship, gifts and koha)	C	✓ \$10,000,000 limit	✓ \$3,000,000 limit	✓ \$3,000,000 limit	✓ \$250,000 limit	✓ \$100,000 limit	✓ \$20,000 limit	✓ \$2,000 limit
Approve sponsorships (where University provides funding)	C	✓ \$100,000 limit	✓ \$10,000 limit	✓ \$10,000 limit	✓ \$5,000 limit (\$20,000 limit Director, Campus Operations only in relation to student activities, Director, International only in relation to international activities)	-	-	-
Approve gifts and koha	C	✓ \$2,000 limit	✓ \$1000 limit	✓ \$1000 limit (DVC Māori and Kaitiakitanga only, \$2,000 limit)	✓ \$500 limit	✓ \$400 limit	-	-
Tax payments	C	✓ \$20,000,000 limit	CFO only, \$20,000,000 limit	-	-	-	-	-
Debt and asset write-offs [over \$50]	C	✓ \$500,000 limit	CFO only, \$20,000,000 limit	✓ \$100,000 limit	Director, Titoko and Director, Campus Operations only, \$20,000 limit	-	-	-

⁴ Deed = a document which, if entered into by an individual, is required to be entered into by deed. Under section 274 of the Education and Training Act 2020, these documents must be signed by 2 or more members of the Council.

⁵ Includes agreements for sale and purchase, leases, licences and occupancy agreements.

⁶ Includes agreements for sale and purchase, leases, licences and occupancy agreements (with the written consent of the Secretary for Education, if required).

Authority	Level 0 Council	Level 1 Vice- Chancellor	Level 2a COO and CFO	Level 2b Te Hiwa other than COO and CFO	Level 3 Tier 3 Heads and Directors	Level 4 Tier 4 Managers	Level 5 Other managers	Level 6 Supervisors and Administrators
					(for student debt only)			
Approve payroll payment	C	✓	CFO only \$15,000,000 limit	Chief People Officer only \$15,000,000 limit	-	-	-	-
Approve discounts on tuition fees and student services fees	C	✓ 80% limit	-	DVC Students only, 25% limit	Director, International only, 20% limit	-	-	-
Approve Treasury actions (limited to specified roles). All transactions require 2 approvers and must be in accordance with the Treasury Statute								
Debt management								
Core borrowing - debt management (drawdown and repayment)	C (Audit and Risk Committee Chair - with notification to full Council)	✓ \$50,000,000 limit	CFO only, \$50,000,000 limit	-	-	(Associate Director, Business Partnering and Financial Control and Group Finance Manager only, within debt facility limits) \$10,000,000 limit	-	-
Inter-bank transfer	C (Audit and Risk Committee Chair - with notification to full Council)	✓ \$50,000,000 limit	CFO only, \$50,000,000 limit	-	-	(Associate Director, Business Partnering and Financial Control and Group Finance Manager only, within debt facility limits) \$10,000,000 limit	-	-
Hedging								
Interest rate risk management contracts (Transactions must match identified liabilities)	C (Audit and Risk Committee Chair - with notification to full Council)	✓ \$50,000,000 limit	CFO only, \$50,000,000 limit	-	-	(Associate Director, Business Partnering and Financial Control and Group Finance Manager only, within debt facility limits) \$20,000,000 limit	-	-
Foreign exchange risk management contracts (Transactions must match identified liabilities)	C (Audit and Risk Committee Chair - with notification to full Council)	✓ \$2,000,000 limit	CFO only, \$2,000,000 limit	-	-	(Associate Director, Business Partnering and Financial Control and Group Finance Manager only) \$500,000 limit	-	-

Appendix 3: Reserved Powers of Council

Authority	Conditions
Governance	
Govern the University	in accordance with relevant legislation and the Investment Plan and Strategic Plan
Approve the University's long-term strategic direction, Strategic Plan, Mission, Values and Vision	
Approve the budget	on the recommendation of the Audit and Risk Committee
Approve the Annual Report	on the recommendation of the Audit and Risk Committee
Appoint, reappoint (and remove) a Vice-Chancellor	
Monitor and evaluate the Vice-Chancellor's performance	on the recommendation of the People and Culture Committee
Appoint (and remove) an acting Vice-Chancellor	
Authorise other people to execute documents on behalf of the University	
Oversee and monitor the assessment and management of risk across the University and its controlled entities	
Approve the internal audit charter	on the recommendation of the Audit and Risk Committee
Approve statutes	
Agree to the disestablishment of the University and its incorporation in another institution of the same class or a different class	
Agree to the incorporation in the University of another institution or other institutions, whether of the same class as itself or a different class from itself	
Grant honorary degrees and Hunter Fellowships	In accordance with the Honorary Doctorates, Hunter Fellowships, and Distinguished Alumni Awards Statute
Approve naming rights	In accordance with the Naming Rights Statute
Determine objective criteria for consideration of Council members	
Appoint as a member of Council the Vice-Chancellor and up to 7 other people	In accordance with the Council Membership Statute
Elect (and remove) a Chancellor and Pro-Chancellor	
Determine rates of payment for members of Council (other than the Vice-Chancellor)	
Dismiss or suspend a member of Council or recommend to the Minister that a member be removed from office	
Initiate action against a member of Council for breach of any individual duty	
Recommend to the Minister that the Constitution of the Council be amended	
Determine Council's annual work plan and anything necessary to support the business of Council	
Determine procedures for meetings of Council and Committees of Council	
Manage disclosures of interest from Members of Council	
Assess the performance of Council	
Appoint, alter, discharge and reconstitute committees of Council, other committees to use delegated powers and boards or other bodies within the University to give advice to Council	
Delegate or revoke any of Council's powers to the Vice-Chancellor or to a committee (including the Academic Board)	
Decide how to fill casual vacancies on Council	In accordance with the Council Membership Statute
Appoint trustees of the Victoria of University of Wellington Foundation	
Approve any new subsidiary or controlled entity of the University or the disestablishment of any existing entity	
Academic	
Establish an Academic Board and consider any advice from the Academic Board	In accordance with the Academic Board Statute
Determine the composition of the Academic Board	In accordance with the Academic Board Statute
Grant (and rescind) qualifications and awards	
Decide on grievance about an action of the Academic Board	
Determine wording on Qualification Certificate	
Approve amendment of already issued Qualification Certificate	Other than editorial corrections (such as a misspelling or formatting errors) which can be approved by the Graduation Office
Finance and Contracts	
Approve any matter requiring a "Level 0" approval in the Financial Delegated Authority Limits set out in Appendix 2	
Set tuition fees, fees for the provision of student services (known as the Student Services Fee), fees to assist students suffering exceptional financial hardship (known as the Student Hardship Fee), and any other fees prescribed by the Council	
Approve limits on treasury financial transactions and financial authorities (as set out in the Treasury Statute)	taking into account the recommendations of the Audit and Risk Committee
Authorise grants or loans to the Vice-Chancellor, members of staff, students, or to any association of staff or students, and guarantee loans to the Vice-Chancellor or members of staff for housing purposes	
Approve the level of insurance coverage	taking into account the recommendations of the Audit and Risk Committee
Approve format of the common seal	
Countersigning the affixing of the common seal onto qualification certificates	Common seal must be countersigned on qualification certificates by two members of Council (usually the Chancellor and the Vice-Chancellor).
Enter into agreements which, if made by a private person, must be by deed.	Requires signature of at least 2 members of Council

Appendix 4: Delegations Schedule

The Delegations Schedule is available at
<http://www.wgtn.ac.nz/about/governance/delegations/delegations-schedule-search-tool>

DRAFT

Proposed Updates to the Delegations Schedule

1. Amendments to current Delegations

Reference code	Authority description	Authority holder	Conditions	Limits	Reason for change
PAR0073148	Enter into, amend, and renew or terminate expenditure contracts (such as agreements for the provision of goods and services to the University including supplier agreements, significant purchase contracts and construction agreements)	Level 3	In accordance with the Delegations Statute, (Heads of Schools and Faculty Operations Managers in consultation with their line manager) In accordance with the Procurement policy, Financial Delegated Authority and within approved budget or business case. Must consult with Legal Services if not using a Victoria standard contract.	\$5,000,000	To ensure consistency with the updated Delegations Statute, should Te Hiwa agree with the reasoning set out in the approval memo. (This change has been supported in principle by the Provost)
PAR0073149	Enter into, amend, and renew or terminate expenditure contracts (such as agreements for the provision of goods and services to the University including supplier agreements, significant purchase contracts and construction agreements)	Level 4	In accordance with the Delegations Statute (In consultation with their line manager) In accordance with the Procurement policy, Financial Delegated Authority and within approved budget or business case. Must consult with Legal Services if not using a Victoria standard contract.	\$1,000,000	To ensure consistency with the updated delegation PAR0073148 above, should Te Hiwa agree with the reasoning set out in the approval memo
PAR0073228	Approve donation or sponsorship (excluding koha) to a third party where University provides funding)	Vice-Chancellor	In accordance with the Delegations Statute	\$100,000	To ensure consistency with the updated Delegations Statute
PAR0073227	Approve donation or sponsorship (excluding	Te Hiwa member	In accordance with the Delegations Statute	\$10,000	To ensure consistency with the updated Delegations Statute

	koha) to a third party where University provides funding)				
PAR0073226	Approve donation or sponsorship (excluding koha) to a third party where University provides funding)	Level 3	<u>In accordance with the Delegations Statute</u>	\$5,000	To ensure consistency with the updated Delegations Statute
PAR0073225	Approve donation or sponsorships (excluding koha) to a third party where University provides funding)	Director, Campus Operations	<u>In accordance with the Delegations Statute</u>	\$20,000, only in relation to student activities	To ensure consistency with the updated Delegations Statute
PAR0073223	Approve expenditure on gifts and koha	Te Hiwa member	<u>In accordance with the Delegations Statute</u>	Vice-Chancellor and Deputy Vice-Chancellor (Māori and Kaitiakitanga Māori) \$2,000; other Te Hiwa \$1000	To ensure consistency with the updated Delegations Statute
PAR0073196	Approve discounts on tuition fees and student services fees	Director, International	<u>In accordance with the Delegations Statute</u>	45 20%	To ensure consistency with the updated Delegations Statute
PAR0073158	Enter into, amend, renew or terminate Research Contracts Enter into, amend and renew research revenue contracts (such as research services, research grants, research subcontracts and research collaborations)	Director, Research Office	<u>In accordance with the Delegations Statute</u>		To ensure consistency with the updated Delegations Statute

2. New delegations

Reference code	Authority description	Authority holder	Conditions	Limits	Reason for change
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Vice-Chancellor	Joint institutions, and joint training programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute

TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Provost	Joint institutions, and joint training programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Academic)	Joint institutions, and joint training programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Research)	Joint institutions, and joint training programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Students)	Joint institutions, and joint training programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Māori and Kaitiakitanga)	Joint institutions, and joint training programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute

TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Vice-Chancellor	Articulation, double degree and similar international programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Provost	Articulation, double degree and similar international programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Academic)	Articulation, double degree and similar international programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Research)	Articulation, double degree and similar international programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Students)	Articulation, double degree and similar international programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute

TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Māori and Kaitiakitanga)	Articulation, double degree and similar international programmes	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Dean	Articulation, double degree and similar international programmes	In accordance with the Delegations Statute, for faculty specific programmes only	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Vice-Chancellor	Student exchange, study abroad, hybrid and other student mobility arrangements	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Provost	Student exchange, study abroad, hybrid and other student mobility arrangements	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Academic)	Student exchange, study abroad, hybrid and other student mobility arrangements	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute

TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Research)	Student exchange, study abroad, hybrid and other student mobility arrangements	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Students)	Student exchange, study abroad, hybrid and other student mobility arrangements	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Māori and Kaitiakitanga)	Student exchange, study abroad, hybrid and other student mobility arrangements	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Director, international	Student exchange, study abroad, hybrid and other student mobility arrangements	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Vice-Chancellor	Staff exchanges and other arrangements involving staff working offshore	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute

TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Chief People Officer	Staff exchanges and other arrangements involving staff working offshore	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute (Te Hiwa may wish to consider whether this authority should also sit with Tier 3 managers)
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Chief People Officer	Staff exchanges and other arrangements involving staff working offshore	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Vice-Chancellor	Institutional research collaborations and partnerships (not Contracts for specific research – see “Research Contracts”)	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Provost	Institutional research collaborations and partnerships (not Contracts for specific research – see “Research Contracts”)	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Academic)	Institutional research collaborations and partnerships (not Contracts for specific research – see “Research Contracts”)	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute

TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Research)	Institutional research collaborations and partnerships (not Contracts for specific research – see “Research Contracts”)	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Students)	Institutional research collaborations and partnerships (not Contracts for specific research – see “Research Contracts”)	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Deputy Vice-Chancellor (Māori and Kaitiakitanga)	Institutional research collaborations and partnerships (not Contracts for specific research – see “Research Contracts”)	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Dean, FGR	Institutional research collaborations and partnerships (not Contracts for specific research – see “Research Contracts”)	In accordance with the Delegations Statute, for postgraduate collaborations and partnerships only	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Director, Research Office	Institutional research collaborations and partnerships (not Contracts for specific research – see “Research Contracts”)	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute

TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Te Hiwa member	Types of contracts not specified in the Delegations Statute	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Dean	Types of contracts not specified in the Delegations Statute	In accordance with the Delegations Statute, in consultation with the relevant Te Hiwa member	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	CSU Director	Types of contracts not specified in the Delegations Statute	In accordance with the Delegations Statute, in consultation with the relevant Te Hiwa member	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Vice-Chancellor	Enabling contracts (including material transfer, confidentiality, scholarship, supervision, Work Integrated Learning agreements and other facilitative and preparatory documents that have zero or notional dollar values)	In accordance with the Delegations Statute.	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders,	Te Hiwa member	Enabling contracts (including material transfer, confidentiality, scholarship, supervision, Work Integrated Learning agreements and other facilitative and preparatory	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute

	corporates and not-for-profits		documents that have zero or notional dollar values)		
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Level 3	Enabling contracts (including material transfer, confidentiality, scholarship, supervision, Work Integrated Learning agreements and other facilitative and preparatory documents that have zero or notional dollar values)	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate contracts with other universities and institutes, research organisations, government agencies, funders, corporates and not-for-profits	Level 4	Enabling contracts (including material transfer, confidentiality, scholarship, supervision, Work Integrated Learning agreements and other facilitative and preparatory documents that have zero or notional dollar values)	In accordance with the Delegations Statute	To ensure consistency with the updated Delegations Statute
TBC	Approve sponsorships (where University provides funding)	Director, International	In accordance with the Delegations Statute	\$20,000, only in relation to international activities	To ensure consistency with the updated Delegations Statute
TBC	Enter into, amend, renew or terminate Research Contracts	Associate Director, Research Operations	In accordance with the Delegations Statute		To ensure consistency with the updated Delegations Statute
TBC	Approve media releases	Director, Communications and Marketing			To address the gap created by the removal of current clause 10.1 from the Delegations Statute (Director, Communications and Marketing has agreed with this approach)

3. Delegations to be revoked

Reference code	Authority description	Authority holder	Conditions	Limits	Reason for change
PAR0128007	Sign, amend, renew or terminate MOUs, joint ventures, collaboration agreements or other relationship agreements with other institutions and organisations	Vice-Chancellor			This is now covered under a new delegation specified in table 2 above
PAR0073174	Sign, amend, renew or terminate MOUs, joint ventures, collaboration agreements or other relationship agreements with other institutions and organisations	Te Hiwa member			This is now covered under a new delegation specified in table 2 above
PAR0073168	Sign, amend, renew or terminate MOUs, joint ventures, collaboration agreements or other relationship agreements with other institutions and organisations	Dean	In consultation with the Provost	Where the documents relate to only one Faculty	This is now covered under a new delegation specified in table 2 above
PAR0073177	Enter into, amend and renew enabling agreements (such as material transfer agreements, confidentiality agreements, scholarship and/or supervision agreements and student placement agreements)	Level 4	In accordance with template contracts		This is now covered under a new delegation specified in table 2 above

4. Sign off

A delegation by Council under section 285 of the Education and Training Act 2020 must be in writing signed by at least two members of Council. Approval is sought from two Council members for the delegations relating to the Vice-Chancellor above.

Alan Judge
Chancellor

Pania Gray
Pro-Chancellor

A delegation by the Vice-Chancellor under section 295 of the Education and Training Act 2020 must be made in writing and signed by the Vice-Chancellor. Approval is sought from the Vice-Chancellor for all delegations listed above, except for those that relate to the Vice-Chancellor.

Bryony James
Vice-Chancellor (effective 12 June 2026)

Agenda Item 11

Appointment of Council Member to People & Culture Committee

To receive: a Council paper dated 27 May 2026 from the Chancellor regarding the appointment of Council Member, Ms Megan Evans, to the People & Culture Committee (document VUWC 26/61).

To resolve: **that on the recommendation of the Chancellor and Chair of the People & Culture Committee:**

Ms Megan Evans be appointed to the People & Culture Committee under Clause 4.1 (c) of its Terms of Reference



COUNCIL PAPER

TO	Members of Council
FROM	Alan Judge, Chancellor
AUTHOR	Caroline Ward, Secretary to Council
DATE	27 May 2026
SUBJECT	Appointment of Council Member to People & Culture Committee
DOCUMENT #	VUWC 26/61

This paper proposes that Council member, Ms Megan Evans be appointed to the People & Culture Committee under Clause 4.1 (c) of its Terms of Reference.

Further, attached at Appendix 1 is a full list of current Committee membership. This reflects my agreement with Mr David Smol that he retire from the Victoria Honours' Committee following his appointment as permanent Chair of the Audit & Risk Committee at the 23 March 2026 Council meeting.

Recommendation:

that on the recommendation of the Chancellor and Chair of the People & Culture Committee:

Ms Megan Evans be appointed to the People & Culture Committee under Clause 4.1 (c) of its Terms of Reference

Appendix 1

Council Committees – as at 15 June 2026*

<p>Audit & Risk Committee</p> <p>David Smol – Chair Brigitte Bönisch-Brednich Pania Gray Asifa Hanif Mei Fern Johnson Alan Judge David McLean</p> <p>Bryony James <i>in attendance</i></p>	<p>Victoria Honours Committee</p> <p>Alan Judge - Chair Pania Gray Bryony James</p> <p>Phil Lester* Nicole Moreham* Kevin Dew* PGSA Member (vacant)**</p> <p><i>* Academic Staff members of Committee</i> <i>**PGSA Nominee</i></p>	<p>Te Aka Matua Committee</p> <p>Pania Gray – Chair William Bell-Purchas Alan Judge</p> <p><i>2 external members</i> Selwyn Katene Matthew Reweti</p> <p><i>Ngāi Taurira members 2026:</i> Mairangi Campbell Manaia Puha</p>
<p>People & Culture Committee</p> <p>Alan Judge – Chair Megan Evans (<i>tbc this meeting</i>) Pania Gray James Te Puni</p> <p><i>Must be lay members of Council</i></p>	<p>Nominations Panel</p> <p>Alan Judge - Chair Bryony James (VC) Robyn Bargh (external) Brenda Pilott (external) Vacancy (prof staff) Mr Aidan Donoghue VUWSA President) Carmen Dalli (ac staff) Vacancy (Te Aka Matua member)</p> <p><i>Chancellor and VC sit on this panel, only allowed 2 Council members</i></p>	<p><i>Note: the Finance Committee was disestablished following resolution at the 23 March 2026 meeting of Council.</i></p> <p><i>Its remit has been included in the Audit & Risk Committee; along with more detailed financial reports at each Council meeting</i></p>

* this paper has been prepared in anticipation of the new Vice-Chancellor, Professor Bryony James taking up the position from 12 June 2026

Agenda Item 12

Amendments to the Nominations Panel Terms of Reference

To receive: a Council paper dated 27 May 2026 from the Chancellor, Mr Alan Judge, regarding a proposed amendment to the Nominations Panel Terms of Reference (document VUWC 26/62).

To resolve: **that on the recommendation of the Chancellor Council approve the amendment of clause 4.1 (e) of the Nominations Panel Terms of Reference:**

***FROM a person appointed by Council on the nomination of Te Aka Matua
TO the Deputy Vice-Chancellor Māori & Kaitiakitanga.***

COUNCIL PAPER

TO	Members of Council
FROM	Alan Judge, Chancellor
AUTHOR	Caroline Ward, Secretary to Council
DATE	27 May 2026
SUBJECT	Proposed amendment to the Nominations Panel Terms of Reference
DOCUMENT #	VUWC 26/62

This paper proposes that the position of DVC Māori and Kaitiakitanga (DVCMK) hold a permanent place on the Council's Nominations Panel. This is as a result of changes following a review of the Te Aka Matua Committee Terms of Reference.

Background

In mid-2025 a comprehensive review of the Te Aka Matua Committee Terms of Reference resulted in a change to the membership that removed staff from the Committee. This meant that the Deputy Vice-Chancellor Māori & Kaitiakitanga could no longer be the Te Aka Committee nominee on the Nominations Panel, a position held by Professor Rawinia Higgins for nearly 7 years since July 2019.

Following discussion with the Vice-Chancellor, the Chair of Te Aka Matua, and the DVCMK it is suggested that the Nominations Panel Terms of Reference be amended to give the DVCMK a permanent place on the Nominations Panel. This is particularly important given the Council's revision to the Membership statute (at this meeting) which sets out an intention to have *at least three Members of Council who are Māori*. It also recognises the DVCMK's experience and knowledge as a long-standing member of the Panel.

Attached

Proposed revised Nominations Panel Terms of Reference.

Recommendation:

that on the recommendation of the Chancellor Council approve the amendment of clause 4.1 (e) of the Nominations Panel Terms of Reference as follows:

**FROM a person appointed by Council on the nomination of Te Aka Matua
TO the Deputy Vice-Chancellor Māori & Kaitiakitanga.**

Nominations Panel

Terms of reference

1 Introduction

The Nominations Panel is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987, the Health and Safety at Work Act 2015 and Standing Orders of Council.

2 Purpose and responsibilities

- 2.1 The purpose of the Committee is to make recommendations to Council on its membership in accordance with the Council Membership Statute.
- 2.2 In particular, the Nominations Panel is responsible for:
- identifying and recommending to Council suitable candidates to fill Council vacancies as and when they arise;
 - ensuring that there is an appropriate mix of knowledge, skills, experience and diversity on Council so as to ensure the Council is capable of undertaking its responsibilities, duties and function; and
 - considering any other matters referred to the Panel by Council.

3 Authority

- 3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.

4 Membership

- 4.1 The membership of the Committee will be as follows:
- The Chancellor (or the Pro-Chancellor where the person holding office as Chancellor is being considered for recommendation)
 - a senior member (Professor or Associate Professor) of the University's academic staff appointed by Council on the nomination of the Academic Board for a term of up to four years
 - a member of the University's professional staff appointed by Council for a term of up to four years
 - the President of the Victoria University of Wellington Students' Association (or nominee);
 - ~~the Deputy Vice-Chancellor Māori & Kaitiakitanga a person appointed by Council on the nomination of Te Aka Matua for a term of up to four years~~
 - the Vice-Chancellor;
 - up to 2 external members appointed by the Council for a term of up to four years
- 4.2 The Panel will be chaired by the Chancellor (or Pro-Chancellor if the person holding office as Chancellor is being considered for recommendation)

- 4.3 At least two members of the Panel must be graduates of the University.
- 4.4 None of the members of the Nominations Panel, other than the Chancellor (or Pro-Chancellor) and Vice Chancellor, may be members of Council.

5 Meetings

- 5.1 The Panel will meet when convened by the Chair or as requested by the Council.
- 5.2 A quorum at meetings of the Committee will be three Members, one of whom must be the Chancellor (or Pro-Chancellor).
- 5.3 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.
- 5.4 The Chair will appoint a Secretary of the Panel in conjunction with the Secretary to Council.
- 5.5 The Standing Orders of Council will apply to any meetings of the Panel except to the extent inconsistent with these Terms of Reference.

6 Information and reporting

- 6.1 The Committee will maintain direct lines of communication with the Council.

7 Review

- 7.1 The Panel will undertake a periodic review of its responsibilities and activities and report to Council on that review.

8 Key dates

These terms of reference were approved on: 29 July 2019 by Council
These terms of reference take effect from: 29 July 2019

These terms of reference were amended and approved by Council on: 23 March 2020
These terms of reference take effect from: 23 March 2020

9 Delegation by Council

In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the Nominations Panel all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed: _____
Council member

Full name: _____

Date: ____/____/____

Signed: _____
Council member

Full name: _____

Date: ____/____/____

Agenda Item 13

Student President reports

- To receive:**
- 1 a report from Mr Aidan Donoghue, VUWSA President (document VUWC 26/63a);
 - 2 a report from Mr Mairangi Campbell, and Mr Manaia Puha, Ngāi Taura Co-Presidents (document VUWC 26/63b).

- To resolve:**
- 1 **that the report from the VUWSA President be noted.**
 - 2 **that the report from the Ngāi Taura Co-Presidents be noted.**

To	Members of University Council
From	Aidan Donoghue, 2026 President of Te Aka Tauira - VUWSA
Date	03/06/2026
Subject	VUWSA President Report: April - June

It has certainly been a whirlwind of a trimester for VUWSA, filled with both the planned and the unexpected. The team has risen to every challenge and overall excelled all my expectations of project delivery and personal resilience. Each of the 3 portfolios (academic, welfare and engagement) have taken every opportunity presented, to engage with or on behalf of students. Through the trimester thousands of students have had the opportunity to personally interact with their students' association, feeding into our representation as we work closely with academic and professional staff.

The team has superbly delivered events such as: The Sex and Drugs themed weeks - educating students as they transition from high school about informed consent, risk assessment and harm reduction, and Working Students Day – all about students, their rights in the workplace and collective bargaining, and this has been accompanied by weekly outings gathering student voice in exchange for coffee and cake. We even had great event (which just so happened to be on April 1st) called “Assessment Handbook Day” in which we had one of our team dress up as an assessment handbook and we taught students all about the riveting world of academic procedure.

Our political voice has been the strongest in years with hundreds of students participating in selecting unpaid placements during study as their issue they want VUWSA to bring to the election. We’ve also brought to together all 8 student associations alongside national equity groups both in person and online to collaborate on national student issues.

We have also been a part of the He Kokonga project, taking a lead in 3 of the 10 projects. We’re thrilled to be able to contribute to this mahi as well as the wider student success committee. Representation wise we’ve taken to the postgraduate space like a duck to water, our new staff member and student representative are settling nicely into a rhythm and we’re looking strong in having postgraduate representation across faculty boards and committees. Currently we are in the early beginning stages to review the postgraduate space, but I am confident in work being done.

Overall, our representation models across all students are near unrivalled and has allowed us to go from strength to strength in addressing students need as they pop up.

For one more highlight, I'd like to mention our State of the Students Survey, in which we gathered the voices of 1200 students on all aspects of their life at university, including workloads, financial pressures, and political attitudes. We will have a report out in due course.

All this is just a brief snapshot into our work and in all honesty only scratches the surface of what the team has accomplished. I haven't even mentioned halls committee, student assembly or the joint work on the AI vision statement. If you would like to stay up to date, be sure to follow us on Instagram (@vuwsagram)

Despite some of the challenges that have arisen it has been inspiring to see both the university and VUWSA become ready for nearly anything. I personally want to commend the responses we saw to the extreme weather events and cyberattack. VUWSA may have been left nomadic for a week due to the student union roof and students locked out of Nuku, but the communication we had during both disruptions left us able to address any concerns that were raised and confident to relay information to the wider cohort and media. I also appreciate the sheer amount of time and effort council and particularly the chancellor have put into the new VC selection process. It was fantastic for students to be given the reins of our own focus group, and I hope you found our feedback useful.

Outside university, students are doing it tough. Costs are rising in every aspect of their lives but as you can guess their biggest concern is the removal of final year fees free, and as such nearly half a thousand students joined us to voice their frustration at parliament lawn on Budget Day. On that topic, I want to pre-emptively address the potential of an up to 6% increase in tertiary fees. Our kneejerk reaction is that any increase in tertiary fees should be minimised as much as possible, that said, we have no illusions about the financial position of the university or about the wider funding environment that will influence council's decision. I want to make clear that VUWSA can assist in communicating to students the realities behind fee increases.

On another solemn note, it is important that council should know that the "definitions of a man and woman bill" before parliament is causing real and deeply felt pain on our gender-diverse student community. I would encourage members to consider how each of us can show solidarity with this vulnerable community. Uplifting the wellbeing of our students has and always will be a part of the regular functions of VUWSA and the university, and I would push back on anyone who suggests otherwise.



With all that said, it has been a jampacked Trimester 1 but we look forward to an even more hectic Trimester 2, with Re-O Week, Sustainability Week, VUWSA Elections, Democracy Week, and as you may or may not have heard, the 2026 general election.

As always if you have any questions or would like to follow up, please feel free to send me an email.

Nāku iti nei, nā,

Aidan Donoghue

President

president@vuwsa.org.nz

vuwsa.org.nz

2025 NGĀI TAUIRA TUMUAKI TAKIRUA UNI COUNCIL REPORT 15/06/25

To	Members of University Council
From	Mairangi Campbell and Manaia Puha, Ngāi Tauira Tumuaiki Takirua 2026
Report No.	2
Report Period	23rd March – 2nd June
REPORT	
Summary	<p>Ngāi Tauira has remained active over the past few months, continuing to strengthen tauira engagement and create opportunities that support the aspirations, wellbeing, and sense of belonging of our Māori students.</p> <p>Graduation Week remains one of the most significant occasions in our calendar. It is always inspiring to witness our tuākana, friends, and whānau receive their qualifications, marking the culmination of years of dedication, perseverance, and achievement. It was a privilege for Ngāi Tauira to participate in Te Hui Whakapūmau and celebrate alongside our graduating tauira and their whānau.</p> <p>Looking ahead, our key priorities include supporting tauira engagement with the democratic process in the lead-up to the local elections, preparing for Te Huinga Tauira, and delivering kaupapa to celebrate Hautapu and Te Wiki o te Reo Māori. We also continue to work closely with university services, student groups, and community partners to ensure our tauira feel supported, connected, and safe throughout their university journey.</p> <p>This report provides an overview of recent and upcoming kaupapa, a summary of our involvement during Graduation Week, updates on how we continue to support our whānau rōpū, and highlights of our engagement with other groups across Te Herenga Waka.</p>
March - June Updates	

1) Ngāi Tauira Events

- a) From 27–28 March, Ngāi Tauira hosted Pūrangiaho, our annual noho designed to provide tauira with a clear understanding of who we are, what we do, and how they can engage with our whānau while studying. Approximately 35 tauira attended over the weekend. As the first Pūrangiaho since the closure of the Pā, we were delighted with this level of engagement. Our guest speakers, Tū Temara and Takuta Ferris, were extremely well received. The unexpected absence of Te Wehi Wright also created an opportunity for a valuable wānanga with our tauira, allowing us to gather feedback and insights on the direction they would like Ngāi Tauira to take for the remainder of the year.
- b) On 7 April, our Apiha Mātauranga delivered a private First Aid training course on Kelburn Campus, providing tauira with an opportunity to gain practical skills and a recognised qualification that will benefit them both during and beyond their studies.
- c) Our Inaugural General Meeting was held on 2 April. During the hui, we shared our vision, strategic priorities, and planned kaupapa for the year ahead. The meeting was well received, particularly the launch of both the new Ngāi Tauira website and the Mana Motuhake Fund, an initiative designed to expand the range of opportunities and kaupapa available to tauira. We were also pleased to elect our first Postgraduate Representative Officer, Kaitlyn McClean, to the executive.
- d) During the mid-trimester break, our Apiha Hauora led a series of Hauora Challenges that encouraged tauira to remain active and connected. Daily challenges were complemented by an overarching competition to see who could accumulate the greatest number of kilometres. The initiative fostered healthy competition while maintaining engagement with our Ngāi Tauira whānau, including those who had returned home for the break.
- e) Since the launch of the Mana Motuhake Fund, we have seen strong interest from tauira. To date, four applications have been received, with funding requests totalling approximately \$3,200. Applications have supported a diverse range of initiatives, including sporting opportunities, a gala celebrating the 40th anniversary of Ngā Rangahautira, and a visit to the Queer Archives Aotearoa for takatāpui tauira at Te Herenga Waka. We are encouraged by both the level of interest and the breadth of kaupapa being proposed.
- f) Our Kapa Haka Komiti, led by our Pou Tikanga and supported by our Apiha Kapa Haka and dedicated volunteers, continues to make excellent progress. The rōpū has nearly completed its original bracket, which reflects the themes and aspirations of this year's kaupapa. Most items have already been taught, with the remaining pieces expected to be completed before the beginning of the next trimester. The bracket will be performed at Te Huinga Tauira, the annual Māori Students' Conference, taking place from 1–6 September.

- g) Alongside these larger initiatives, Ngāi Tauira has continued to deliver its regular programme of engagement opportunities, including participation in social sports leagues, fortnightly Parakuihi, contributions to Salient, and other kaupapa aimed at fostering connection, wellbeing, and a strong sense of community among our tauira.
- 2) Graduation
- a) Ngāi Tauira performed haka pōwhiri for the six graduation ceremonies at the Michael Fowler Centre, as well Te Tumu Herenga Waka for Te Hui Whakapūmau. Our Pou Tikanga coordinated approximately 60 students to perform over these four days.
 - b) We would also like to acknowledge Pine Southon and Kia Houpapa for their support throughout the Graduation ceremonies. Their efforts reinforced the importance of our tāne being present and actively involved in celebrating the achievements of our tauira.
 - c) At Te Hui Whakapūmau the Tumuaki Takirua participated in the ceremonies presenting taonga to the graduates. Ngāi Tauira members performed throughout the day, showing support for the graduates and their families through waiata and haka.
- 3) NT Whānau Rōpū Support
- a) For the first time since the COVID-19 pandemic, Ngāi Tauira has been able to establish MOUs with all of our whānau rōpū. These agreements provide clarity around funding arrangements, expectations, and our formal relationship for the year, creating a stronger foundation for collaboration and support.
 - b) As noted previously, the launch of the Mana Motuhake Fund has created an additional pathway for whānau rōpū to access financial assistance for one-off initiatives and events. We are pleased to see this fund supporting a diverse range of kaupapa that contribute to the vibrancy and wellbeing of our tauira communities.
 - c) The launch of the new Ngāi Tauira website has also improved coordination across our whānau rōpū. By providing greater visibility of upcoming events and activities, we have been able to better align our programming, reduce scheduling conflicts, and maximise opportunities for tauira participation across multiple kaupapa.
- 4) Outreach and relationship building
- a) Ngāi Tauira was pleased to participate in the Battle of the Tribes event hosted by the Pasifika Students' Council. Our tauira thoroughly enjoyed the opportunity to engage with fellow students in a kaupapa that celebrated community, connection, and friendly competition.
 - b) Ngāi Tauira has continued to advocate on issues affecting tauira. Manaia Puha spoke at the VUWSA-organised snap action rally opposing the Government's decision to discontinue the Fees Free initiative. We were also represented by Maro Preston at the Budget Day protest, where he joined student associations, unions, and other leaders in highlighting the impact of government decisions on their communities.

- c) We attended the first Hui Kaiarahi with Te Mana Ākonga for the year in Dunedin. We discussed updates from each group and took the opportunity to get to know each other ahead of our next in-person hui that will focus on organising Te Huinga Tauira. We meet in-person every quarter and over Zoom every fortnight to continue to discuss issues facing Māori tertiary students.

Upcoming Events

- 1) Clubs Expo: 7 – 8 July.
- 2) Hautapu: 15 July.
- 3) Te Ao Mārama Workshop: 17 July.
- 4) Ngāi Tauira Enrolment Drive: 22 July
- 5) Noho Marae: 24 – 25 July.
- 6) Noho Marae ki Ōtaki: 14 – 16 Aug
- 7) Private First Aid Training: 19 Aug
- 8) Te Huinga Tauira: 1 – 6 Sep
- 9) Māori Election Debates: 9 Sep
- 10) Te Ao Mārama Launch: 14 Sep
- 11) Pō Whakanui: 19 Sep

Agenda Item 14

2025 Pastoral Care Code self-attestation report

To receive: a Council paper dated 21 May 2026 from Dr Logan Bannister, Deputy Vice-Chancellor (Students) providing the 2025 Pastoral Care Code self-attestation report (document VUWC 26/64).

To resolve: that the 2025 Pastoral Care Code self-attestation report be noted.



COUNCIL PAPER

TO	Members of Council
FROM	Dr Logan Bannister, Deputy Vice-Chancellor (Students)
AUTHOR	Kirsty McClure, Director Te Pūrengi—Student Experience and Wellbeing
DATE	21 May 2026
SUBJECT	2025 Pastoral Care Code self-attestation report
DOCUMENT #	VUWC 26/64

Executive Summary

This self-attestation report is part of the 2025 monitoring process for the Education (Pastoral Care of Tertiary and International Learners) Code of Practice (2021). The report is due to be submitted to Universities New Zealand on 1 July 2026.

This report demonstrates a mature, embedded approach to pastoral care, characterised by strategic alignment, evidence-informed decision-making, and a sustained commitment to continuous improvement.

The report content was gathered from student services teams, other CSUs, the VUWSA President, and existing 2025 reports. It provides strong assurance of Te Herenga Waka's sustained commitment to the Pastoral Care Code and delivering safe, inclusive, and high-quality services and learning environments that support the wellbeing and success of all tairā.

Recommendation:

that Council note this report.



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA



Pastoral Care Code

SELF-ATTESTATION REPORT 2025

JULY 2026

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Disclosure of generative AI use

This report was prepared with editorial assistance from Microsoft Copilot. All content has been reviewed for accuracy before publication.

Executive Summary

This self-attestation report outlines Te Herenga Waka—Victoria University of Wellington’s continued progress in meeting the requirements of the Education (Pastoral Care of Tertiary and International Learners) Code of Practice (the Code) in 2025. It demonstrates a mature, embedded approach to pastoral care, characterised by strategic alignment, evidence-informed decision-making, and a sustained commitment to continuous improvement. The content of this report was gathered from staff and teams across the University and existing 2025 reports. Progress on actions identified in the 2024 organisation-wide system self-review of the Code is included. Key content is outlined below.

Overall assurance of compliance and continuous improvement

- The University maintains a high level of compliance with the Code.
- Systems are supported by structured review, governance oversight, and annual reporting.
- Activity reflects both consolidation of existing systems and targeted improvements.

A diverse and growing student community

- Total student population of 21,435 in 2025.
- Growth across Māori, Pasifika, international, disabled, rainbow, and refugee-background cohorts.
- Improved participation, retention, and access to support services.

Strengthened wellbeing and safety systems (Outcome 1)

- Implementation of the Iho framework.
- Progression of Ki te rā—Student Wellbeing Outcomes Framework.
- Expansion of staff training in wellbeing, cultural capability, and inclusion.

Enhanced student voice and engagement (Outcome 2)

- VUWSA President feedback affirming the value of the Student Assembly.
- Strong engagement through the *Have Your Say* survey and representative structures.
- Positive trends in students feeling valued and heard.
- Improved accessibility and consistency of complaints processes.

Inclusive learning environments and student experience (Outcome 3)

- Positive student feedback on safety, respect, and services.
- Progress toward integrated student services and Info Hub model.
- Strengthened transition and retention initiatives, including Tau Mai Week and He Kokonga i te Kitea.

Targeted support for health, wellbeing, and safety (Outcome 4)

- Earlier engagement and improved triage in health and counselling services.
- Targeted support pathways, including for neurodiverse students.
- Enhancements to accommodation pastoral care and engagement models.

We acknowledge contributions to this report from a wide range of student services teams, Office of the DVC Māori and Kaitiakitanga, Office of Vaka Tangata Moana, Campus Operations, Digital Solutions, Faculty of Graduate Research, HR Organisational Development, Library, Planning and Management Information, and the VUWSA President.

Background

The *Education (Pastoral Care of Tertiary and International Learners) Code of Practice* (the Code), which was introduced in 2021, sets out the outcomes and processes that tertiary education providers must meet to ensure the wellbeing, safety, and positive learning experiences of domestic and international students. Providers are required to demonstrate compliance with the Code through regular self-review, monitoring, and reporting, including annual self-attestation and, where applicable, system self-reviews.

Since the introduction of the Code in 2021, Te Herenga Waka–Victoria University of Wellington has undertaken a structured and iterative programme of work to embed the Code’s requirements into University systems and practices. Across the period 2021–2024, this work has included:

- Establishing a clear baseline of compliance through a comprehensive University-wide Code Gap Analysis (2021), identifying areas of strength as well as gaps and opportunities for improvement.
- Developing and implementing targeted action plans to address identified gaps (from 2022), alongside broader enhancements to existing pastoral care, wellbeing, and safety systems.
- Maintaining regular oversight and accountability through internal governance and reporting mechanisms, including quarterly reporting to the Committee on University Student Pastoral Care (CUSPaC) (2022) and ongoing engagement with committees and external sector bodies (2021–2024).
- Submitting annual self-attestation reports that document progress and provide assurance of compliance (2022 and 2023 submissions).
- Successfully completing verification processes focused on Outcomes 5 to 7 of the Code - the University’s accommodation pastoral care system (2023), and the international-specific Code Outcomes 8 to 12 (2024).
- Undertaking an organisation-wide system self-review to evaluate how pastoral care systems give effect to the Code’s outcomes (2024), supported by qualitative and quantitative evidence.

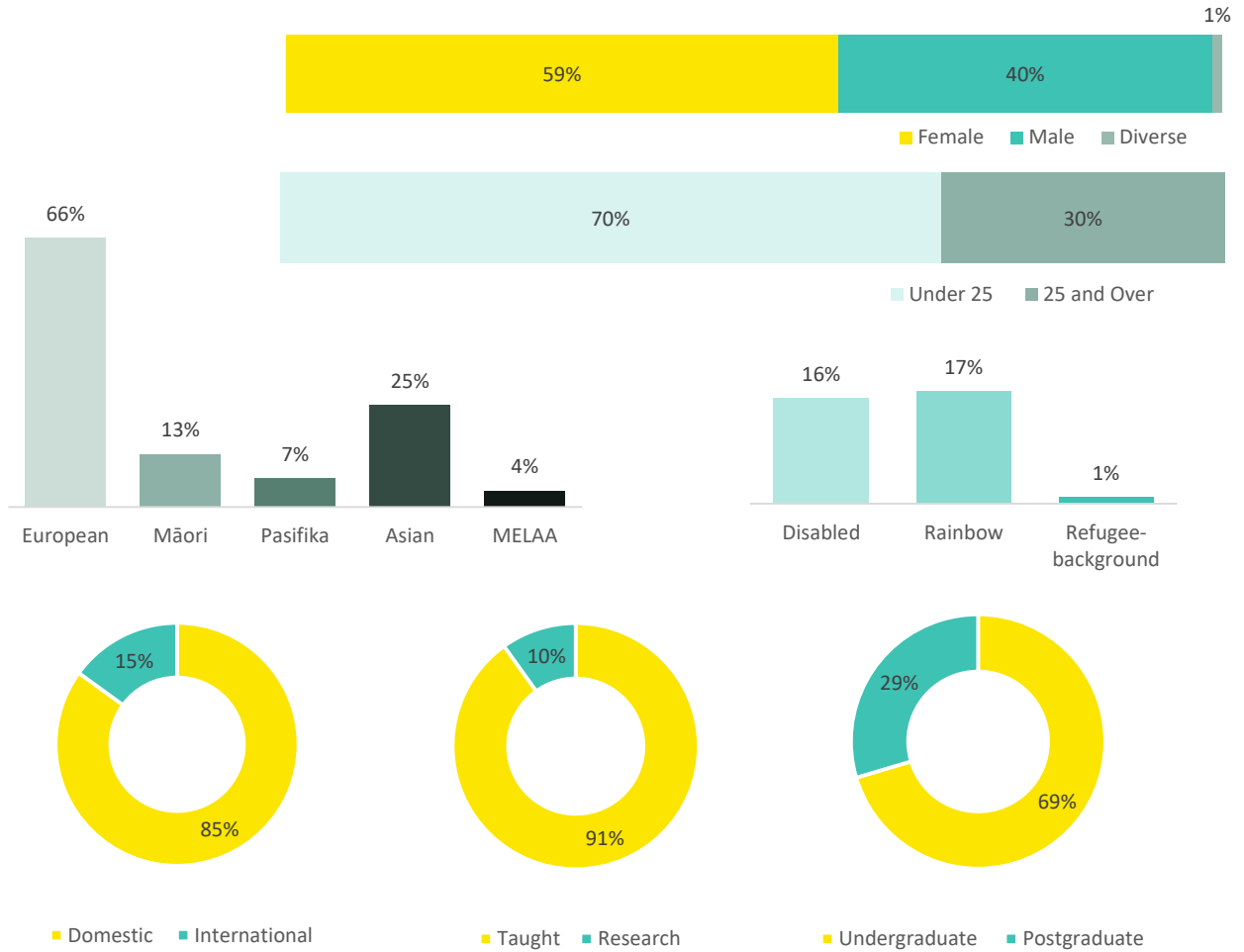
Collectively, this programme of work demonstrates Te Herenga Waka’s sustained commitment to meeting the requirements of the Code. Through regular self-review, transparent reporting, and continuous improvement, the University continues to strengthen its systems to support the wellbeing, safety, and educational success of its diverse taura communities.

In 2025, the wellbeing and safety of taura at Te Herenga Waka continued to be shaped by a complex and evolving external environment, both nationally and globally. Persistent cost of living pressures in Aotearoa contributed to financial stress for many students, while increasing demand on health and mental health services reflected broader system constraints. Globally, geopolitical instability, ongoing impacts of climate change, and heightened exposure to international events through digital media contributed to uncertainty and anxiety among taura. These factors, in addition to several local weather events, influenced their sense of wellbeing, safety, and belonging, reinforcing the importance of a responsive, whole-of-provider approach to pastoral care.

Student community at Te Herenga Waka

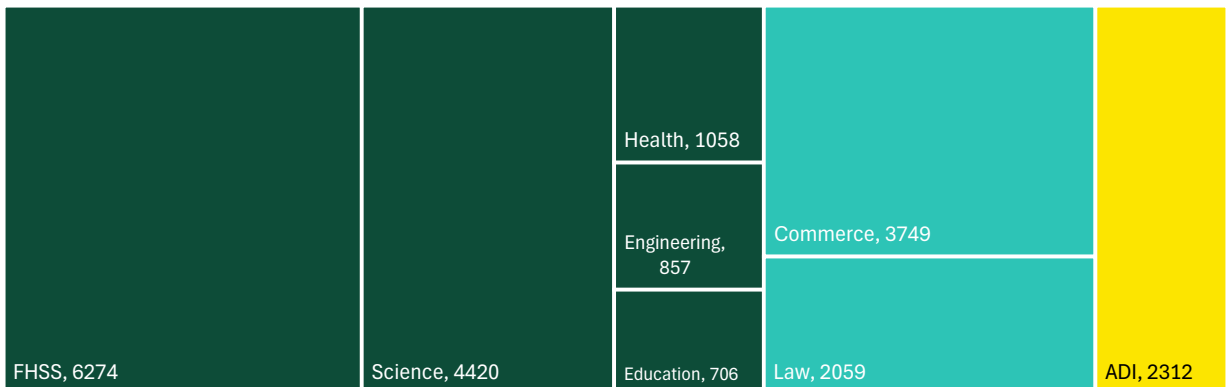
Below is a snapshot of the enrolled student population in 2025:

Total enrolled students (headcount) was 21,435




Campus and Faculty

■ Kelburn 62.1% ■ Pipitea 27.1% ■ Te Aro 10.8%




STUDENT COHORTS AT A GLANCE ¹

TAUIRA MĀORI ²

2025 13.4% 
2024 12.8%

Proportion of student body


2025 77.5% 
2024 73.2%

Retention of 1st year undergraduates


2025 82%
2024 78%

Satisfaction with academic experience

PASIFIKA STUDENTS ²

2025 7.3% 
2024 7.1%

Proportion of student body


2025 77.1% 
2024 75%

Retention of 1st year undergraduates


80%

Proud to be a student at this University
(all students 75%)

DISABLED STUDENTS

2025 3,283 
2024 2,804

Registered and receiving support

2025 87.1% 
2022 81.3%

Successful course completion

Te Ara
Taupuhipuhi—
Disability Inclusion
Action Plan
2023-2025

¹ This data is a representation of the student profile enrolled in 2025. It is not designed as a comparison of the same data across the student cohorts
² Data from Learner Success Plan Quarter 4 report 2025

RAINBOW OR TAKATĀPUI STUDENTS

3,323

Self-identified at enrolment (headcount)



2025 16.5%

2024 13%

Proportion of student body

REFUGEE BACKGROUND STUDENTS

1.1%

Self-identified at enrolment (headcount)



2025 226

2024 132

Number of students (headcount)

INTERNATIONAL STUDENTS

3,191

Number enrolled in 2025 (headcount)

- Highest number since 2019
- Over half were postgraduates

STUDENTS LIVING IN UNIVERSITY ACCOMMODATION

2,059

First year catered halls

835

Independent living halls

Progress against actions from 2024 Code self-review

Te Herenga Waka’s [2024 organisation-wide self-review of the Code](#) provided a rich picture of systems that support taura wellbeing, safety, and educational success. The report identified the ongoing actions described in the table below which are all progressing well as part of a cycle of continuous improvement. In the following sections, detail will be provided about work completed in 2025 for each action (see page numbers), along with other relevant activity and changes.

Area of focus	Action	Page no.
Outcome 1: A learner wellbeing and safety system		
Ki te rā—Student Wellbeing Outcomes Framework	Progress the implementation plan, supporting teams responsible for actions and fostering a collaborative approach. Establish the Ki te rā—Student Wellbeing Outcomes Framework Working Group. Develop a reporting approach for 2025.	10
Staff training	Implement a process to monitor staff engagement with Code training courses and maintain a record of learning. Continue to expand the delivery of in-person Recognise, Respond, Refer training that complements the Code online courses. Partner with VUWSA to strengthen the existing student representatives training and improve access to University documentation and resources.	13
Outcome 2: Learner voice		
Ngā Kīwai o te Kete—Student Engagement Framework refresh	Review the framework to ensure student voice and partnership, participation and collaboration in decision-making, and initiatives to support the student experience are optimised.	14
Complaints process	Review and enhance the student complaints process to enable a more consistent approach for managing complaints across the University.	16
Outcome 3: Safe, inclusive, support and accessible physical and digital learning environments		
Integrated student services	Make ongoing and iterative enhancements to ensure a pan-University integrated, coordinated and student centric approach is consistently used.	19
First year retention plan	Take a pan-university approach to progress first year retention initiatives.	20
User experience of student systems e.g. Kurawai, Pūaha, Nuku and Banner.	Improve workflows, referral systems and reporting to enable staff to work efficiently to identify and meet Taura needs.	22
Outcome 4: Learners are safe and well		
See ongoing, embedded actions and continuous, responsive improvements.		

Outcome 1: Learner wellbeing and safety system

Providers must take a whole-of-provider approach to maintain a strategic and transparent learner wellbeing and safety system that responds to the diverse needs of their learners

This section describes two strategic changes in 2025 – the implementation of the Iho and changes to the Office of the Assistant Vice-Chancellor Pasifika. It also provides an overview of the implementation of Ki te rā–Student Wellbeing Outcomes Framework and delivery of staff training.

Iho framework

In 2025 the Iho, a structure grounded in Mai i te Iho ki te Pae—Māori Strategic Outcomes Framework, was implemented, defining the core of Māori identity within the University.

- Te Kawa a Māui—The School of Māori Studies moved from the Faculty of Humanities and Social Sciences to the Office of the Deputy Vice-Chancellor Māori and Kaitiakitanga. Aimed at consolidating the Māori core at Te Herenga Waka, the Iho framework aligns the marae, Āwhina—Māori Student Support, and the academic core of mātauranga Māori and te reo Māori to give effect to the rangatiratanga principle in Te Tiriti o Waitangi Statute.
- This integration created a culturally grounded environment that actively embeds Māori values across campus, normalising the use of te reo Māori and tikanga Māori, and enhancing cultural safety where taura Māori and staff see their identities reflected and respected across Te Herenga Waka.
- With a centrally led approach, faculty teaching staff have stronger support with the application of Māori-related pedagogies and embedding mātauranga Māori to benefit taura Māori.
- Ngā Mokopuna, opened in December 2024, is a sustainable building on the Kelburn campus and a transformative place to explore relationships with the environment, deepening understanding of service to it rather than the reverse. A living lab for the University, which complements our whareniui, Te Tumu Herenga Waka, it is a place where staff and students can feel connected to Wellington and Aotearoa. In this space where people gather and find figurative shelter, tikanga Māori prevails. With Iho teams based at Ngā Mokopuna, it is an active and welcoming space for all taura, staff, and community, enriching their sense of belonging to the Te Herenga Waka whānau.

The Office of the Assistant Vice Chancellor Pasifika (OAVCP)

The year of 2025 also brought a refreshed approach to delivering Te Herenga Waka’s ambition for Pasifika. Dame Luamanuvao Winnie Laban concluded 14 years of distinguished service as Associate Vice-Chancellor Pasifika (AVCP), with Dr Emma Dunlop-Bennett appointed to the role in September.

- The OAVCP’s work is guided by the strategic pillars as set out in the *Pasifika Strategy and Operational Plan* which includes: 1) **Pasifika Identity**: Growing the Pasifika identity of Te Herenga Waka; **Pasifika Student Success**: Improving Pasifika student enrolment, retention, and completion; and **Pasifika Staff Success**: Enhancing outcomes for Pasifika staff across all aspects of employment, alongside increasing the Pasifika cultural intelligence of all staff at Te Herenga Waka.
- Working within the footprint of 11 full-time equivalent staff members, a change process took place in late September 2025 to align resource with the three strategic priorities.

- The new structure, effective 20 January 2026, has achieved this alignment as well as prioritised direction of effort towards Pasifika student academic success.
- The refreshed approach has continued in 2026, with the OAVCP proactively working to strengthen its pastoral and academic support by deepening partnerships with faculties and embedding Pasifika-centred initiatives that enhance student belonging, connection, and wellbeing. To guide this work, the AVCP will undertake a strategic assessment of the operating environment for the period through to 2035, focusing on the key challenges and opportunities facing the tertiary education sector – particularly those impacting peoples of and from the Pacific.

Ki te rā–Student Wellbeing Outcomes Framework

Ki te rā–Student Wellbeing Outcomes Framework 2024-2030 (Ki te rā) was approved by University Council mid-2024. In 2025, implementation was progressed with collaborative contributions from Te Herenga Waka’s staff and taura, along with enhanced data monitoring and implementation of actions. A copy of Ki te rā can be accessed on this [webpage](#).

Below is a summary of key progress.

- To support teams responsible for Ki te rā actions and to create wider awareness, Ki te rā was well socialised across the University community with over 30 team presentations to staff and student leaders to support the implementation, along with supporting web content.
- When establishing Ki te rā, a formal working group to support implementation was proposed. That has not been required yet as the Associate Director-Student Equity and Wellbeing, who leads Ki te rā implementation, receives significant input from a range of academic and professional staff wellbeing experts on wellbeing initiatives.
- Responsibility holders have reported progress on deliverables through to Manawa Ora–Student Wellbeing. Tracking and reporting processes will continue to evolve.
- To reflect the literature that acknowledges wellbeing and illbeing co-exist and are not simply opposites of each other, in 2024, illbeing was measured alongside wellbeing in the annual student Have Your Say survey. The survey uses the WHO-5 Wellbeing Index, which is a simple, evidence-based and well utilised tool for self-reporting current states of wellbeing. The total raw score ranges from 0 to 25, with a score between 7-12 indicating low wellbeing and a score of 13-25 indicating moderate to excellent wellbeing. The large WHO-5 studies put average scores of tertiary students between 10.5-11.25, lower than general population norms (15-17.5). In 2025, Te Herenga Waka taura had an average WHO-5 Wellbeing Index score of 12.3 which is a small increase on the average score 12.1 in 2024.
- In 2025, variations in wellbeing and illbeing data across the student cohorts, and faculties was explored to inform targeting initiatives. For example:
 - The Faculty of Law (11.5) and the Faculty of Architecture and Design (11.8), have noticeably lower wellbeing rates than the Faculty of Education, Health and Psychology (12.2), Faculty of Humanities and Social Sciences (12.2), Faculty of Science and Engineering (12.4), and the Faculty of Business and Government (12.9).
 - Undergraduate students have lower wellbeing rates (11.9) than postgraduate students (13.4).

- Wellbeing experts advise that it will take some time before substantive change in wellbeing and illbeing results can be expected, and it is important to focus on what the University can control, and influence. Wellbeing results are also impacted by a higher percentage of school leavers experiencing mental distress, and the wider societal pressures tauria are experiencing such as climate change, cost of living and geopolitical events.

Progress against actions in Ki te rā

Progress made in 2025 against actions in Te Mahere Whakahaere–Action Plan 2024-2026 is detailed below:

- **Action 1.2 a)** – Responding to Suicidal Behaviour Policy has been removed as it was outdated and not aligned with best practices. Additional content has been placed on the staff intranet site about coordination points in response to a student death and support for the impacted community. Strengthened escalation points for [Te Kopanga–University Accommodation](#), [Mauri Ora–Student Health and Counselling](#), and [Tauria–Student Interest](#) are in place.
- **Action 1.3 a)** – A wellbeing and equity course toolkit for academic staff has been established with initial resources on rainbow inclusive course design and teaching and disability inclusion strategies and confidence for staff.
- **Action 1.3 b)** – Threshold standards were developed by the Centre for Academic Development and [Te Amaru-Disability Services](#) contributed to ensure accessibility best practice. In 2025 these standards were widely promoted to academic staff and 1000 individual page views were recorded, with 300 people enrolled in the course so far. These standards will be continually reviewed.
- **Action 2.1 a)** – Staff professional development (PD) was developed and implemented to increase understanding of discriminatory behaviour and support the full inclusion of equity students and our diverse student body. These included PD on anti-racism (Nuku course on Cultural Safety, workshops on Unconscious Bias), LGBTQIA+ inclusion (Creating Rainbow Inclusive Learning Environments).
- **Action 2.1 b)** – A host of community building events celebrating our culturally diverse communities and students from equity groups were held including: cohort specific orientation events, Pasifika Night Market, Rā Māketē, World Refugee Day, Eid Celebration, Pride Festival, NZ Sign Language Week, Pasifika language revitalisation activities during awareness weeks, and cohort specific study sessions.
- **Action 2.2 a)** – Information on how to [study remotely while sick](#) is available on the University’s website, alongside [recommendations on devices and connectivity](#) for online learning. Additionally, [Te Taiako–Student Learning](#) has an online resource on [skills for online learning](#). Future students can access a list of [courses that are taught and entirely online](#) in advance of enrolment.
- **Action 2.3.a)** – Tauria–Student Interest provided bystander intervention training for residential assistants in halls of residence and other tools students can use to reduce harm in the halls communities.
- **Action 2.3.c)** – The Poneke Promise (a community-driven partnership, initiated in 2021, which worked to make central Wellington safe, vibrant, and welcoming) is now more focused on homelessness/anti-social behaviour, rather than its past focus on reducing sexual harm.

- **Action 2.5 a)** – Strategies for students to cope with climate change grief and concern have been promoted through [Manawa Ora—Student Wellbeing](#) and students have responded well to these.
- **Actions 3.1 a) and 3.2 b)** – A preventative Nuku based [Wellbeing Kete](#) was established and introduced to all students, providing evidence-based information and skills to whakamana their wellbeing. Two modules have been developed thus far, *Developing strong, supportive friendships*, and *Reflecting on your wellbeing*, with two more under development covering *Challenging conversations* and *Sexuality and gender identity*. These modules are evidence-based and utilise the expertise of staff and the lived experience of taura.
- **Action 3.3 b)** – Availability of wellbeing support at Te Aro campus has been increased with a trial pop-up *Bubble*, a wellbeing space where taura can access peer-support, free fruit and hot drinks, and paw therapy (therapy dogs). In Trimester 2 2025, taura engaged with this 267 times.
- **Action 4.1.a)** – Tauria—Student Interest, in collaboration with Mauri Ora, deliver Recognise and Respond training to staff across the university. In 2025, there was a new initiative to offer this through the LibCal booking system to reach a wider audience of staff. These sessions have been well attended (see table on P14).
- **Action 4.2.a)** – Staff working in specialist services have received professional development on risk management approaches for behavioural challenges arising in taura with complex needs, including neurodiverse students, to ensure our risk management approaches are mana enhancing.
- **Action 4.3.a)** – The [complaints process](#) for taura has been made more accessible (see P16).
- **Action 4.5.a)** – A positive relationship with Aoake Te Rā, who provide nationwide support and advice following suspected suicide deaths, has been established and has further strengthened the University’s response.
- A University-wide approach was taken to Te Wiki o te Hauora Hinengaro—Mental Health Awareness Week supported by senior leadership, with over 30 events hosted for taura and staff across Kelburn, Te Aro, and Pipitea. The events were well engaged with and positive feedback was received.

2026 planned implementation of Ki te rā includes:

- Expand the presence of Manawa Ora—Student Wellbeing to Pipitea Campus, to contribute to increasing the wellbeing of Pipitea based taura and the awareness preventative wellbeing support.
- Develop additional Wellbeing Kete modules to increase wellbeing literacy, utilising wellbeing expertise, and taura, and ensuring the modules are evidence based.
- To support the implementation of the embed and prepare outcome in Ki te rā, commence a programme of wellbeing presentations in key courses across all faculties to increase taura engagement with preventative wellbeing support and enhance community and connection within courses. Collaborate with Associate Deans to prioritise courses, along with considering the wellbeing, achievement, and retention data to target delivery of this initiative.
- Manawa Ora—Student Wellbeing to collaborate with teams who have a role in implementing Ki te rā by conducting rolling meetings with them to ensure taura wellbeing stays on the agenda, initiatives are well socialised and deliverables met.

Staff training

In 2025, the University’s approach to staff training included the following key elements:

- A tiered and complementary training framework, combining mandatory online learning with targeted in-person and facilitated workshops delivered by specialist teams.
- Expanded delivery of Recognise, Respond and Refer (RRR) training across the organisation, delivered collaboratively by Tauria–Student Interest and Mauri Ora, and supported by the Health, Safety and Wellbeing team.
- Increased access to RRR training through centrally scheduled sessions via LibCal, enabling staff from across faculties and professional service units to participate.
- Targeted training for staff working in high-contact and higher-risk environments, including accommodation staff, residential assistants, night managers, and tutors.
- Induction training for all new research supervisors, and delivery of new seminars for experienced research supervisors, to allow sharing of good practice and to enhance their skillset.
- Professional development that strengthens cultural safety, inclusion, and equity capability, including training related to Te Tiriti o Waitangi, intercultural competence, Pasifika engagement, rainbow inclusion, disability inclusion, and unconscious bias.
- A marked increase in staff participation in wellbeing and safety-related training in 2025, particularly through Health, Safety and Wellbeing programmes that focus on early recognition and response to student and staff wellbeing concerns.
- Examples of staff training delivered by student services team are:
 - *Creating Rainbow Inclusive Learning Environments* professional development for teaching and support staff. Participants reflected on the context of takatāpui and rainbow taura and its impact on their wellbeing, focusing on how the learning environment can enable these taura to succeed.
 - *Understanding and Supporting International Students*, aimed to strengthen whole of provider care for international students, was delivered to professional and academic staff, alongside individual sessions for faculties and central service units.

Staff participation in Pastoral Care Code-related training

Training / workshop	Attendance (2025)	Delivering team
New Staff Welcome	178	Human Resources
Building Intercultural Competency	25	Human Resources
Engaging with Pasifika	23	Human Resources
Rainbow Awareness	17	Human Resources
Te Reo Māori	117	Human Resources
Tikanga Māori	82	Human Resources
Te Tiriti o Waitangi – Parts 1 & 2	89	Human Resources
Applying Te Tiriti o Waitangi	58	Human Resources

Ako	22	Human Resources
Rangahau	15	Human Resources
Sexual Harassment Response Policy and Procedures	50	Human Resources
New staff induction	230	Health, Safety and Wellbeing
Existing staff refresher induction	2034	Health, Safety and Wellbeing
Health, Safety and Emergency workshop	216	Health, Safety and Wellbeing
Staff Wellbeing workshop	88	Health, Safety and Wellbeing
Heartbeat	120	Health, Safety and Wellbeing
First Aid	111	Health, Safety and Wellbeing
Recognise, Respond and Refer	61	HSW with Tauria / Mauri Ora
Fire Warden	65	Health, Safety and Wellbeing
Fire Extinguisher	41	Health, Safety and Wellbeing
Supervisor development	124	Faculty of Graduate Research
Accommodation staff training	~100	Tauria—Student Interest

Completion of online training modules

Online training module	2023	2024	2025
Creating a Culture of Care	13	87	132
Fundamentals of Privacy	36	46	106

Outcome 2: Learner voice

Providers understand and respond to diverse learner voices and wellbeing and safety needs in a way that upholds their mana and autonomy.

Te Herenga Waka continues to demonstrate a strong commitment to student voice, and tauria and staff collaboration that supports the student experience and creates a culture of care. This occurs through tauria advisory roles, advocacy, co-design, consultation, decision-making, and student feedback.

Comment from VUWSA President 2026

I am pleased to see significant commitment to the gathering of student voice from Te Herenga Waka. The students' association has long been supported to build reliable and consistent structures where students have accessible avenues to voice concerns or provide feedback on current and/or proposed projects. An example of such a mechanism is the Student Assembly. Representatives from key stakeholder clubs/groups are brought together six times a year to discuss high level ongoings and outcomes on behalf of the student body. I want to commend the University for the rightful gravitas they place on the views and decisions made by the Student Assembly and other bodies. We appreciate the opportunity to hear directly from senior leaders at the University, such as the Vice-Chancellor, about topical issues that will leave a mark on every student, but crucially in forums that are led and approved by students. One example of such an issue is the requested feedback on the proposed Artificial Intelligence (AI) vision statement. Lastly, I want to

acknowledge the remuneration students receive for their time participating in engagement with the University through the Student Assembly. It is refreshing to see a genuine commitment to the principle that if a staff member is to be compensated for their time, then a student should be too, empowering students through a deep respect for their time and effort that goes beyond basic requirements.

Survey results

The *Have Your Say* survey is a central channel through which taura are invited to share their experiences and perspectives on university life. Survey analysis supports decision-making at both operational and strategic levels and complements other learner voice mechanisms, such as student representative structures and engagement with the students' associations.

- In 2025, this survey received **5,017 responses**, representing a **26% response rate** of enrolled taura. This response rate is considered strong for a voluntary, institution-wide online survey and provides a robust evidence base for monitoring student experience and wellbeing.
- The Student Voice theme reflects a vibrant, politically aware student body that wants to be heard, respected, and involved. Taura are not just passive recipients of education, they are active participants in shaping the University's culture, policies, and public stance.
- **55% feel valued** as an individual and **56% feel opinions are valued** (52% and 54% in 2024 and 46% and 48% in 2023). While there has been some improvement since 2023 in responses to this question, it would be valuable to explore what might further shift these results.
- **79%** of survey respondents were **satisfied with their class representatives**, and taura also had high levels of agreement that they were respected based on their religious beliefs, political beliefs, immigration background, ethnicity, sexual orientation and gender, with **86%** who agreed that **sustainability was important to them**.

VUWSA Halls Committee

Structured approaches are used to incorporate student voice into accommodation decision-making. The VUWSA Halls Committee, led by the Victoria University of Wellington Students' Association (VUWSA), brought together elected representatives from all first-year halls with a remit to improve the student experience across all halls.

During 2025, the Committee successfully advocated for the provision of free sanitary products within halls and actively contributed to the Student Accommodation Catering Review. Engagement between accommodation management, the catering provider, and student representatives was strengthened through site visits to the central kitchen, increasing transparency and understanding of constraints.

Several student-led recommendations were implemented or scheduled for implementation in 2026:

- Introduction of low-sensory dining times in all catered halls;
- Improved advance communication of daily menu options;
- Provision of snacks outside scheduled mealtimes;
- Daily availability of eggs at breakfast; and
- Introduction of varied plate sizes to help taura indicate portion size at the servery without having to ask for a larger portion.

Hall managers supported improved feedback loops by incorporating updates from resident committees and the VUWSA Halls Committee into regular hall newsletters. This enhanced visibility of student advocacy outcomes and reinforced confidence in student participation processes.

Learner complaints process

- The Tauria—Student Interest team consulted with the VUWSA and key University partners to identify opportunities to improve the accessibility of student complaints processes. As a result of this work, information relating to [complaints processes](#) on the university website was simplified and refreshed to enhance clarity and accessibility for tauria. Draft FAQs were also developed as internal resources, which may be provided to tauria seeking to make a complaint.
- Tauria—Student Interest will monitor engagement with the refreshed content, including access rates and usage of the online complaints form. Work is also underway to develop a plan to further promote the visibility of complaints processes across the institution. In addition, the team is progressing the development of a set of complaints process guidelines to support greater consistency in complaints handling across the university. This work will be subject to appropriate consultation.

Feedback, concerns and complaints

It's important you know how to provide feedback, raise concerns, or make a complaint during your studies. Explore what support is available to help you.

We want students to have a good experience at Te Herenga Waka—Victoria University of Wellington, but sometimes things don't go as planned. We encourage you to come forward if you have feedback, want to raise a concern, or make a complaint.

You can speak up without fear of disadvantage. The University has clear, fair, and transparent resolution processes. Most concerns can be worked through simply and informally through self-resolution, but there are more formal pathways available if required.

You can seek confidential advice or help at any stage of the process from the [Tauria—Student Interest](#) team. They can help you explore your options, and speaking to them does not mean you're committing to making a complaint.

You can also receive support from [VUWSA Advocates](#) [et.](#), who are independent from the University.

If you're experiencing a problem, select from the three pathways below to find out what your options are for raising this with the University. If you are not sure what pathway to choose, you can fill in our [form](#) with a brief explanation of the issue, or you can request a meeting with a member of the [Tauria—Student Interest](#) team. No action will be taken until we have spoken to you about the pathway you would like to take.

Pathways for different types of concerns

There are three main pathways for raising concerns with the University, each suitable for a different type of issue as described below. If you are not sure what pathway to choose, use the [form](#) to briefly explain your issue or to request a meeting with a member of the [Tauria—Student Interest](#) team. This form goes to the Student Interest team, and we won't take any action until we have confirmed the pathway with you.

[Academic appeals, complaints, and grievances](#)

Use this pathway to address things like appealing a grade, lecture concerns, supervision, or any other problems or concerns with your academic studies.

[Student services](#)

You may need to raise concerns or make a complaint about student services. Find out more here.

[Staff and student behaviour and conduct](#)

There are resolution processes and support available if you need to raise concerns or make a complaint about inappropriate behaviour or conduct. Find out more.

There are services available to support you if you want to know more about our processes. You can also access support, including cultural support, by contacting the [Māori, Pasifika](#) or [International](#) student advisers.

External complaints processes

If you go through a university complaints process and are unsatisfied by the outcome of your complaint, there are further resolution options external to the University.

[Find out about the external complaints process](#) >

Outcome 3: Safe, inclusive and accessible physical and digital learning environment

Providers must foster learning environments that are safe and designed to support positive learning experiences of diverse learner groups.

Te Herenga Waka remains committed to maintaining an inclusive and supportive environment that enables all members of our community to thrive. Connection, Collaboration, and Community are highlighted in the University's [strategic plan](#), and these priorities underpin a proactive approach to supporting members of our diverse taura communities.

- The Āwhina team facilitated several specialised academic wānanga and study skills workshops tailored to each faculty. The role of the Kaiakiaki (Māori Engagement Advisers) was pivotal in offering one-on-one appointments and drop-in sessions to help **taura Māori** navigate university processes. Te Waihanga Hononga initiative continued, focusing on connections for taura at all stages of their cultural journey - from those just beginning to connect with their taha Māori to those immersed in te reo.
- Through its team of advisers, Pasifika Student Success delivered culturally responsive pastoral care to support the social, educational, emotional, and cultural needs of **Pasifika students**. This culturally responsive pastoral care is designed to enhance the experience for Pasifika students at Te Herenga Waka with the view to strengthening their academic success. The 7 Advisers recorded 1734 engagements in Kurawai (University CRM) over Trimester 1 and Trimester 2 2025. This engagement included connecting taura to services, advocating on their behalf, and working with Titoko—Student Success to advise on academic matters. The team also organised a range of events from orientation to Loto Aho study sessions, Pasifika Week, and Pasifika graduation celebration.
- Te Amaru—Disability Services introduced Support Navigators to help meet growing demand and ensure **disabled students** are well connected across the University. The introduction of these roles reduced service wait times from four weeks to one week. The new roles also reduced the number of taura requiring appointments with a Disability and Inclusion Adviser by 45%, allowing Advisers to focus more effectively on taura with high and complex needs.
- There were numerous high-profile events for, and with, **rainbow students**. These included the Rainbow Students Welcome, which 89% of attendees found useful, up from 78% in 2024, and Pride Fest, a week-long programme for taura and staff that show-cased available support and celebrated the strength of the University's rainbow community.
- In 2025, there was a 63% increase, compared with the prior year, in **refugee background students** attending one-on-one appointments with a Refugee Background Adviser. This growth demonstrates the University's proactive engagement with the refugee student cohort.
- Three main orientations and a further seventeen special orientations (special cohorts, late and early arrivals) were held for **international students** across the year to meet specific needs and ensure they were well prepared for study and life in Aotearoa. 97% of international taura found the Getting Connected session useful and 96% of respondents found Uni Crew student ambassadors helpful.

- Opportunities for international taura to engage with te ao Māori were further developed in 2025 - Pōhiri for international taura, along with a redesigned cultural session to introduce tikanga Māori, were held during orientation weeks across the year for approximately 750 new taura. Manaaki New Zealand Scholarship orientation for 65 new scholars included sessions on te reo Māori and Te Tiriti o Waitangi, and visits to the He Tohu, Te Tiriti exhibition and an educational session at the National Library. The Wairarapa fieldtrip for 86 scholars incorporated a session with a Māori educator, where taura learnt about traditional Māori food sources, significant local landmarks, and their connection to whakapapa and pūrākau.
- A range of events and activities for international taura were delivered, based on student requests, identified trends and working alongside colleagues, and student groups such as Victoria International Students' Association and the Postgraduate Students' Association. These events reached nearly 1,800 taura and included a free day at the zoo, AI on Campus, meet-ups for American taura, mental health awareness activities, visa information sessions delivered by immigration advisers and several activities via the peer-to-peer support International Buddy Programme.
- Feedback from **residents living in student accommodation** in response to a Halls survey was positive:
 - 96% of residents felt safe in their student accommodation, 1% felt unsafe and the remainder felt neither safe nor unsafe.
 - 85% of residents were satisfied or very satisfied with their residential experience overall, 5% were unsatisfied or very unsatisfied and the remaining 10% were neither satisfied nor unsatisfied.
 - 87% of first year hall respondents were satisfied with the level of contact with their Residential Adviser, while 12% would have liked more contact and 1 percent would have liked less.

Survey results

Have Your Say includes indicators related to Outcome 3 of the Code, including taura perceptions of:

- Physical safety on campus
 - **87%** agreed that they **felt safe** at this University in 2025 (86% in 2024 and 84% in 2023)
- Freedom from discrimination, harm, or hatred
 - Currently there is no question in *Have Your Say* to measure this, but the planned redesign of this survey for 2026 does include a question to start measuring this.
- Feeling respected regardless of ethnicity, culture, gender, sexuality, religion, age, or other identities
 - On average **80%** of students agreed to **feeling respect shown** regardless of disability, sexual orientation, religion, politics, immigration background, gender and ethnicity (79% in 2024 and 77% in 2023) see Table 1 below for full details
- The extent to which diversity and inclusion are valued and promoted
 - **87%** agreed **diversity and inclusion** was important to them, and **85%** agreed it was important to the University (86% and 81% in 2024 and 87% and 78% in 2023)

- The accessibility and effectiveness of physical and digital learning environments:
 - In 2025, overall satisfaction with **services and facilities** was high, with **82% of students** rating them as *good* or *very good*. This provides evidence that the University’s learning and support environments are broadly experienced as supportive and fit for purpose.
 - Physical learning environment
 - **12%** reported **poor study environments** as a barrier to success ‘Very often or Often’ (12 % in 2024 and 18% in 2023)
 - **76%** satisfied with **classrooms** (75% in 2024 and 76% in 2023)
 - **89%** satisfied with the **libraries** (88% in 2024 and 88% in 2023)
 - Digital learning environment
 - **82%** agreed **technology helps** them achieve their academic outcomes (84% in 2024 and 85% in 2023)
 - **89%** satisfied with **Nuku (Online Learning Environment)** (86% in 2024 and 82% in 2023)

Qualitative Insights

"Overall, my experience at Te Herenga Waka has been rewarding, with supportive staff and a vibrant learning environment. I appreciate the University's efforts to listen to student feedback and make improvements. Continued focus on enhancing inclusivity, mental health support, and practical learning opportunities would make the experience even better for all students."

"Overall, my experience at Victoria University of Wellington has been positive. I've appreciated the support from staff, the learning resources, and the opportunities to grow both academically and personally."

"Being a student here has been amazing so far. I love all my courses, I love the space, I love the people I get to meet. I appreciate the academic community that has been created here."

"Studying here has been both challenging and rewarding. While there have been moments of stress and adjustment, I truly appreciate the supportive academic environment and the opportunities to grow both personally and professionally. I'm grateful to be part of this journey."

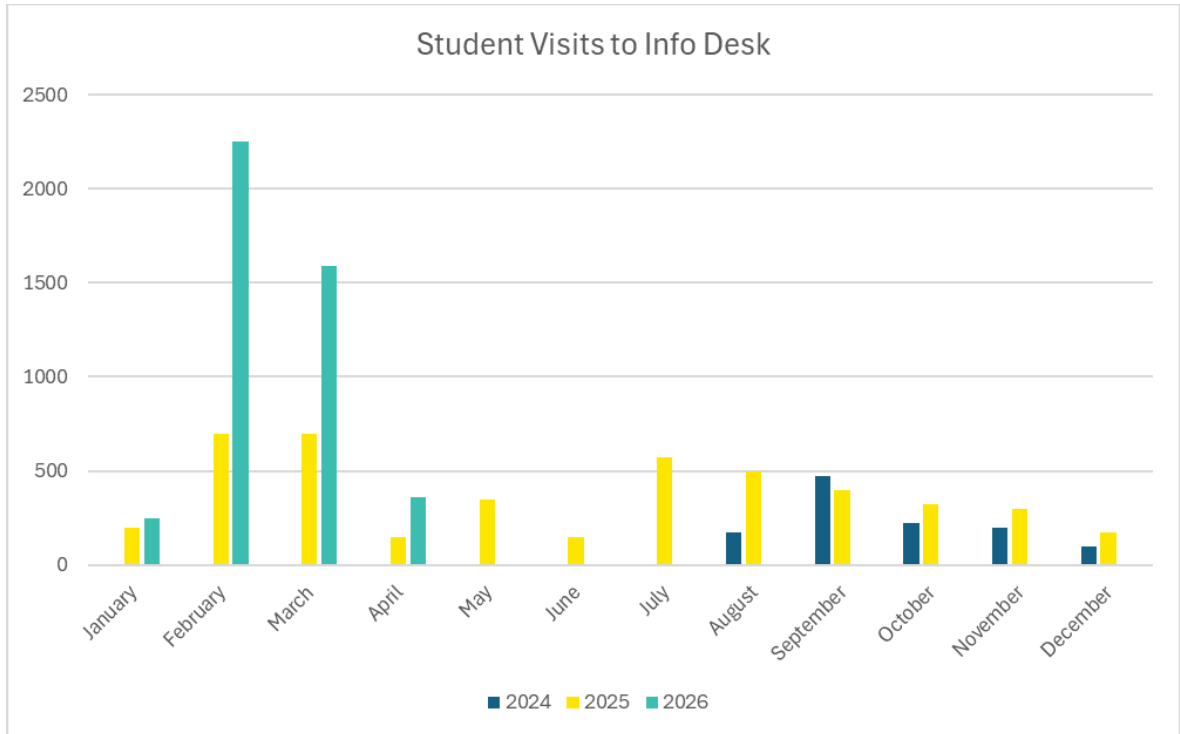
"I appreciate most how friendly and personable all of my lecturers and tutors have been. It made me relax and not feel afraid to have questions."

Integrated student services

Working together to support taurira success using an integrated approach has long been an integral part of the way student services teams collaborate.

- In 2025, a strengthened in-person presence was piloted at the Kelburn campus hub, building on existing service delivery. This Info Desk physical space is a centrally located, visible front door for student support, designed to bring together key student-facing services in one accessible environment. It functions as the primary point of contact for students seeking guidance, information, or referral across academic, administrative and wellbeing-related matters.
- In addition to triage and referral, the Info Desk hosts a range of student support functions aligned to the student lifecycle and varying levels of need - including ongoing services such as IT Service Desk and Justices of the Peace, regular drop-in supports such as Te Taiako-Student Learning sessions, and targeted or seasonal services such as Student Finance, at key pressure points during the academic year. By creating a shared and recognisable service environment, the model supports early intervention, seamless triage, and clearer pathways to specialist support where required.

- Foot traffic data demonstrated sustained utilisation of the Info Hub as a primary point of contact for student support. Year-on-year trends show consistent engagement across peak and non-peak periods, and a marked increase in February and March 2026, indicating ongoing demand for a centralised, in-person service environment and supporting timely connection to appropriate services.



- Using insights from this pilot, Property Services, taura, and student services teams partnered on detailed functional design for a physical Info Hub space with a deliberate focus on accessibility, functionality, futureproofing, and ensuring the space remains flexible in both concept and design as service needs evolve. Delivery of the new Info Hub physical space is scheduled for the mid-2026.

Transition and Retention

- Good progress was made towards strengthening a pan-university approach to first-year retention. A Transition Oversight Group was established to ensure alignment of programmes and activities during the orientation period (three weeks before and after the start of classes). This Oversight Group provides guidance on the development and implementation of programmes that support the successful transition of taura into university life.

Tau Mai week in first-year halls

- In 2025, Tau Mai Week was introduced as a structured, week-long transition programme for first-year hall residents. Activities were designed to help give taura a solid foundation to begin their first year of study and to settle into their new hall and home in Wellington City.

- First-year hall residents moved in one week prior to the commencement of New Students' Orientation and O'Week, enabling taura to establish social connections and develop a sense of belonging before the academic year commenced. The programme comprised approximately two hundred events and was delivered through coordinated cross-functional collaboration involving accommodation services and wider university partners.
- Feedback from residents, staff, and whānau indicated that Tau Mai Week contributed positively to taura transition and wellbeing. Additionally, participation in inter-hall activities increased over the course of the academic year, suggesting sustained engagement benefits. Based on these outcomes, Tau Mai Week has been embedded as a standard component of the first-year hall calendar.

Postgraduate learning opportunities

In 2025, the Faculty of Graduate Research (FGR) offered a wide range of tailored learning opportunities designed to support both research students and academic supervisors. These events provided a platform for knowledge exchange, and a space to foster community, encouraging the sharing of insights and best practices among peers.

- To ensure a strong start for newly enrolled PhD candidates, there were three mandatory induction sessions that offered guidance on thriving and surviving the PhD journey. These sessions provided practical tips, tricks, and essential information, supporting 240 newly enrolled taura as they embarked on their doctoral studies.
- Other activities included workshops, writing bootcamps, and personalised individual support, with strong engagement reflected in 1,169 attendees at workshops and 452 at bootcamps.

He Kokonga Whare e Kitea

He Kokonga Whare e Kitea is a two-year (2025–26) TEC-funded partnership between Te Herenga Waka and the University of Canterbury, designed both to embed a sustainable University-wide approach to student success and create a system-wide blueprint for learner success across Aotearoa. In 2025, there was extensive engagement with the University community, including an institutional survey, two university-wide workshops, and a structured design process delivered through four workstreams: Tūāpapa (data), Tāhuhu (curriculum), Heke (student journeys), and Tukutuku (organisational culture). Going forward, transition, retention and progression initiatives will be connected to the He Kokonga Whare e Kitea Student Success Plan.

Te Pātaka Kōrero-Library

- The University Library welcomed almost 1.4 million people to the libraries across campuses in 2025. This equates to an increase of 70,028 visitor entries compared to 2024. While Pipitea campus libraries had similar visitation results for 2024 and 2025, notable increases occurred at Kelburn library (up by 52,864) and Architecture & Design library (up by 17,851). Visitations reflect that our libraries are popular study spaces for taura as they offer a range of spaces for different learning needs and are safe, warm and inclusive.
- Library spaces and support continue to evolve to respond to taura needs, including improvements to physical spaces which are informed by user experience (UX) methods. For example, UX methods were used to gather suggestions and feedback from taura at Kelburn Library as it underwent a series of

enhancements across multiple levels. Refurbishments included updated furniture, soundproof booths for taura who need a very quiet space or to decompress, and improved signage. Efforts also addressed furniture maintenance and storage needs.

- Collaboration with Digital Solutions has enabled ongoing improvements to library technology, including printer upgrades and expanded access to docking stations for taura.

User experience of systems

Digital Solutions leads several projects and initiatives that improve the student experience and contribute to the requirements of the Code. Projects, outcomes and benefits and 2025 progress are described in the table below:

Project/Initiative	Target outcomes and benefits	2025 comments
<p>Enrolment Transformation Project</p> <ul style="list-style-type: none"> • Admission enhancements • Replacing the existing enrolment system • Student visa and photo management improvements <p><i>(multi-year project scheduled for 2026 completion)</i></p>	<ul style="list-style-type: none"> • Improved student experience through the admission and enrolment • Providing clarity on programme requirements at admission • Students have more flexibility and ownership over their study • Faster turnaround for admission changes • More user-friendly enrolments process <p>Reduction in administrative burden for staff, allowing them to provide more holistic outreach support to students</p>	<p>The first year of the project focused on improvements to the admission form and related processes in line with a more streamlined admission and enrolment journey.</p> <p>Key changes:</p> <p>Added 2nd major selection to the form, including outside majors. Improved UI to provide clearer information to applicants. Initial analysis for the new enrolment system</p>
<p>PanoHo – Candidature management</p> <p>Centralised system to improve visibility of the research student journey and supporting the student/supervisor relationship.</p>	<ul style="list-style-type: none"> • Improving visibility of research student journey and ownership over their study options • Single place for managing a student’s candidature • Ability to track change requests 	<p>Completed Sept 2025</p> <p>Key benefits:</p> <ul style="list-style-type: none"> • accessible to candidate, supervisors, administration and examiners • tracks each individual candidate’s unique journey • Milestone, checkpoints and goal tracking provides oversight of progress • integrates with existing University systems: data is reliable and up to date • candidates and supervisors can easily record supervision meetings • progression monitoring and reporting • online forms with automated approval workflows • easy to track progress of requests

Work-integrated learning platform	<ul style="list-style-type: none"> • Students experience clear, consistent and well-supported work-integrated learning • Improved quality and value of placements and internships • Centralised systems and processes to provide better data and insights, enabling continuous improvement. • Work integrated learning contributes more directly to student success, retention, and employability outcomes. 	2025/2026 System is in use by all faculties, but continues to be rolled out more granularly.
Upgrade/replacement of University information screens	<ul style="list-style-type: none"> • Enhance communication channels advertising services and support for students, including displaying Metlink bus timetables • Digital signage to improve visibility of the Student InfoDesk Hub to connect students to services and support 	Completed, including displaying Metlink bus timetables
Multifactor authentication for students	<ul style="list-style-type: none"> • Improve security of student accounts, personal information and documents 	Completed

Outcome 4: Learners are safe and well

Providers must support learners to manage their physical and mental health through information and advice, and identify and respond to learners who need additional support.

The update on Ki te rā—Student Wellbeing Outcomes Framework in the section about Outcome 1 in this report, describes a range of actions taken to support learners to manage their physical and mental health.

In addition to this, **Mauri Ora—Student Health and Counselling** strengthened its support for taura through focused improvements across access, early identification, targeted support, and clinical safety:

- **Earlier engagement and preventative support**
Taura increasingly accessed health and counselling services earlier, including prior to the start of Trimester 1. This shift supported preventative intervention and helped taura put support in place before periods of peak academic pressure.
- **Responsive pathways for taura with increased and complex needs**
Mauri Ora responded to sustained demand and greater complexity in taura presentations by expanding same-day and priority counselling pathways and strengthening triage across health and counselling. Taura Māori showed increased use of early and priority access options.

- **Targeted support for neurodiverse taura**

A nurse-led ADHD pre-screening pathway was further developed, alongside the introduction of ADHD support groups and psycho-educational workshops delivered with Te Taiako—Student Learning. These initiatives improved access to timely information, practical strategies, and appropriate referral, reducing barriers to assessment and ongoing support.

- **Strengthened safety and quality assurance**

Mauri Ora maintained robust clinical governance and multidisciplinary care, including embedded social work support in student accommodation. In 2025, the service successfully completed the Royal New Zealand College of General Practitioners’ Foundation Standard audit, providing external assurance of safe, high-quality, and equitable clinical care.

[Student Finance](#), [Te Ratonga Rapu Mahi-Careers and Employment](#) and [VUWSA](#) collaborated to address the impact of cost of living pressures and taura concerns about reduced employment opportunities.

- Student Finance saw an increase in taura proactively developing their financial literacy and budgeting skills, with an increase in student advice appointments from 448 in 2024 to 492 in 2025.
- In collaboration with VUWSA, Student Finance Advisers continued to run the Winter Clothing Drive (third year) and the Kitchenware Collective (second year) with staff donations distributed to taura with a need.
- The Winter Energy Grant, established in July 2023, saw a marked increase in applications in 2025 indicating high need for this type of financial support.
- In response to taura concerns about the compressed labour market and pressures facing students and graduates, VUWSA ran a ‘Where’s the work?’ campaign. To complement this, Careers and Employment and VUWSA designed a collaborative expo-style activation which allowed careers staff to provide targeted employability support alongside organisations like Student Job Search.
- Opportunities for taura to development employability skills through cocurricular opportunities were strengthened in 2025 with the development of the [Kitea Impact Programme](#), which builds on the Te Herenga Waka’s long-standing leadership programmes, and is offered from 2026. This whakatauki inspires the programme:

E kitea ai ngā taonga o te moana, me māku koe—To see the treasures of the ocean, you must get wet

Several initiatives in **Te Kopanga—Student Accommodation** trialled new approaches:

Pastoral care and differentiated support for mature taura residing in self-catered accommodation

To strengthen after-hours pastoral support, a central after-hours hub was established following the opening of 222 Willis Hall. This enabled a more coordinated and consistent approach to after-hours staffing and incident response for residents across independent living accommodation. Additionally, a ‘casual pool’ model was trialled for covering overnight staff absence and to support the overnight team during peak periods. Learnings from this trial have been implemented in 2026.

The events and engagement model for Independent Living residents was reviewed and adjusted. Programming shifted from hall-specific activities to a broader programme accessible to residents across multiple sites. This change was associated with increased taura participation and expanded opportunities for peer connection, particularly for taura in their second year of study and beyond.

Staff–Student Engagement Model

Feedback from residents, Residential Advisers (RAs), and Community Advisers (CAs) in 2024 indicated that the existing structured fortnightly check-in model was not proportionate to taurira needs and imposed a high administrative burden. In response, the staff engagement model was revised in 2025 to focus on targeted check-ins aligned with key points in the academic calendar (e.g. transition, assessment periods, break periods and end-of-year).

This revised approach was supported by coordinated newsletter communications and aligned with broader University wellbeing messaging, including promotion of new Wellbeing Kete resources. Taurira and staff reported that the revised model was more effective and meaningful, and it has been retained with refinements for 2026.

Live out Residential Adviser (RA) Pilot

A pilot initiative was implemented in one first-year hall allowing a proportion of returning RAs to live outside the hall. The pilot was monitored in 2025 for impacts on student experience and RA wellbeing. Findings indicated no adverse impact on student experience, while RAs participating in the live-out arrangement reported improved wellbeing. As a result, a mixed live-in/live-out RA model has been retained for 2026 with minor refinements, with expansion to additional first-year halls planned for 2027.

Conclusion

The 2025 reporting period reflects a university with a mature, embedded, and continuously improving whole-of-provider pastoral care system.

Strategic frameworks are well integrated, partnerships are strong, and decision-making is increasingly informed by robust evidence and student voice. These foundations enable Te Herenga Waka to respond proactively and effectively to the evolving needs of its diverse student community.

Overall, the University provides strong assurance of its sustained commitment to the Code and to delivering safe, inclusive, and high-quality learning environments that support the wellbeing and success of all taurira.

Agenda Item 15

Forthcoming Events and next Council meeting

- To receive:** a Council Paper from the Secretary to Council, Ms Caroline Ward, dated 2 June 2026 regarding Forthcoming Events (document VUWC 26/65).
- To note:** that the next meeting of Council will take place on Monday, 27 July 2026 at 11 am in Room AM103, Alan McDiarmid Building, Kelburn Campus.
- To resolve:** **that the Council Paper on Forthcoming Events and the date and details for the next Council meeting on Monday, 27 July 2026 be noted.**



COUNCIL PAPER

TO	Members of Council
FROM	Caroline Ward, Secretary to Council
AUTHOR	Events Team
DATE	2 June 2026
SUBJECT	Forthcoming Events for June and July
REF TO STRAT PLAN	All
DOCUMENT #	VUWC 26/65

Executive Summary

Council members are welcome to attend the following events.

June

Lecretia Seales Memorial Lecture in Law Reform	Thursday 18 June Refreshments from 5pm Lecture runs from 6-7pm	Government Buildings, Lecture Theatre 1 (GBLT1), Pipitea Campus	This annual lecture is given in honour of lawyer and law reform advocate, Lecretia Seales. A problem is solved by continuing to find solutions: reforming remand in prison – Presented by the Te Herenga Waka Centre for Justice Innovation. Register here.
Ian Gordon Public Lecture	Monday 22 June – 6pm – 7pm	Hugh Mackenzie Building, Lecture Theatre HMLT002, Kelburn Campus	This annual lecture comes from the School of Linguistics and Applied Language Studies and is presented by the I.A.Gordon Fellow. Rethinking language delay in multilingual children: Towards more equitable assessment presented by Dr Rowena Garcia. More information here and to register click here.

Inaugural Lecture by Professor Giacomo Lichtner	Thursday 25 June – 5.30pm – 6.30pm	Hunter Council Chamber, Hunter Building, Kelburn Campus.	Join Professor Giacomo Lichtner for his inaugural lecture, where he explores how imagination shapes the way we understand, represent and reimagine history. For more information and to register click here.
The Sir Kenneth Keith Lecture	Wednesday 1 July – 5.30 – 6.30pm	Rutherford House, Lecture Theatre 1 (RHLT1), Pipitea Campus	This lecture occurs every three years. Presented by Judge Advocate General, Kevin Riordan ONZM. More information to come. Register here.
Inaugural Lecture by Professor Bridget Stocker	Tuesday 7 July – 5.30 – 6.30pm	Hunter Council Chamber, Hunter Building, Kelburn Campus	Targeting diseases the organic way In her inaugural lecture, Professor Stocker will explain why she was attracted to the beauty of Organic Chemistry and how she and her research team use organic molecules to modify the immune response and develop therapeutics for a variety of diseases. Register here.
Matariki Dinner at Te Herenga Waka Marae	Wednesday 8 July – 6pm	Ngā Mokopuna, Te Herenga Waka Marae, Kelburn Campus	Join Professor Rawinia Higgins, Deputy Vice-Chancellor (Māori and Kaitiakitanga) as we renew our relationships with our Taihonoa partners and iwi and celebrate Matariki. Invitations to come.
Matariki Hautapu	Wednesday 15 July – 6am – 8am	Hunter Lawn, Kelburn Campus	We invite students, staff and whānau of our university community to join us for our annual Matariki Hautapu ceremony. This year's theme, Matariki Herenga Waka , acknowledges the many people, kaupapa and relationships that bind us together as a university community, and celebrates the rising of Matariki as a time for remembrance, renewal and collective aspiration. Invitations to come.
The Borrin Lecture	Wednesday 22 July – 5.30 – 6.30pm followed by refreshments	Government Buildings, Lecture Theatre 1 (GBLT1), Pipitea Campus	Generative AI and the Future of Lawyering Daniel Schwarcz is the Fredrikson & Byron Professor of Law and a Distinguished University Teaching Professor at the University of Minnesota Law School, where he teaches and writes in insurance law, financial regulation, consumer protection, and the growing role of artificial intelligence in legal practice and education. Invitations to come.

Inaugural Lecture by Professor Kathryn Sutherland	Thursday 23 July – 5.30-6.30pm	Hunter Council Chamber, Hunter Building, Kelburn Campus	Kathryn Sutherland is Professor of Higher Education in the Centre for Academic Development (CAD) and has two broad areas of research interest: academic working lives, and the theory and practice of 'academic development' in higher education. Invitations to come.
Growing our Future	Friday 24 and Saturday 25 July (all day event)	Ohariu Valley	Join staff, students and alumni on either day for our annual tree planting in Ohariu Valley. Invitations to come.
The Future of Coral Reef Public Lecture and Panel Discussion - Public lecture by Professor Christian Voolstra	Monday 27 July – 5.30pm – 7pm followed by refreshments.	Hunter Council Chamber, Hunter Building, Kelburn Campus	Following the 16th International Coral Reef Symposium hosted by Victoria University of Wellington, join the President of the International Coral Reef Society, followed by a panel discussion. Invitations to come.

Agenda Item 16

Audit & Risk Committee Minutes

To receive: the public minutes of the Audit & Risk Committee meeting held on 18 May 2026.

To resolve: that the public minutes of the Audit & Risk Committee meeting held on 18 May 2026 be noted.



AUDIT AND RISK COMMITTEE
(a Committee of Council)

Minutes of the meeting of the Audit and Risk Committee held
from 10.00 am to 12.00 noon on Monday, 18 May 2026
in the Victoria Room Level 2, Hunter Building, Wellington and via Zoom

PRESENT: Mr David Smol, Chair
Professor Brigitte Bönisch-Brednich, Council Member
Ms Asifa Hanif, Council Member
Mr Alan Judge, Chancellor
Ms Mei Fern Johnson, Council Member
Mr David McLean, Council Member *via Zoom*

IN ATTENDANCE Professor Nic Smith, Vice-Chancellor
COUNCIL MEMBER

APOLOGIES: Ms Pania Gray, Pro-Chancellor

IN ATTENDANCE: Ms Jackie Anderson, General Counsel
Ms Leanne Gibson, Chief Information Officer
Ms Megan Hunt, Associate Director, People Operations
Professor Bryony James, Provost (incoming VC from 12 June 2026)
Mr Glen Santos, Group Finance Manager
Mrs Rachel Scott, Director, Governance, Risk & Assurance
Ms Kate Tibbitts, Chief People Officer
Ms Caroline Ward, Secretary to Council

AUDITORS: Mr David Borrie, EY
Mr Ian Currie, PwC
Mr Will Dougherty, PwC
Mr Casey Webster, EY

26.15 WELCOME and APOLOGIES

- Noted:**
- 1 that the Chair, Mr David Smol, welcomed everyone to the meeting and acknowledged it was Professor Nic Smith's last Audit & Risk Committee before he takes up the role of Vice-Chancellor at the University of Auckland.
 - 2 that Professor Bryony James was welcomed and congratulated in her capacity as incoming Vice-Chancellor, from 12 June 2026.
 - 3 that an apology from the Pro-Chancellor, Ms Pania Gray, was received.

Resolved: that the apology from the Pro-Chancellor, Ms Pania Gray, be sustained.

ARC/12

26.16 DISCLOSURE OF INTERESTS

Received: the Council disclosure of interests register.

Noted: that there were no further disclosures of interest since the release of the meeting documentation. Committee members were reminded to inform the Secretary to Council of any updates between meetings.

26.17 MINUTES OF THE MEETING HELD 9 MARCH 2026

Received: the public Minutes of the meeting held on 9 March 2026.

Resolved: that the public Minutes of the meeting held on 9 March 2026 be approved (Minutes 26.01-26.04).

ARC/13

26.18 REVISED TERMS OF REFERENCE FOR THE AUDIT & RISK COMMITTEE

Received: the revised Terms of Reference for the Audit & Risk Committee, as approved by Council on 23 March 2026.

Noted: 1 that Council approved the following revised membership of the Committee at its 23 March 2026 meeting:

- David Smol, Chair
- Alan Judge, Chancellor
- Pania Gray, Pro-Chancellor
- Professor Brigitte Bönisch-Brednich, Council Member
- Asifa Hanif, Council Member
- Mei Fern Johnson, Council Member
- David McLean, Council Member

2 that the Vice-Chancellor is not a member of this Committee however, they attend all Audit & Risk Committee meetings.

Resolved: that the revised Audit & Risk Committee Terms of Reference, as approved by Council on 23 March 2026, be noted.

ARC/14

26.19 RESOLUTION CONCERNING THE EXCLUSION OF THE PUBLIC

Resolved: 1 that the public be excluded from the following parts of the proceedings of this meeting, namely agenda items 6 to 14.

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 are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
	The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under the sections of the OIA identified below.	
6. Minutes of the previous meeting held 9 March 2026	s9(2)(a), s 9(2)(b)(ii), and s 9(2)(i)	LGOIMA s48(1)(a)(ii)
7. Strategic Risk (SR) overview report	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
8. Cyber Internal Audit review	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
9. Proposed amendments to the Delegations Statute	s9(2)(b)(ii) and s9(2)(i)	LGOIMA s48(1)(a)(ii)
10. External Audit Control Findings	s9(2)(b)(ii) and s9(2)(i)	LGOIMA s48(1)(a)(ii)
11. Payroll update	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
12. Internal Audit Charter	s9(2)(b)(ii), and s9(2)(i)	LGOIMA s48(1)(a)(ii)
13. Internal Audit Plan Progress and Management actions report	s9(2)(b)(ii), and s9(2)(i)	LGOIMA s48(1)(a)(ii)
14. Auditor only session	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)

This resolution is made in reliance on section 48(1)(a) of the Local Government Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by holding of the whole or the relevant part of the proceedings of the meeting in public are set out above.

- 2 that such members of the senior leadership as the Committee Chair and the Vice-Chancellor request be permitted to remain at this meeting, after the public has been excluded because of their knowledge of the relevant matters identified above which will be of assistance in relation to those matters.

ARC/15

Agenda Item 17

Resolution to exclude the public

To receive: a recommendation that certain items be taken with the public excluded (document VUWC 26/66.

To resolve: 1 that the public be excluded from the following parts of the proceedings of this meeting, namely agenda items 18-27.
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 are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under the sections of the OIA identified below.		Ground(s) under section 48(1) for the passing of this resolution
18. Minutes of previous meeting held 4 May 2026	Privacy, commercial prejudice, commercial activities, confidential basis	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
19. Health, Safety, and Wellbeing Q1 report	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
20. Vice-Chancellor's report	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
21. Financial report to 30 April 2026, and CFO report	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
22. Deep dive on the IT environment and interfaces	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
23. Amending of qualification conferred	Privacy	s9(2)(a)	LGOIMA, s48(1)(a)(ii)

24. National Music Centre Quarterly report	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
25. 320 The Terrace Demolition update	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
26. Audit & Risk Committee minutes, 18 May 2026	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
27. Council only time	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)

In relation to each of the above items, no public interest consideration has been identified favouring disclosure of the particular information in public proceedings of the meeting that would override the need to withhold the information.

This resolution is made in reliance on section 48(1)(a) of the Local Government Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by holding of the whole or the relevant part of the proceedings of the meeting in public are set out above.

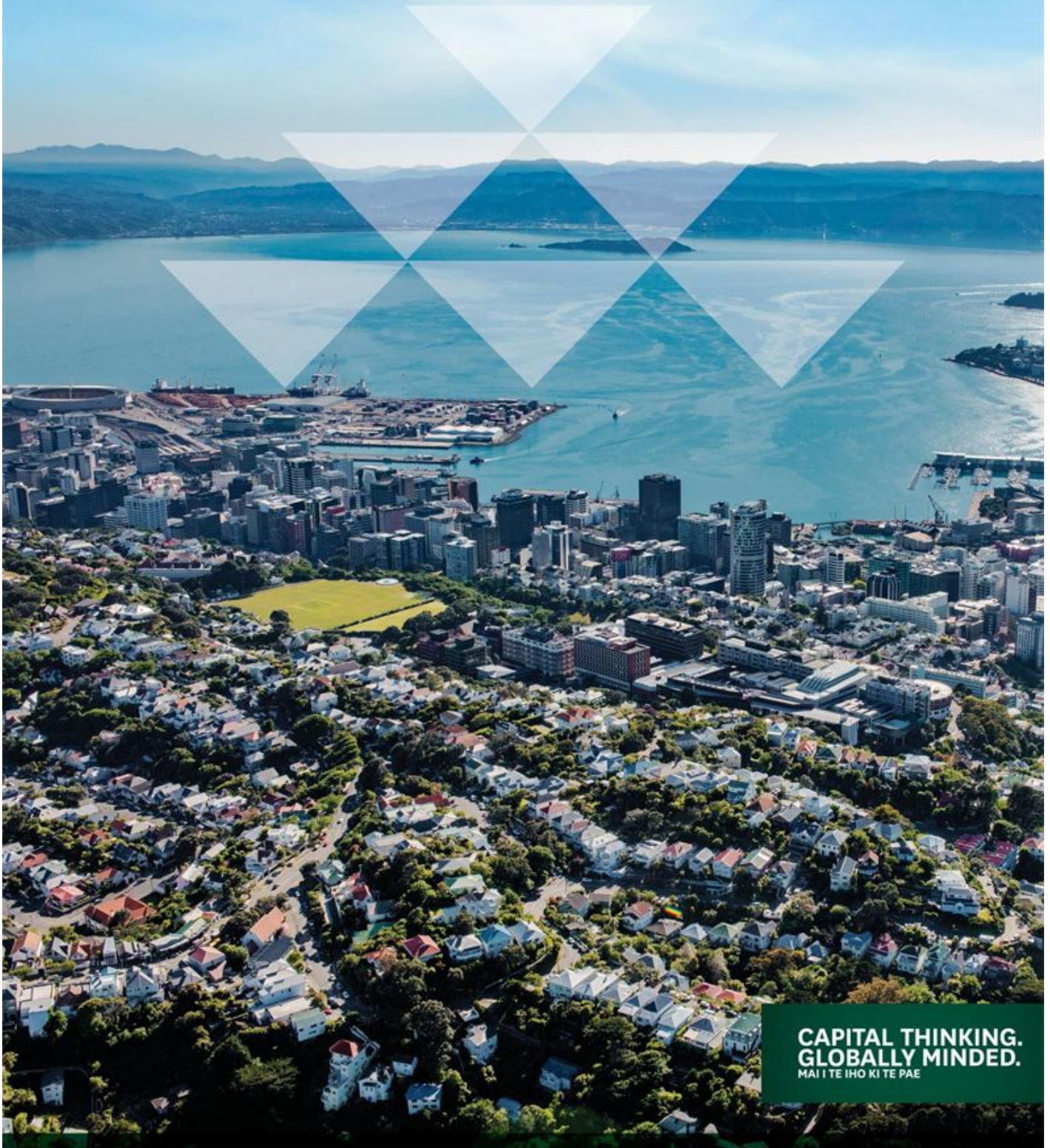
- 2 that such members of the senior leadership as the Chancellor and the Vice-Chancellor request be permitted to remain at this meeting, after the public has been excluded, with the exception of agenda item 27 because of their knowledge of the relevant matters identified above which will be of assistance in relation to those matters.**



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA

Te Herenga Waka
Victoria University of Wellington

Council Manual



**CAPITAL THINKING.
GLOBALLY MINDED.**
MAI I TE IHO KI TE PAE

EXECUTIVE SUMMARY

Te Herenga Waka Victoria University of Wellington

Te Herenga Waka - Victoria University of Wellington (the University) was established in 1897 for the advancement of knowledge and the dissemination and maintenance of this knowledge by teaching and research. It is one of the major universities in New Zealand, and is engaged in a wide range of national and global programmes.

Strategic Plan

The Strategic Plan was refreshed and approved by Council on 9 September 2024. The Vision is *The university for a better world*, the Mission *We draw on our whakapapa, knowledge and space to shape a better future together*.

Our values, vision and strategic priorities are set out in more detail in Appendix A.

Role of Council

The role of Council is to be the governing body of the University. The functions, powers and duties of Council are set out in the Education and Training Act 2020 and can be summarised as follows:

Functions of Council (section 280)

1. Appointing a Vice-Chancellor (and monitoring and evaluating his or her performance);
2. Preparing and submitting a proposed investment plan;
3. Ensuring the University is managed in accordance with, and determining policies to implement, the investment plan;
4. Determining policies in relation to the management of the University's affairs; and
5. Undertaking planning relating to the University's long-term strategic direction.

Powers of Council (section 283)

Council has all powers reasonably necessary to enable it to perform its functions efficiently and effectively. Many of these powers are delegated to the Vice-Chancellor as Chief Executive.

Duties of Council (section 281)

1. Strive to ensure that the University attains the highest standards of excellence in education, training and research;
2. Acknowledge the principles of the Treaty of Waitangi;
3. Encourage the greatest possible participation by the communities served by the University so as to maximise the educational potential of all members of those communities with particular emphasis on those groups in those communities that are under-represented among the University's students;
4. Ensure that the University does not discriminate unfairly against any person;
5. Ensure that the University operates in a financially responsible manner that ensures the efficient use of resources and maintains the University's long-term viability; and
6. Ensure that proper standards of integrity, conduct and concern for the public interest and the wellbeing of students attending the University are maintained.

Management of the University

The Vice-Chancellor is responsible and accountable for the management of the University.

Council composition and mix

The composition of Council is determined by the Education and Training Act 2020, Council's Constitution and the Council Membership Statute.

Council consists of 12 members, each of whom may serve a maximum of three terms of up to four years each. The Vice-Chancellor is appointed *ex officio* for the term of appointment or reappointment.

The Minister for Universities appoints four Council members and Council appoints eight (including the Vice-Chancellor). The Nominations Panel oversees the appointments process of the three external members. The Returning Officer and Secretary to Council conducts elections to determine two staff representatives and two student representatives.

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Chancellor and Pro-Chancellor

Each year Council elects from among the lay members (i.e. those who are not staff or students) a Chancellor and Pro-Chancellor. The Pro-Chancellor deputises for the Chancellor in his or her absence or at his or her request.

Secretary to Council

The Secretary to Council is responsible for ensuring that Council procedures are followed, that the applicable rules and regulations for the conduct of the affairs of Council are complied with and that Council is efficiently managed.

All Council members have access to the advice and services of the Secretary to Council.

Vice-Chancellor

The Vice-Chancellor is the link that connects the University's governance (Council) and management functions. All Council authority conferred on management is delegated through the Vice-Chancellor so that the authority and accountability of management is considered to be the authority and accountability of the Vice-Chancellor.

Between Council meetings the Chancellor maintains communication between Council and the Vice-Chancellor, expects to be kept informed by the Vice-Chancellor on all important matters, and is available to the Vice-Chancellor to provide counsel and advice where appropriate.

Council procedures

Council takes a disciplined approach to performing its role, with emphasis on strategic issues and stewardship. Council members must always act within any limitations imposed by Council on its activities.

Council and committee meetings are conducted in accordance with Council's Standing Orders. Council members are expected to perform their individual duties under Schedule 11 section 10 of the Act and comply with Council's Code of Conduct.

Council has sole authority over its agenda and exercises this through the Chancellor. Any person may, through the Chancellor, request the addition of an item to the agenda.

Council meetings are held at approximately 6-weekly intervals from approximately 9am to 5pm. The length of the meetings allows time for in-depth discussion on specific topics. Additional meetings may be scheduled as the occasion requires.

Council committees

Council committees are formed to facilitate efficient decision-making and provision of advice. Council committees operate under approved terms of reference and observe the same rules of conduct and procedure as Council unless Council determines otherwise. Council committees only speak or act for Council when authorised. The authority conferred on a Council committee does not derogate from the authority delegated to the Vice-Chancellor.

Council has three standing committees, namely the Audit and Risk Committee, the Te Aka Matua (Māori Advisory) Committee, and the People and Culture Committee. Three additional committees, the Victoria Honours Committee, the Nominations Panel, and the Vice-Chancellor Appointment Committee meet as and when required. Additional committees or sub-committees of standing committees may be formed for specific purposes and disbanded as required.

Council and member evaluations

Each year Council critically evaluates its own performance including its processes and procedures. From time to time the performance of individual members is also evaluated by self-assessment.

Induction of new members

An induction programme is run for all new Council members, to ensure that all Council members have a good understanding of the University and the environment in which it operates. As part of the programme, members receive essential Council and University information, meet key management and visit the University's facilities.

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Members' remuneration

Council members will be paid fees in accordance with Schedule 11 section C of the Education and Training Act 2020. Actual out of pocket expenses (such as travel costs) may also be claimed.

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1 INTRODUCTION TO THIS MANUAL

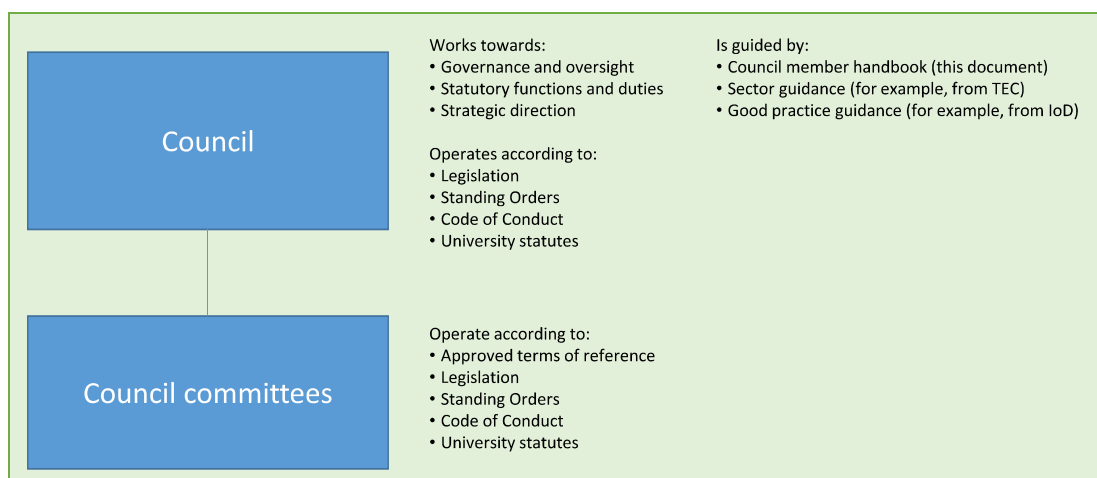
This section provides a brief introduction to this manual.

1.1 Context

It is Council's intention to be a high-performing governance team. This manual is one element in the set of governance resources provided to support Council to operate effectively and efficiently.

Other key governance resources include:

- Standing Orders;
- Code of Conduct;
- Terms of reference for Council committees;
- Tertiary Education Commission's (TEC) "*Governance Guide for Council Members of Tertiary Education Institutions*" (a generic guide applicable to all tertiary education institutions in New Zealand);
- Institute of Directors (IoD): corporate membership, "*Four Pillars*" Governance Best Practice guide (a generic guide applicable to all types of organisations) and related training; and
- The University's Strategic Plan, Investment Plan, Annual Budget and Annual Report.



1.2 Purpose of this manual

This manual is intended to be:

- A standard reference for Council members;
- High-level and explanatory in nature – with information about where to get more detail when required;
- Publicly available to other people interested in how the University's Council works; and
- Relatively static (i.e. not contain rapidly changing data such as contact details in the main document).

1.3 Manual ownership

The owner of this manual is the Secretary to Council.

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1.4 Distribution

This manual is expected to be made available to:

- Council and Te Hiwa (the Senior Leadership Team), as a Board book (and in hardcopy if required);
- Other senior leadership electronically and/or on the University website with the public documentation.

2 TE HERENGA WAKA VICTORIA UNIVERSITY OF WELLINGTON

This section sets out the context of the University's operations and the Council's scope of governance responsibilities.

History and current operations

Victoria University of Wellington was established in 1897 for the advancement of knowledge and the dissemination and maintenance of this knowledge by teaching and research.

It is one of the major universities in New Zealand. It operates across three campuses in Wellington (Kelburn, Pipitea, and Te Aro). It also has operations in Auckland, Miramar (Miramar Creative Centre), Gracefield (Ferrier and Robinson Institutes), and Island Bay (Coastal Ecology Laboratory). It is engaged in a wide range of national and global programmes.

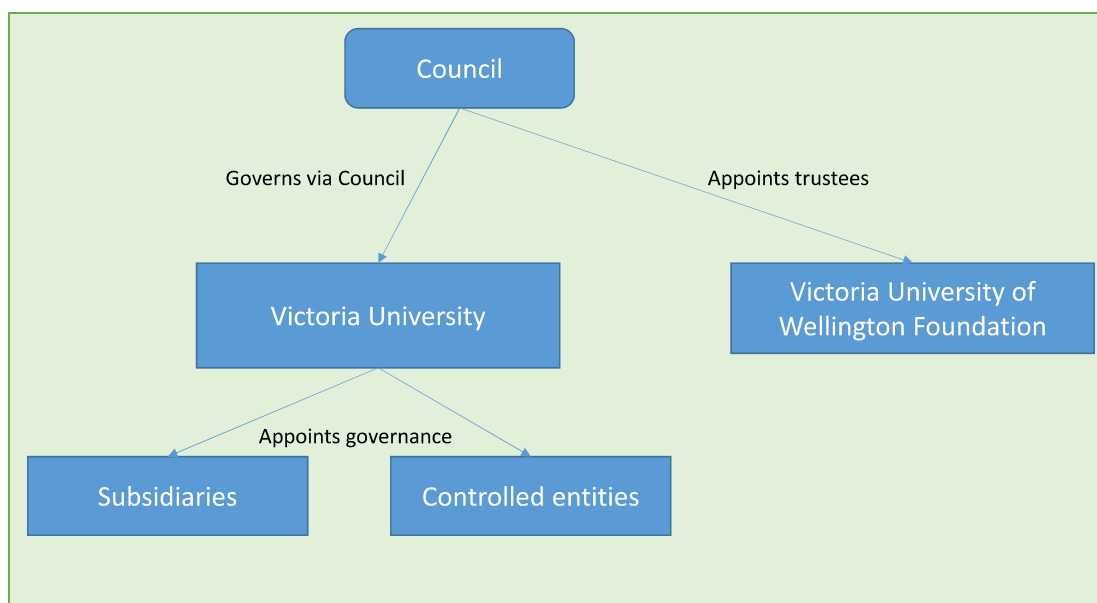
2.1 University, subsidiaries and controlled enterprises

Victoria University of Wellington is a registered charity (CC47181) with its main sector of operation recorded as education, training and research.

As well as having responsibility for the University's governance, Council members need to be aware of the governance relationship between Council, the Victoria University of Wellington Foundation (the Foundation) and subsidiaries and other entities that the University controls.

Council governs the University through the approval of the Strategic Plan, the direction it gives the Vice-Chancellor, approval of University statutes and consideration of the information it receives. It governs the Foundation indirectly through appointing the trustees.

Council does not directly govern other University subsidiaries and controlled entities. Directors and Trustees of these are appointed by the Vice-Chancellor (in consultation with the Chancellor) who is ultimately responsible to Council for their operation and performance.



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3 COUNCIL OVERVIEW

This section sets out the purpose of Council and explains how it obtains its authority. It also identifies the key legislation and governance documents that are relevant to Council in directing the University towards its strategic goals.

3.1 Treaty of Waitangi commitments

The Te Tiriti o Waitangi Statute is the formal expression of the University's commitment to Māori as tangata whenua and Treaty partners.

The University values te Tiriti o Waitangi, rangatiratanga (leadership), manaakitanga (the generous fostering of knowledge), kaitiakitanga (responsibility for, and guardianship of, knowledge), whai mātauranga (intellectual curiosity), whanaungatanga (collaboration and collectiveness) and akoranga (collective responsibility for learning).

3.2 Council's role and responsibilities

Council is the governing body of Victoria University of Wellington. The functions, powers and duties of Council are defined in the Education and Training Act 2020 as set out below.

3.2.1 Functions of Council (section 280)

Council's functions are:

280 Functions of councils

The functions of an institution's council are—

- (a) to appoint a chief executive in accordance with the [\[Public Service Act 2020\]](#), and to monitor and evaluate the chief executive's performance:*
- (b) to prepare and submit a proposed plan if the institution is seeking funding under a funding mechanism that provides for funding via plans:*
- (c) if the institution has a plan,—*
 - (i) to ensure that the institution is managed in accordance with that plan; and*
 - (ii) to determine policies to implement that plan:*
- (d) to determine, subject to the [\[Public Service Act 2020\]](#), the policies of the institution in relation to the management of its affairs:*
- (e) to undertake planning relating to the institution's long-term strategic direction.*

3.2.2 Powers (283)

Council has all powers reasonably necessary to enable it to perform its functions efficiently and effectively. Many of the powers in section 283 have been delegated to management through the Vice-Chancellor. The Reserved Powers of Council are found in Appendix 3 to the Delegations Statute.

283 Powers of councils

- (1) An institution's council has all powers reasonably necessary to enable it to perform its functions efficiently and effectively.
- (2) Except where they are exercised by delegation under this Act, the following powers of an institution may be exercised only by its council:
 - (a) to provide courses of study or training, admit students (including by discretion and *ad eundem statum*) and grant awards:
 - (b) to grant fellowships, scholarships, bursaries, or prizes:
 - (c) to authorise the making of grants or loans out of the money of the institution to the chief executive, to members of the staff or students of the institution, or to any association of staff or students, on the terms and conditions that the council thinks fit and guarantee loans made by other persons to the chief executive or members of the staff of the institution for housing purposes:
 - (d) to accept gifts, devise, and bequests made to the institution, whether on trust or otherwise:
 - (e) to agree to the disestablishment of the institution and its incorporation in another institution of the same class or a different class:
 - (f) to agree to the incorporation in the institution of another institution or other institutions, whether of the same class as itself or a different class from itself:
 - (g) to arrange for the manufacture of, and distribution of (whether by way of sale or otherwise), any article or thing bearing a mark, symbol, or writing that is associated with the institution:
 - (h) to arrange for the provision of (whether by sale or otherwise) goods and services to staff or students of the institution or other persons using, or otherwise attending at, facilities of the institution:
 - (i) to prescribe fees payable by students of the institution or any of them:
 - (j) to establish bodies within the institution to give advice to the council:
 - (k) to do anything incidental to the exercise of any of the preceding powers.
- (3) Subsection (2)(e) and (f) does not apply to [Te Pūkenga—New Zealand Institute of Skills and Technology's] council.
- (4) An institution's council has the power to appoint committees consisting of the persons, whether or not members of the council, that the council determines to exercise the powers that are delegated to them under section 285 and the powers that are conferred on them by statutes made by the council, and to alter, discharge, and reconstitute committees so appointed.

Reserved Powers of Council

Govern the University	in accordance with relevant legislation and the Investment Plan and Strategic Plan
Approve the University's long-term strategic direction, Strategic Plan, Mission, Values and Vision	
Approve the budget	on the recommendation of the Finance Committee
Approve the Annual Report	on the recommendation of the Audit and Risk Committee
Appoint, reappoint (and remove) a Vice-Chancellor	
Monitor and evaluate the Vice-Chancellor's performance	on the recommendation of the HR Committee
Appoint (and remove) an acting Vice-Chancellor	
Authorise other people to execute documents on behalf of the University	
Oversee and monitor the assessment and management of risk across the University and its controlled entities	
Approve the internal audit charter	on the recommendation of the Audit and Risk Committee
Approve statutes	
Agree to the disestablishment of the University and its incorporation in another institution of the same class or a different class	
Agree to the incorporation in the University of another institution or other institutions, whether of the same class as itself or a different class from itself	
Grant honorary degrees and Hunter Fellowships	on the recommendation of the Victoria Honours Committee

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Approve naming rights	on the recommendation of the Victoria Honours Committee
Determine objective criteria for consideration of Council members	
Appoint as a member of Council the Vice-Chancellor and up to 7 other people	taking into account the recommendations of the Nominations Panel
Elect (and remove) a Chancellor and Pro-Chancellor	
Determine rates of payment for members of Council (other than the Vice-Chancellor)	
Dismiss or suspend a member of Council or recommend to the Minister that a member be removed from office	
Initiate action against a member of Council for breach of any individual duty	
Recommend to the Minister that the Constitution of the Council be amended	
Determine Council's annual work plan and anything necessary to support the business of Council	
Determine procedures for meetings of Council and Committees of Council	
Manage disclosures of interest from Members of Council	
Assess the performance of Council	
Appoint, alter, discharge and reconstitute committees of Council, other committees to exercise delegated powers and boards or other bodies within the University to give advice to Council	
Delegate or revoke any of Council's powers to the Vice-Chancellor or to a committee (including the Academic Board)	
Decide how to fill casual vacancies on Council	Includes deciding not to fill a vacancy that occurs within 3 months of the end of Council member's term of office
Appoint trustees of the Victoria University of Wellington Foundation	
Approve any new subsidiary or controlled entity of the University or the disestablishment of any existing entity	
Academic	
Establish an Academic Board and consider any advice from the Academic Board	
Determine the composition of the Academic Board	
Grant (and revoke) qualifications and awards	
Decide on grievance about an action of the Academic Board	in accordance with section 4.3(c) of the Academic Board statute
Establish targeted admissions schemes for students from equity groups	
Determine minimum entry requirements	
Determine wording on Qualification Certificate	
Approve amendment of already issued Qualification Certificate	
Finance and Contracts	
Approve any matter requiring a "Level 0" approval in the Financial Delegated Authority Limits set out in Appendix 2	
Determine tuition fees and student services levies	taking into account the recommendations of the Finance Committee
Approve limits on treasury financial transactions and financial authorities (as set out in the Treasury Statute)	taking into account the recommendations of the Finance Committee
Authorise grants or loans to the Vice-Chancellor, members of staff, students, or to any association of staff or students, and guarantee loans to the Vice-Chancellor or members of staff for housing purposes	
Approve the level of insurance coverage	
Authorise the common seal to be affixed to any document	Common seal must be countersigned by two people (other than for qualification certificates), one of whom must be a member of Council.
Enter into agreements which, if made by a private person, must be by deed.	Requires common seal to be affixed and countersigned by two people with delegated authority (at least one of whom must be a member of Council).

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3.2.3 Duties (section 281)

The duties of Council are:

281 Duties of councils

- (1) *It is the duty of an institution's council, in performing its functions and exercising its powers,—*
- (a) *to strive to ensure that the institution attains the highest standards of excellence in education, training, and research:*
 - (b) *to acknowledge the principles of Te Tiriti o Waitangi:*
 - (c) *to encourage the greatest possible participation by the communities served by the institution so as to maximise the educational potential of all members of those communities, with particular emphasis on groups in those communities that are under-represented among the students of the institution:*
 - (d) *to ensure that the institution does not discriminate unfairly against any person:*
 - (e) *to ensure that the institution operates in a financially responsible manner that ensures the efficient use of resources and maintains the institution's long-term viability:*
 - (f) *to ensure that proper standards of integrity, conduct, and concern for the public interest and the well-being of students attending the institution are maintained.*
- (2) *In addition, NZIST's council must comply with section 97 of the Crown Entities Act 2004 in respect of its subsidiaries.*

Under the Health and Safety at Work Act 2015, Council members have a duty as officers of the University to exercise “due diligence” to ensure that the University complies with its duties and obligations under that Act.

Due diligence is defined (in section 44(4)) as including taking reasonable steps to:

- (a) *to acquire, and keep up to date, knowledge of work health and safety matters; and*
- (b) *to gain an understanding of the nature of the operations of the business or undertaking of the PCBU and generally of the hazards and risks associated with those operations; and*
- (c) *to ensure that the PCBU has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to health and safety from work carried out as part of the conduct of the business or undertaking; and*
- (d) *to ensure that the PCBU has appropriate processes for receiving and considering information regarding incidents, hazards, and risks and for responding in a timely way to that information; and*
- (e) *to ensure that the PCBU has, and implements, processes for complying with any duty or obligation of the PCBU under this Act; and*
- (f) *to verify the provision and use of the resources and processes referred to in paragraphs (c) to (e).*

(PCBU = a person conducting a business or undertaking (section 17(1)). In this context, the relevant PCBU is Victoria University of Wellington.

This duty essentially directs that the University's health and safety culture be controlled and managed by those in governance (and senior management) roles.

3.3 Strategy

3.3.1 Strategic Plan

Council is responsible for setting the University's strategic direction and for monitoring progress toward attaining the strategic goals. It does this by approving the Strategic Plan which sets out the University's:

- Vision;
- Mission
- Values
- Strategic Priorities

The 2024-2028 Strategic Plan was approved by Council on 9 September 2024. It is available at Appendix A to this document.

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3.3.2 The Statement of National Education and Learning Priorities (NELP) and the Tertiary Education Strategy

The Statement of National Education and Learning Priorities (NELP) and the Tertiary Education Strategy (TES) are issued under the Education and Training Act 2020. The TES sets out the Government's long-term strategic direction for tertiary education, including economic, social, and environmental goals and the development aspirations of Māori and other population groups

The full Tertiary Education Strategy (TES) can be found at this link:

[The Tertiary Education Strategy | Tertiary Education Commission \(tec.govt.nz\)](https://tec.govt.nz)

3.4 Legislation

A further consideration in governing Victoria University of Wellington is the application of relevant legislation.

The primary items of legislation directing the University are:

- Education and Training Act 2020 (parts 5 and in particular part 4 subpart 3– Administration of tertiary institutions);
- Victoria University of Wellington Act 1961. Most of the original elements of this Act have now been repealed and replaced by equivalent elements in the Education Act. The provisions that remain include:
 - Section 3 – defines what the University consists of
 - Section 20 – gives Council power to award certificates, fellowships, scholarships, bursaries, and prizes, and to make other awards.
 - Section 21 – gives Council power to provide lectures and instruction to members of the public and award certificates for this;
- Crown Entities Act 2004. The University is a Crown Entity. Only the provisions listed in Schedule 4 apply to Tertiary Education Institutions; and
- Public Finance Act 1989. Only certain provisions of the Act apply, particularly the restrictions on investment in section 65I of that Act.

Governance and management of the University must also comply with other legislation.

The General Counsel conducts an annual legislative compliance survey and the results of this are reported to the Audit and Risk Committee and then Council.

3.5 Other key governance material

Council members also need to be familiar with the following key governance material:

3.5.1 Standing Orders

Standing Orders set out Council's rules for meetings of Council and its committees. They incorporate and extend the rules set out in Schedule 11 sections 15 and 16 of the Education and Training Act 2020. They also incorporate key requirements of Part 7 of the Local Government Official Information and Meetings Act 1987 which apply to Council and its committees. The standing orders are circulated with each set of public Council documentation.

3.5.2 Council Code of Conduct

The Council Code of Conduct sets out expected standards of behaviour for Council members. It should be read in conjunction with applicable legislative requirements. The Code of Conduct is circulated with each set of public Council documentation.

3.5.3 Investment Plan

The Investment Plan is submitted to the TEC to seek government funding for domestic students.

To meet TEC's requirements, the Investment Plan must describe:

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- How the University will achieve government priorities set out in the TES;
- The University's mission and role in the tertiary sector;
- All the tertiary education programmes and activities run or undertaken by the University; and
- The outcomes proposed by the University, including performance indicators.

Under changes to the University's delegations' statute approval of the Investment Plan is delegated to the Vice-Chancellor.

3.5.4 Annual Budget

The Annual Budget identifies the projected revenue and operating and capital expenditures required to achieve the University's fiscal targets, the targets specified in the Investment Plan and agreed initiatives to support the Strategic Plan in each calendar year. Council approves the Annual Budget.

3.5.5 Annual Report

The Annual Report includes the University's audited financial statements and the Statement of Service Performance (SSP) which reports against performance measures specified in the Investment Plan. Council approves the Annual Report.

3.5.6 Council statutes

Section 284 of the Education and Training Act 2020 gives Council the authority to make statutes. University statutes are the highest level component of the University's policy framework.

Where a statute has academic implications, Council must take advice from the Academic Board. Statutes are permanent in nature although subject to periodic review. Compliance with statutes is mandatory and non-compliance is actionable through appropriate conduct policy documents.

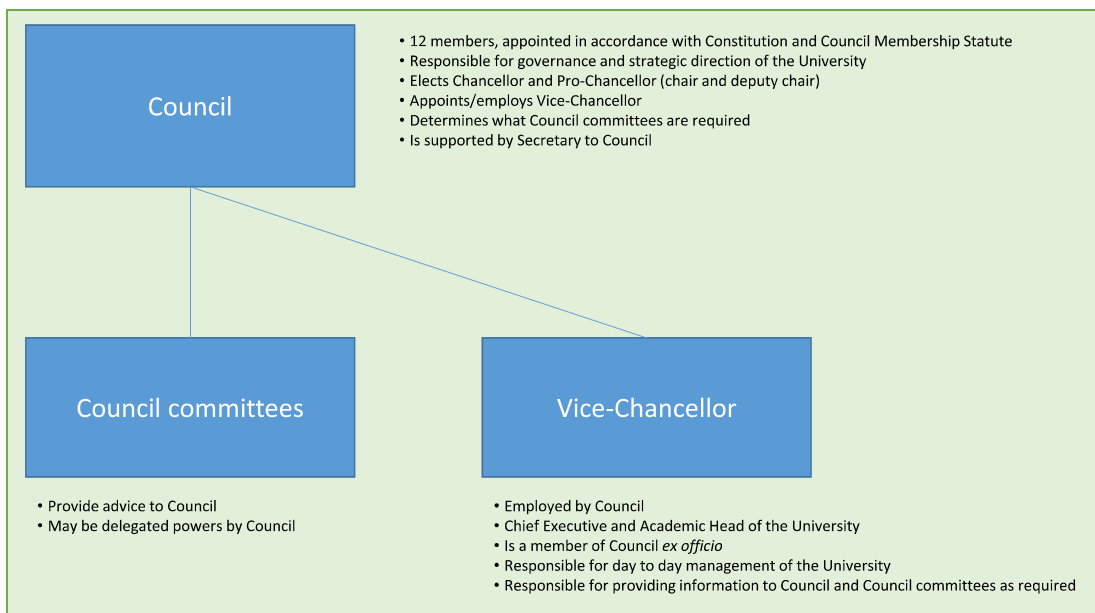
Other components of the University's policy framework include policies, regulations, procedures and guidelines. These are published in a standard format on the website.

3.5.7 Delegations

Delegations are the formal mechanism by which Council authorises committees and the Vice-Chancellor to exercise the power of Council. The Delegations Statute sets out all the decision-making authorities across the University (including those sub-delegated by the Vice-Chancellor). More information can be found at this link - <https://www.wgtn.ac.nz/about/governance/delegations>.

4 COUNCIL ORGANISATION

This section sets out how Council organises itself.



4.1 Council composition

The composition of Council is determined by the Education and Training Act 2020, Council's Constitution (gazetted on 24 September 2015 <https://gazette.govt.nz/notice/id/2015-au5554>) and the Council Membership Statute <https://www.wgtn.ac.nz/documents/policy/governance/council-membership-statute.pdf>).

The Constitution is a short document that essentially states that the University's Council must comprise 12 members, of whom:

- Four are appointed by the Minister for Universities; and
- Eight are appointed by Council in accordance with its statutes.

The Constitution also specifies that the maximum number of occasions on which a person may be appointed as a Council member is three, although Council's expectation is that no Council member would be appointed on more than two occasions.

The detail of the composition of Council is set out in the Council Membership Statute, which also sets out the basis on which the eight members appointed by Council are elected or selected.

- 4.2 The Nominations Panel oversees the appointments process for the three positions appointed directly by Council.**
- 4.3 The Secretary to Council who is also the Returning Officer conducts elections for the two staff representatives (once every two years) and the two student representatives (once each year). The successful candidates are appointed at the next available Council meeting with staff reps serving a four year term, and student reps a two year term.**
- 4.4 The Vice-Chancellor is appointed *ex officio* for the length of his/her employment contract.**
- 4.5 Chancellor and Pro-Chancellor (Chair and Deputy Chair)**

Council has two specific positions that are determined by election within Council each year.

4.5.1 Chancellor

The Chancellor is elected by Council as chairperson and is eligible for re-election to this office. This is traditionally for a one year term.

The Chancellor chairs Council and is responsible for providing leadership to Council in the execution and review of its governance responsibilities. The Chancellor represents Council at meetings concerned with governance issues across the sector (for example, Chancellors' meetings, meetings with representatives of government etc.) and provides advice and support to the Vice-Chancellor. The Chancellor is also typically the spokesperson for Council and the University on governance issues.

The Chancellor:

- Convenes Council meetings;
- Is a member *ex officio* of all committees of Council;
- Convenes or is a member of working parties of Council as deemed appropriate;
- Attends meetings of the NZ Chancellors;
- Is a Trustee of the Victoria University of Wellington Foundation (*ex officio*);
- Presides at the University's Graduation Ceremonies; and
- Represents the University at corporate and cultural functions.

4.5.2 Pro-Chancellor

The Pro-Chancellor is elected by Council as deputy chairperson and is eligible for re-election to this office. This is traditionally for a one year term.

The Pro-Chancellor is the Chancellor's deputy in governance and ceremonial roles and, on occasion as required, acts on the Chancellor's behalf.

If the Chancellor is not present at a meeting of Council or if there is no Chancellor, the Pro-Chancellor presides at the meeting and has all the powers and functions of the Chancellor for the purpose of the meeting.

The Pro-Chancellor:

- Deputises for the Chancellor as the leader of Council and as the Ceremonial Head of the University ;
- Is a member *ex officio* of all committees of Council except the Nominations Panel; and
- Represents the University at corporate and cultural functions.

4.5.3 Election process

Schedule 11 section 15 of the Education and Training Act 2020 sets out general guidance, including the constraint that Council members who are the Vice-Chancellor, members of staff or students are not eligible for election to be Chancellor or Pro-Chancellor.

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The election process will be supervised by the Secretary to Council, who will provide formal notice of the date of the election, receive nominations and, if there are two or more nominations for one office, conduct a secret ballot.

The election process normally followed is:

1. The election will be held at the last meeting of Council in each calendar year.
2. The Secretary to Council will call for nominations at least two weeks before the final Council meeting of the year.
3. Nominations (proposed and seconded) must be received in writing by the Secretary to Council by the date specified in the call for nominations.
4. Nominations will only be accepted from the floor if no written nominations have been received.
5. If there are two or more nominations for one office, a secret ballot will be conducted.
6. If the ballot results in a tie, a second ballot will be held. If the second ballot results in a tie, then the Secretary to Council will supervise the determination of the outcome by lot.

4.6 Officers of Council

The "Officers of Council" are the Chancellor, the Pro-Chancellor, the Vice-Chancellor and the Chair of the Finance Committee.

4.7 Council committees

Council committees are formed to facilitate efficient decision-making and provision of advice. Council has the power to form committees under section 283(4) of the Education and Training Act 2020 as required. Standing Orders require committees to operate under approved terms of reference and observe the same rules of conduct and procedure as Council unless Council determines otherwise. Council committees only speak or act for Council when authorised. The authority conferred on a Council committee does not derogate from the authority delegated to the Vice-Chancellor.

The committee structure is as follows:

Permanent committees

- Audit and Risk Committee;
- Te Aka Matua (Māori Advisory Committee); and
- People and Culture Committee

Special purpose committees

- Victoria Honours Committee
- Nominations Panel
- Vice-Chancellor Appointment Committee

Membership of each committee is determined by Council at the start of each year, and on other occasions as the need arises.

Each committee operates with agreed terms of reference, which set out:

- The scope, purpose, responsibilities and authority of the committee;
- Membership and attendance;
- Meetings;
- Information and reporting; and
- Review requirements.

The Secretary to Council has a template for the creation of terms of reference for new committees or advisory groups when required.

Note: the Finance Committee was disestablished by Council resolution on 23 March 2026, and its remit moved to the Audit & Risk Committee, as well as more fulsome reporting by the CFO to Council under the Financial report.

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Committee	Purpose	Meeting frequency	Members
Audit and Risk	Assists Council in relation to oversight of strategic, financial and operational risk management, internal and external audit, statutory financial reporting and legislative compliance.	Quarterly (or as required)	Chancellor and/or Pro-Chancellor Up to five other Council Members
Te Aka Matua – Māori Advisory committee	The purpose of Te Aka Matua is to assist Council discharge its governance responsibilities in relation to Māori and Te Tiriti o Waitangi	Four times per year	Chancellor Up to three other members of Council, two of whom should be on an annual rotation to build all Council members' understanding of Te Tiriti o Waitangi, mātauranga Māori, te reo Māori and tikanga Māori Up to three external Māori members – one member each from Taranaki Whānui and Ngāti Toa, appointed by Council on the nomination of the relevant mana whenua Iwi and one co-opted member appointed by Council based on an agreed identified skill-set. No member shall be Council members and may be appointed for up to a four-year term; One Māori student appointed by Council on the nomination of Ngā Tauria
People and Culture Committee	Assists Council to meet its responsibility to monitor and evaluate the Vice-Chancellor's performance and undertake the Vice-Chancellor's annual remuneration review. Develop a culture at the University which supports the delivery of its strategic priorities as they relate to people and culture;	As required	Chancellor Pro-Chancellor up to two other lay members of Council
Victoria Honours committee	Makes recommendations to Council regarding the criteria, conferment or award for/of an honorary degree, Hunter Fellowship, naming rights, or any other honorary award which Council may wish to bestow.	As required	Chancellor Pro-Chancellor Vice-Chancellor two other Council members President of the PGSA Academic staff as per TOR

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Nominations Panel	Ensures Council has the skills, knowledge, diversity and experience for the University to meet the challenges ahead and to achieve its strategic goals. It also oversees the selection and recommendation process of three Council members.	As required	Chancellor Vice-Chancellor Academic Board nominee member of Professional Staff VUWSA President or nominee Te Aka Matua nominee two external members
VC Appointment Committee	To assist Council in appointing a Vice-Chancellor as defined by the Terms of Reference	As and when required	Chancellor Pro-Chancellor Up to three other members including one staff representative

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4.8 Academic Board

Schedule 11 section 18(2) of the Education and Training Act 2020 requires Council to establish an academic board to advise Council on matters relating to courses of study or training, awards, and other academic matters.

The Academic Board may exercise powers delegated to it by Council and the Vice-Chancellor under sections 285 and 295 of the Education and Training Act 2020.

The Academic Board is not a committee of Council, although for convenience it is deemed to be one for the purposes of receiving and exercising delegated authority from Council.

The Academic Board is chaired by the Vice-Chancellor (*ex officio*). The membership, functions and powers of the Board are defined in the Academic Board statute and the Delegations Statute.

4.9 Vice-Chancellor

The Vice-Chancellor is the University's Chief Executive and as such is responsible for managing the academic and administrative affairs of the University. The Vice-Chancellor is the employer of all University staff. The Vice-Chancellor is *ex officio* a member of Council and of all committees of Council except the People & Culture Committee.

One of the key functions of Council is to appoint, and then monitor the performance of, the Vice-Chancellor.

The Vice-Chancellor is the link that connects the University's governance (Council) and management functions. All Council authority conferred on management is delegated through the Vice-Chancellor so that the authority and accountability of management is considered to be the authority and accountability of the Vice-Chancellor so far as Council is concerned.

Between Council meetings the Chancellor maintains communication between Council and the Vice-Chancellor, expects to be kept informed by the Vice-Chancellor on all important matters, and is available to the Vice-Chancellor to provide counsel and advice where appropriate. Only decisions of Council acting as a body are binding on the Vice-Chancellor. Individual Council members, officers or committees should not give decisions or instructions to the Vice-Chancellor except in those instances where specific authorisation is given by Council.

Accountability of Vice-Chancellor to Council

The Vice-Chancellor is accountable to Council for management of the University. At each of its normal monthly meetings Council expects to receive from or through the Vice-Chancellor:

- Operational and other reports and proposals; and
- Such other information and assurances as Council considers necessary.

4.10 Secretary to Council

The Secretary to Council is responsible for managing all Council matters and ensuring that correct procedures are in place and that all applicable rules and regulations for the conduct of the affairs of Council are complied with.

All Council members have access to the advice and services of the Secretary's office.

The role of the Secretary includes:

- Managing the Council's work programme and related meetings in consultation with the Chancellor and Vice-Chancellor
Preparing, publishing and distributing Council and Council committee papers including agendas and minutes;
- Maintaining Council's register of interests and conflicts of interest;
- Preparing the Council section of the Annual Report;
- Ensuring Council related information on the University's website is current;
- Administering Council fees and expenses;

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- Organising continuing professional development for Council;
- Managing elections and external appointments of Council members;
- Providing executive advice and support to the Chancellor (including for graduation, key events, communication, and other logistics);
- Liaising with TEC and the Minister's office on behalf of Council;
- Keeping pace with the changing technological requirements of the role, particularly post-pandemic
- Managing information requests from Council members to University staff through the Vice-Chancellor; and
- Being the key contact point for all matters relating to Council and to provide advice to senior staff when interacting with Council.

4.11 General Counsel

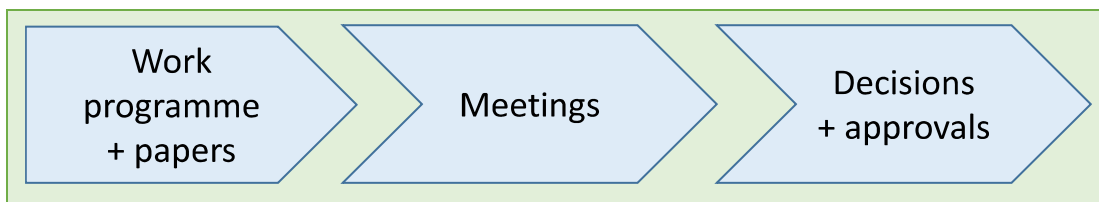
General Counsel is responsible for the provision of constitutional and legal advice. In relation to Council business this may include:

- Advice on interpretation and application of relevant legislation;
- Advice on appropriate procedure;
- Advice on the creation, interpretation and application of Council's own procedural documents including Standing Orders, Code of Conduct and Terms of Reference for committees, boards and advisory bodies; and
- Engaging external legal services when required.

Any request for, and provision of, legal advice should be directed through the Chancellor or, in relation to a committee, the chair of that committee.

5 COUNCIL PROCESSES AND PROCEDURES

This section sets out how Council operates.



Council takes a disciplined approach to performing its role, with emphasis on strategic issues and policy. Council members must always act within any limitations imposed by Council on its activities.

5.1 Annual work programme

Council works to a set timetable throughout the year. Council accomplishes its work through a series of Council meetings and Council committee meetings.

5.1.1 Council meetings

Council normally holds formal meetings at six-weekly intervals during standard business hours from approximately 11 am to 4.00 pm. From May 2025, the Council meeting will be preceded by the Finance Committee. Council may also hold additional special meetings if required.

Formal Council meetings and Council committee meetings are conducted in accordance with Council's Standing Orders. These may be amended from time to time by Council as Council sees fit, and they are also reviewed by the Secretary to Council and General Counsel on an annual basis to ensure that they remain current and relevant.

Members are expected to use their best endeavours to attend all Council meetings and to prepare thoroughly. Members are expected to participate fully, frankly and constructively in Council discussions and other activities and to bring the benefit of their particular knowledge, skills and experience to the Council table.

Council discussions are expected to be open and constructive, recognising that genuinely-held differences of opinion can, in such circumstances, bring greater clarity and lead to better decisions. The chair of the meeting will endeavour to seek a consensus in Council but may, if necessary, call for a vote.

Minutes are prepared for all formal Council and Committee meetings. These summarise the items considered and the decisions made.

Meetings open and close with Karakia.

5.1.2 Council committee meetings

Council committee meetings are held in accordance with the agreed timetable and the terms of reference for each specific committee. Meetings of standing committees are publicly notified on the website. Minutes of committee meetings are reported back to Council by inclusion in the agenda for the next Council meeting.

5.1.3 Council workshops

From time to time Council holds a workshop to look at particular topics in more detail. Workshops are not formal meetings of Council and are therefore not open to the public. The chair of the workshop decides the extent to which the proceedings of workshops are recorded and reported back to Council.

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5.1.4 Council performance evaluation

Council will assess its performance on an annual basis. This process may include obtaining input from external parties.

5.2 Items for Council consideration

5.2.1 Agenda

Council has sole authority over its agenda, and the Chancellor is responsible, in consultation with the Vice-Chancellor and the Secretary to Council, for determining the agenda for each Council meeting. This is generally determined based on the annual work programme, matters arising from previous Council meetings and Council committees, and on new items put forward for consideration.

Any person may, through the Chancellor, request the addition of an item to the agenda.

At each ordinary meeting the interests register is updated as necessary and Council considers:

- A report from the Chancellor;
- Reports from Council committee chairs;
- A report from the Vice-Chancellor;
- A performance report (including financials and major projects)
- A Health and Safety report; and
- Reports on activities from other areas of the University's activities as appropriate.

The sequencing and the allocation of time to items is determined based on the strategic importance of the item and the range of other items that need to be considered at each meeting.

Each Council meeting has a public session and a public-excluded session. This is a critical part of agenda planning.

5.2.2 Council papers

Council papers (including formal notice of meeting and agenda) are distributed to Council members using Diligent Board books. Council papers are usually made available at least three calendar days before meetings. Late papers are only accepted where this has been agreed in advance by the Chancellor.

Papers are expected to use the standard template for Council and Committee papers. This template is available from the Secretary to Council.

5.3 Interactions with University staff

It is expected that from time to time Council members will need to interact with members of staff. While this is generally encouraged, as it enables Council collectively to obtain a broader understanding of how the University is operating, it is also important for Council members to understand that they do not have authority to direct staff to provide information or undertake other activities unless specifically authorised to do so by the Chancellor or Vice-Chancellor.

It is expected that all interactions between Council members and University staff will be conducted in an open and transparent manner to ensure there are no surprises. The Secretary to Council can facilitate interactions between Council and the appropriate University staff, keeping the Chancellor and Vice-Chancellor informed.

If University staff are approached directly by Council members, they are expected to advise their manager, who in turn may redirect the request to the Vice-Chancellor's Office.

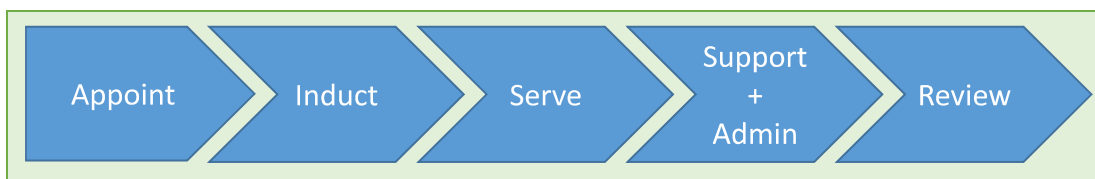
5.4 Dealing with disruptions by members of the public

If a Council meeting is disrupted by members of the public during the public section of a meeting (to the extent that reasonable debate by Council is prevented, or Council members feel threatened harassed or intimidated) then Council will manage the situation in accordance with the provisions of section 50 of the Local Government Official Information and Meetings Act 1987.

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6 OTHER GUIDANCE FOR COUNCIL MEMBERS

This section addresses other topics relevant to Council members.



6.1 Induction

At the start of each year, and on any occasion when a new person joins Council, an induction programme is run for all new Council members. This is intended to ensure that all Council members have a good (and consistent) understanding of the University and the environment and markets in which it operates. As part of the programme, members receive essential Council and University information and meet key members of the management team.

Having a good understanding of the context, purpose, organisation and processes of Council and the University is vital for Council to be able to operate as a high-performing team.

The induction programme ensures that:

- New Council members are brought up to speed;
- Council as a whole understands the work programme for the year ahead; and
- Council understands its current mix of knowledge, skills, experience and diversity.

6.2 Individual roles and responsibilities

As well as attending all Council meetings and workshops, Council members are also expected to serve on one or more Council committees.

Council members are expected to keep themselves abreast of changes and trends in the University's environment and markets and in the economic, political, social and legal climate generally.

Council members are welcome and encouraged to attend graduation celebrations usually held in May and December.

Council members are expected to perform their individual duties under Schedule 11 section 10 of the Act in accordance with Council's Code of Conduct and in accordance with all relevant University statutes (such as the Conflicts of Interest Statute).

Council members must not act as spokesperson for, or make any public comment on behalf of, Council or the University unless specifically authorised to do so by the Chancellor or Vice-Chancellor.

Council members, as officers of the University, must also ensure that they exercise due diligence to ensure that the University complies with its duties and obligations under the Health and Safety at Work Act 2015.

6.3 Fees, allowances and travel costs

Council members may be paid fees in accordance with Schedule 11 section 17 of the Education and Training Act 2020. Actual out of pocket expenses (such as travel costs) may also be claimed.

Where travel on Council business is required, the University will make the travel arrangements and cover the cost. Travel must be approved in advance by the Chancellor.

6.4 Insurance

The University maintains a comprehensive portfolio of insurance policies. This section provides an overview of the main insurance policies relevant to Council members.

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6.4.1 Directors & Officers

This policy covers both individual Council members as well as the University itself for claims made against Council members for wrongful acts in the discharge of their University duties. The policy covers both defence costs and settlements of claims.

6.4.2 Statutory Liability

This policy covers both individual Council members as well as the University itself for claims alleging unintentional breaches of New Zealand statutes. The policy covers both defence costs and penalties awarded against an insured (although there are some exceptions; for instance, fines following breaches of Health and Safety legislation cannot be insured).

6.4.3 Trustees Liability

This policy covers claims made against trustees in the discharge of their duties on behalf of a Trust (or fund). The policy covers defence costs, damages and judgements against trustees.

6.4.4 General requirements

Council members are required to complete a very brief declaration annually for the purposes of the renewal of the University's liability policies. The declaration typically asks whether the Council member has been involved in any companies that have been in receivership or liquidation and whether there has ever been a claim against him or her in the capacity as a Council member or a director, officer or senior employee of any entity.

All policies also require prompt notification of any circumstance which could give rise to a claim. A failure to do so may void the insurance cover. Such notifications are to be made in the first instance to Secretary to Council.

6.5 Independent professional advice

Any Council member is entitled to obtain independent professional advice relating to his or her responsibilities as a member. If a member considers such advice is necessary the member is expected to first discuss it with the Chancellor.

6.6 Information access and technology

6.6.1 Information access

Council members are given digital access to all Council papers and related material via Diligent Board books which ensures timely, effective and secure provision of Council information. This is the only University provided system that Council members are required to access as a Council member.

Council members are allowed access to the University's library.

Council members (with the exception of the Chancellor) do not require (and are not provided with) University identity or access cards.

Council members who do not have access to suitable technology may make arrangements to borrow the necessary equipment for the duration of their term. Free WiFi is available on all University campuses.

6.6.2 Information security

Council members are expected to keep all information relating to Council and the University secure. If Council members have reason to believe that there may have been any loss of, or inappropriate access to, University information in their care, they should advise Secretary to Council as soon as possible.

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6.7 Physical security on campus

Campus security can be contacted on 0800 842 8888

6.8 Self-evaluation

As part of Council's goal to be a high-performing Council, Council members are expected to periodically self-evaluate their performance, and to take any appropriate steps in response to the outcome of this evaluation.

6.9 Training and development

Council has a "BoardWide" corporate membership of the IoD which provides all Council members full IoD membership benefits (except voting rights). Council expects that all Council members will attend basic governance training.

6.10 Declarations

After becoming a member of Council, and whenever circumstances change after that, Council members are required to complete a number of formal declarations. These include:

- Details for Register of Interests. These interests will be published in the Annual Report;
- Insurance declaration; and
- A declaration to confirm that:
 - The person is not disqualified from appointment under section 277 of the Education and Training Act 2020 or section 16 of the Charities Act 2005 (for example as an undischarged bankrupt); and
 - The person agrees to comply with Council's Standing Orders and Code of Conduct.

The Secretary to Council arranges the completion of these declarations.

6.11 Where to get more information

More information may be obtained from:

- Chancellor, Pro-Chancellor and Vice-Chancellor;
- Secretary to Council
- General Counsel; and
- The University's website and other websites (such as TEC, legislation.govt.nz, Ministry of Education, etc.)

Appendices – Appendix A – Strategy – 2024-2028

Te Herenga Waka, He Herenga Tāngata, He Herenga Kaupapa—the university for a better world.

Te koromakinga—Our mission

We draw on our whakapapa, knowledge, and place to shape a better future together.

Ngā whanonga pono—Our values

Kaitiakitanga—we have a duty as guardians to protect and nurture the environment and people entrusted to our care.

Manaakitanga—we are welcoming and generous, and operate in ways that enhance the mana of our staff and students.

Whanaungatanga—we grow meaningful and long-lasting relationships that benefit our University communities and wider society.

Akoranga—we value the experience that students and staff bring to the University and recognise that greater understanding grows out of shared learning.

Whai mātauranga—we nurture intellectual curiosity that pushes the boundaries of knowledge and integrates diverse viewpoints to enhance the world around us.

Te whakakitenga—Our vision: Ki te pae!

The University's excellence is defined by inspirational teaching, outstanding research, and deep engagement, that mobilises understanding and action for a better world.

We are bold and creative, with tolerance for high-risk, high-reward activities with respect to academic investigations and discussion. A high trust culture across the University is pivotal for freeing time and resources to enable all members of our community to focus on whai mātauranga.

We may contribute as individuals but we succeed together, by investing in opportunities that have the potential to create distinctive long-term value for the University and our wider community.

We are responsible kaitiaki for our society and our environment, leading courageous, evidence-based discussion on critical civic and global issues with manaakitanga.

We cherish and care for our students and staff, who experience akoranga that celebrates their diverse identities, provides development connected to employment opportunities, and allows them to enjoy whanaungatanga that supports their success and life-long learning.

We manaaki all of our staff in ways that support their wellbeing and acknowledge their own aspirations for themselves, their families and the University.

We are a civic university with our community defining why we are here and who we serve. We are globally excellent by being locally relevant for the remarkable capital city of Wellington. This

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connection is evidenced by people's motivation to join with our university. Our collaborations advance our reputation nationally, in the Pacific region, and internationally.

Ngā whāinga matua—Our strategic priorities

Connection

We value and understand our diversity. We prioritise:

- our commitment to Te Tiriti o Waitangi and our connection to place to give meaning and influence to the marae at our heart, and support our global distinctiveness
- aspirations that empower, focus, and connect the distinctive strengths of individuals and groups within the University
- learning that excites and supports our diverse students to enable them to confidently contribute to kaupapa that challenges and extends their thinking
- the connection of ideas across academic disciplines to address pressing challenges and transformational opportunities.
- Read more about the initiatives that enhance our connection.

Collaboration

We value and use our strengths together. We prioritise:

- returning time to staff to pursue opportunities by improving economies of scale and consistency in our processes
- enhancing internal processes that transparently encourage resource sharing and collaboration across the University
- trusting our staff to innovate and work in the best interests of the University with a focus on reviewing outcomes rather than requiring prior approvals
- learning from and working with partners nationally and internationally to advance shared kaupapa.
- Read more about the initiatives that enhance our collaboration.

Community

We create value for our whole society. We prioritise:

- embracing our critic and conscience role in ways that allow current challenges, conflicts, and opportunities to be scrutinised with evidence and respectfully discussed
- engagement activities that enhance knowledge and understanding for all our external communities
- connecting aspiration to opportunity through pathways for Māori and Pasifika success
- empowering students to pursue professional and entrepreneurial experiences that connect ambition with possibility
- ecological thinking that contributes to a sustainable, resilient, and better world.

Appendix B – Other relevant publications and information

Document name	Publisher	Link
Resources for TEI councils	TEC	https://www.tec.govt.nz/teo/working-with-teos/tei/governance/resources-for-councils/
Investment Plan	The University	https://www.wgtn.ac.nz/about/governance/university-publications/investment-plan2/investment-plan.pdf
Annual Budget	The University	On board books resource centre
Annual Report	The University	https://www.wgtn.ac.nz/about/governance/university-publications/annual-report
Strategies, Statutes and Policies	The University	https://www.wgtn.ac.nz/about/governance/strategy
Detailed legislation	Parliamentary Counsel Office	http://www.legislation.govt.nz/

Appendix C – Karakia (on board books)



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TIKANGA MĀORI AT VICTORIA

NGĀ TIKANGA MĀORI KI TE WHARE
WĀNANGA O TE ŪPOKO O TE IKA A MĀUI
MĀORI CUSTOMARY CONCEPTS AT
VICTORIA UNIVERSITY OF WELLINGTON



INTRODUCTION

Kei ngā hoa mahi o Te Whare Wānanga o Te Ūpoko o te Ika a Māui, tēnā koutou katoa. Tēnā tātou e whai whakaaro ana ki ngā tikanga Māori i roto i ētahi āhuatanga o ā tātou mahi. Ahakoa he tīmatanga noa, he iti noa, he pounamu kē hai whakatairanga i ngā tikanga a kui mā, a koro mā.

Welcome to the *Tikanga Māori at Victoria* booklet. This text was compiled to help staff and other members of Victoria University of Wellington's community incorporate more tikanga Māori (Māori customs and protocols) into our university environment and culture.

While we have taken care to be as accurate as possible with the information contained in this booklet, it is only a starting point. There may be finer details or different protocols necessary for a range of Māori events and contexts not covered here. However, by engaging with the material in this booklet, you can be confident that you will be more prepared and informed to support Māori students, staff, events and activities on campus.

ACKNOWLEDGEMENTS

A number of people have contributed to the compilation of this booklet. In particular, we would like to thank Meremoana Potiki for her initial research, Te Ripowai Higgins for her insights and the team in Victoria's Communications and Marketing group for their work in editing, formatting and printing the booklets. Ngā mihi nunui ki a koutou.

WHY YOU SHOULD KNOW ABOUT TIKANGA MĀORI AT VICTORIA

There are many reasons for a booklet like this, from the cultural, to the political to the practical. Overall, however, the University's Vision Statement has affirmed that "Victoria will be imbued with distinctive qualities through its values and through the Treaty of Waitangi, mātauranga Māori and te reo Māori" (*Victoria University of Wellington Strategic Plan, page 7*).

The values referred to in that statement are akoranga, whanaungatanga, whai mātauranga, kaitiakitanga, manaakitanga and rangatiratanga. Each of these concepts requires an understanding and commitment to tikanga Māori.

Akoranga means teaching and place of learning. It is derived from the root word ako, which means both to teach and to learn, and recognises the reciprocal relationship of both processes.

Whanaungatanga is based on the root word whānau (extended family). It acknowledges the familial and close relationships and bonds that are formed through collective experiences that provide a sense of belonging.

Whai mātauranga comprises two words—whai, meaning to pursue, search or aim at, and mātauranga, meaning knowledge, wisdom and understanding. Together, they express a commitment to investigating and exploring ideas in order to create new and better understandings of old knowledge.

Kaitiakitanga is commonly translated as guardianship. Its root word is tiaki, which means to guard, care for and conserve. The prefix kai indicates 'the person who does the action' and, therefore, the meaning of kaitiaki becomes guardian or trustee.

Manaakitanga conveys notions of hospitality, based on the compound word manaaki, which means to support and respect. It also encapsulates the root word mana, which translates as reputation, influence and authority. Thus, in Māori tradition, a person could enhance her or his mana by being generous and sharing with others.

Rangatiratanga is based on the root word rangatira, which means to be noble or chiefly. With the added 'tanga' suffix, it alludes to such English language concepts as sovereignty, autonomy and leadership.

By incorporating tikanga Māori into your academic practices, not only will you be helping to invoke each of these university values, but you will also be giving effect to Victoria's Treaty of Waitangi Statute (www.victoria.ac.nz/policy) along with many of our institution's other strategic documents and plans. Together, we can make Victoria a more inclusive place for Māori students and staff, and provide a more distinctive, place-based educational experience for all our students.



Tikanga Māori at Victoria 1



TE HERENGA WAKA MARAE

In 1980, Victoria established the first marae (Māori meeting house/place) at a university. Te Herenga Waka marae was in a refurbished building on Kelburn Parade. A few years later, Professor Hirini Moko Mead, along with Dr Wiremu Parker and tohunga (cultural expert), Te Rangiahuta Ruka Broughton, were instrumental in the construction of a newly carved meeting house, Te Tumu Herenga Waka, which was opened on 6 December 1986. Located next to the meeting house at 46 Kelburn Parade is the wharekai (dining room and kitchen) called Ngā Mokopuna.

Since that time, the marae complex has been well utilised for a range of Māori activities and events. Its primary purpose is to serve the learning and teaching needs of Victoria's students and staff. It is used for lectures, tutorials, noho marae (marae stay overs), assessments, orientations, meetings, wānanga (seminars and forums), conferences and debates. It is also used for a range of social and cultural gatherings such as kapa haka practices, student association gatherings, weddings, christenings and tangihanga (funerals). Highlights of the marae calendar are the hosting of Te Hui Whakapūmau, a Māori graduation celebration held in May, and a graduation ceremony held in December.

For more information about Te Herenga Waka marae or to contact marae staff, go to www.victoria.ac.nz/marae

FURTHER READING

Department of Māori Studies, 1986. *A Short History of Te Herenga Waka Marae: Te whakatuwheratanga o Te Tumu Herenga Waka*. Wellington: Victoria University of Wellington.



PŌHIRI

MĀORI RITUAL OF WELCOME

In traditional (pre-European) times, Māori developed a process to receive visitors that was designed to protect the hosts from attack and set an appropriate tone for the gathering. In contemporary times, the risk of confrontation has waned but Māori still take time to welcome guests formally and establish the purpose of their visit. This ritual, known as a pōhiri (or pōwhiri in some dialects), is routinely performed at the beginning of Māori events, meetings and celebrations. At Victoria, pōhiri are often held to welcome students and staff at the start of the academic year, to welcome new staff into senior leadership roles, to welcome international visitors, at the start of conferences held on campus and as part of graduation celebrations.

In the pōhiri, men and women have different, but complementary, roles. The pōhiri is performed outside, in front of the wharehau (meeting house) in the realm of the Māori atua (god) called Tūmatauenga. The stages of the welcome are prescribed to ensure the physical and spiritual safety of the participants. Despite a number of tribal and regional variations, the basic flow of the pōhiri is as on the following pages.



PREPARATION FOR THE PŌHIRI

As the manuhiri (visitors) assemble at the entrance of the marae (Māori community space), they should gather their thoughts for the pōhiri ahead. The speaker and/or leader of the group may recite a waerea (incantation) to prepare and protect the group. The group should arrange themselves to walk on the marae together, with their female elders towards the front, the remaining women and children gathered behind them and the men flanking the group and bringing up the rear.

At Te Herenga Waka marae, all formal pōhiri procedures are conducted entirely in te reo Māori (the Māori language). After the Māori cultural formalities are over, however, visitors may be invited to give speeches in other languages.

KARANGA

The first voices heard as part of the pōhiri are usually those of Māori women. First, a woman from the tangata whenua (host group) will call words of welcome (karanga), in the Māori language, to the visiting group. In reply, a woman from the manuhiri will reply. They will continue in their exchange of calls as the visiting group, led by the kaikaranga (female caller), enters the grounds of the marae and makes their way to the paepae (visitor seating area).

Generally, the karanga will include an exchange of greetings between the groups, the paying of respects to people, connected to either group, who have recently passed away and an acknowledgement of the purpose of the gathering. The karanga exchange will continue until the manuhiri have arrived at their seating area.

At Te Herenga Waka marae, the front row of the paepae is reserved for the male speakers and other male leaders within the group. For their protection, women and children in the group must sit behind the front row.

WHAIKŌRERO

The next phase of the pōhiri is an exchange of whaikōrero (speeches), delivered by men in each group. Traditionally, these speeches greet the other group, emphasise their shared relationships and acknowledge the purpose of the gathering. The order in which these speeches are delivered depends on the kawa (sacred protocols) observed by the marae. The two different types of speech-making kawa are pāeke and tāuutuutu. Pāeke refers to an exchange where the tangata whenua speakers deliver their speeches first and then the manuhiri deliver theirs. In contrast, tāuutuutu refers to a speaking order where the two sides alternate their speakers, starting and ending with a speaker from the tangata whenua.

The kawa of Te Herenga Waka is pāeke. In pāeke, all speakers from the tangata whenua speak before the manuhiri during whaikōrero. The first speaker is seated closest to the house, and the speaking order continues away from the house until all speakers have finished. The order then crosses to the manuhiri side. Here, the order is reversed, with the first speaker seated furthest from the house, and the last speaker situated closest to the marae. Done in this way, the mauri (life force) of the ceremony begins with, and is restored, to the whareniui at completion (Mead, 2003, page 16).

Whatever the kawa, holding the pōhiri outside means that it is in the realm of Tūmatauenga (the Māori god of war), speakers are welcome to use traditional Māori weapons and other adornments (such as tokotoko (walking sticks) and patu (clubs)) to enhance their oratory.

WAIATA

After each speaker, their group performs a waiata (song). This indicates the support of the group for the speaker and his speech. Different iwi (tribes) will often sing particular songs from their area. Groups should stand near their speaker to sing their waiata and then return to their seats as soon as it finishes.

KOHA

When the final speech from the manuhiri has finished, the speaker may place on the ground in front of him a koha (gift) for the hosts. In pre-European times, the koha would have been produce or treasures specific to the manuhiri. Today, the koha is more likely to be in the form of cash. Koha is a practical response to sharing the cost of coming together, so people should consider what they bring as their contribution. Usually, the costs of events at Te Herenga Waka marae that involve Victoria University staff and/or students are covered by the University but it would be appropriate to give koha on some occasions, such as tangihanga (funerals).

HONGI

The next stage is for the two groups to come together for the hongī. This involves the manuhiri lining up and, one-by-one, pressing their noses together with the tangata whenua to symbolise the unity of the group. Today, this usually includes a handshake and often a kiss on the cheek too.

It is usually appropriate for everyone in the visiting group to be involved in the hongī. However, there are a number of situations when this might not be appropriate:

- If a visiting group is really large and it would take too long to hongī everyone, the people nearest the speakers may be called forward to hongī on behalf of their group.
- If any of the visitors are sick, it is best for them to stay seated rather than pass on any illness.
- If it is against the cultural or religious beliefs of any of the visitors to be in such close proximity with another person, it is best for the specific members of the visiting group to remain in their seats during the hongī. No offence will be taken.

KAI

A shared kai (food) marks the final formal stage of the pōhiri. Māori believe that the participants in a pōhiri move into a heightened state of tapu (sacredness) and that this sacred state is removed by eating food. Food is not eaten inside the wharenuī. Instead, the people move into the wharekai (dining room) next to the wharenuī for the meal.

VARIATIONS AND ADDITIONAL ELEMENTS

There are other stages or variations that may occur as part of the pōhiri:

- For particularly auspicious pōhiri, a wero (challenge) may be performed. This involves one or more Māori males approaching the manuhiri at the beginning of the pōhiri with a taki (dart) or something similar. The idea is to test the visiting group to see if they come in peace, or not.
- Some iwi (tribes) conduct their pōhiri in a different order. For example, the Te Atiawa and Taranaki people will hongī with their visitors before the speeches begin. This links to the passive resistance movement that evolved in Parihaka, a Taranaki settlement, in the late 1800s, and acknowledges the philosophy of their charismatic leaders, Te Whiti o Rongomai and Tohu Kākahi.
- Some tribes have a tradition of women delivering whaikōrero as part of the pōhiri. However, when Te Herenga Waka marae's protocols were established, it was decided to emulate the more common practice of women performing the karanga and men performing the whaikōrero.

MIHI WHAKATAU

Sometimes, the manuhiri may be welcomed inside the whareniui. This is generally called a mihi whakatau.

The rules of a mihi whakatau are slightly different from an outdoor pōhiri. For example, it begins with a karakia (prayer) to set the tone. Also, speakers are not allowed to use ceremonial weapons inside the house as it is considered to be the realm of Rongomātāne (the Māori god of peace). In addition, the places for the manuhiri and tangata whenua to sit are reversed from their outside locations.

Mihi whakatau can also be conducted in places other than a marae. For example, government departments, schools and community groups may decide it is more appropriate to host a mihi whakatau to welcome visitors.

At Te Herenga Waka marae, a mihi whakatau is sometimes held instead of a pōhiri. This means that the manuhiri sit inside, on the right-hand side of the whareniui. The kawa of the marae is still followed though, and the formalities are still conducted in te reo Māori.

FURTHER READING

Higgins, R., & Moorfield, J., 2003. 'Ngā Tikanga o te Marae'. In Ka'ai, T., Reilly, M., Moorfield, J., & Moseley, S., *Ki te Whaiiao: Introduction to Māori society and culture*. Auckland: Pearson Longman, pp. 73–84.

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Salmond, A., 2009. *Hui: A story of Māori ceremonial gatherings*. 3rd edition. North Shore: Raupo.

Tauroa, H., & Tauroa, P., 1986. *Te Marae: A guide to customs and protocol*. Auckland: Reed Methuen.



KARAKIA AND WAIATA

FURTHER READING

For lyrics and sound files of popular Māori songs, go to www.folksong.org.nz/waiata.html

For more about Māori spiritual beliefs, go to www.nzetc.victoria.ac.nz/tm/scholarly/tei-corpus-ElsdonBest.html

KARAKIA

There are many situations at Victoria where it may be appropriate to conduct a short karakia (prayer). A karakia can be said at the beginning or end of a meeting or gathering.

The karakia listed on the following pages are short, quite simple and suitable for most occasions.

This karakia was composed by Professor Rawinia Higgins and Dr Mike Ross. It can be used to start or close a meeting or event. It has no religious connotations so is suitable for any gathering.

Mauri oho
Mauri tū
Mauri ora ki a tātou
Haumi e, hui e, tāiki e!

*Awaken the spirit
Engage the spirit
The spirit of life amongst us
Be united in purpose!*

This is a more traditional karakia that calls on the elements to focus the people and ensure a successful gathering. It can be said at the beginning of an event or meeting.

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
Kia hī ake ana te atakura
He tio, he huka, he hau hū
Tīhei mauri ora!

*Cease the winds from the west
Cease the winds from the south
Let the breeze blow over the land
Let the breeze blow over the ocean
Let the red-tipped dawn come with a sharpened air
A touch of frost, a promise of a glorious day
Let there be life!*

This is another traditional Māori karakia but it is said at the end of an event to draw the gathering to a close.

Unuhia, unuhia,
Unuhia ki te uru tapu nui
Kia wātea, kia māmā te ngākau,
te tinana, te wairua i te ara takatā
Koia rā e Rongo, whakairia ake ki runga
Kia tina! Tina! Hui e! Tāiki e!

*Draw on, draw on,
Draw on the supreme sacredness
To clear, to free the heart,
the body and the spirit of mankind
Rongo, high above us
Draw together! Affirm!*

It is common Māori practice to say karakia before eating meals. The following is a karakia for kai that draws on Christian tradition.

E te Atua
Whakapainga ēnei kai
Hei oranga mō ō mātou tinana
Whāngaia hoki ō mātou wairua
ki te taro o te ora
Ko Ihu Karaiti tō mātou Ariki
Ake, ake, ake
Amine

*Lord God
Bless this food
For the goodness of our bodies
Feeding our spiritual needs
also with the bread of life
Jesus Christ, our Lord
Forever and ever
Amen*

This karakia is another that can be used to bless food before eating. It is more traditional in style and has no Christian connotations.

Nau mai e ngā hua
o te wao
o te ngākina
o te wai tai
o te wai Māori
Nā Tāne
Nā Rongo
Nā Tangaroa
Nā Maru
Ko Ranginui e tū iho nei
Ko Papatūānuku e takoto nei
Tūturu whakamaua
Kia tina! Tina! Hui e! Tāiki e!

*Welcome the gifts of food
from the sacred forests
from the cultivated gardens
from the sea
from the fresh waters
The food of Tāne
of Rongo
of Tangaroa
of Maru
I acknowledge Ranginui who is above me
Papatuanuku who lies beneath me
Let this be my commitment to all!
Draw together! Affirm!*

WAIATA

There are many situations where it may be appropriate to perform a waiata (song). A waiata may be sung in support of a speaker or to create a sense of group unity.

These three waiata are short, simple and suitable for most occasions. Sound recordings of all three are available online.

Māku rā pea

Māku rā pea

I will perhaps

Māku rā pea

I will perhaps

Māku koe e awhi e

I will help you

Ki te ara, ara tupu

Upon the pathway, of progress

Māku koe e awhi e

I will indeed help you

E tū kahikatea—Nā Hirini Melbourne

E tū kahikatea

Stand like the kahikatea [tree]

Hei whakapae ururoa

To brave the storms

Awhi mai, awhi atu

Embrace and receive

Tātou, tātou e

We are one together

Mā wai ra—Nā Henare Te Owai

Mā wai ra

Who will stand

e taurima

to deliver

te marae i waho nei?

on the marae now?

Mā te tika

Let it be justice

Mā te pono

Let it be truth

me te aroha e

and let it be love

This waiata was composed by Te Rangihuta Ruka Broughton shortly before his passing in 1986, just a few months before Te Tumu Herenga Waka was opened. The waiata is about his ill health, which is said to have been the utu (sacrifice) for the building of the wharenuī. The waiata urges students and staff members who enter the wharenuī to uplift each other, to think critically and to engage in higher learning. This waiata is performed by the tangata whenua during most pōhiri at Te Herenga Waka marae. It is important to note that this waiata is sung only by the tangata whenua of the marae, and is not appropriate for anyone coming on to Te Herenga Waka as manuhiri.

A recording of this waiata is available from the Language Learning Centre at Victoria. Victoria staff, students or alumni who would like an electronic copy of the sound recording can email ako@vuw.ac.nz and it will be emailed.

Kāore taku raru—Nā Te Rangihuta Ruka Broughton

Kāore taku raru te āta mōhiotia
 i ngā rau rangi nei.
 Ko ngā ngaru kai waka
 i te au a Tāne.
 Pākia mai rā
 e ngā pōtiki a Rakamamao
 e hūhū rā he hiku taniwha pea ngē
 kei te aukume,
 kei te aurna,
 kei te aukaha
 te tau a Whiro.
 E tū e hine mā, e tama mā,
 whakaarahia ake ngā poupou
 o tō whare
 o Te Herenga Waka
 me tōna tāhuhu.
 Ko te pātaka kai iringa hoki
 o te kupu o te kōrero
 a te kāhui kāhika
 o ngā rā ki tua.
 Kīa toka ia nei
 te paepae tapu
 kei ngā waha kākā nui a Tāne,
 kei ngā manu tioriori
 pari karangaranga o Rongomaraeroa.
 Pūkana whakarunga
 Pūkana whakararo
 Ko Poutūterangi tonu
 kei ngā huihuinga a Matariki
 hei rāhiri mai i te ngahue tangata
 Ka huri au ki te whare
 mōwai rokiroki hai!

*My sickness is unresolved
 these many days past.
 It afflicts me like the canoe-eating waves
 raging against Tāne.
 Slapped
 by the winds of Rakamamao,
 that swishes like the tail of the taniwha
 and creates a whirlpool,
 an ever-deepening whirlpool,
 that gathers strength
 and causes Whiro to sing.
 Arise young men and women,
 raise the posts
 of your house
 Te Herenga Waka
 and its ridgepole.
 The storehouse from which suspends the world and history
 of the towering assemblage
 of past times.
 Make strong
 the sacred benches
 of the speakers of Tāne,
 of the singing birds
 that reverberate
 on the marae.
 Stare fiercely above,
 stare fiercely downwards.
 'Tis Poutūterangi
 of the gathering of Matariki
 that welcomes the multitudes.
 Thus I turn to the house
 of infinite calm!*



GENERAL TIKANGA TIPS

Generally speaking, tikanga are Māori customary practices or behaviour. The concept is derived from the Māori word tika, which means 'right' or 'correct', so, in Māori terms, to act in accordance with tikanga is to behave in a way that is culturally proper or appropriate. The relationship Māori have with the different atua (gods) is reflected in the customs and rituals that make up tikanga Māori (Ka'ai et. al., 2004, page 13).

The basic principles underpinning the tikanga noted below are common throughout New Zealand. However, different iwi, hapū (sub-tribes) and marae often have their own variations. These guidelines relate to practices endorsed by Te Kawa a Māui / School of Māori Studies and are modelled at the University's Te Herenga Waka marae. They can be reflected and upheld on any Victoria University premises and in other situations.

HEAD (MĀHUNGA)

Māori regard the head as the most tapu (sacred) part of a person (Mead, 2003) and you should avoid touching someone's head unless invited.

FOOD (KAI)

There are many Māori rituals and practices relating to food. In a teaching and learning context, it is common for Māori to share food as a means of welcoming people, removing tapu, celebrating and further building rapport. However, when dealing with food, ensure it is not passed over anyone's head and that it is kept well away from hats and pillows. Food is not to be brought into classes held in the whareniui.

TABLES (TĒPU)

Avoid sitting on tables, particularly any with food on them or tables that are likely to have food on them at some point.

BAGS (PĒKE)

Avoid placing bags on tables. Instead, place them on a chair or on the floor.

PILLOWS (PERA)

Linked with the idea that heads are tapu, anything that relates to heads, like pillows, should be treated carefully. Do not sit on pillows or cushions.

HATS (PŌTAE)

Similarly, hats need to be handled carefully. Do not place hats on tables and, if possible, avoid wearing a hat during karakia.

SPEAKING (KŌRERO)

In a Māori context, it is considered rude for a person to enter and cross a room, or speak, while someone is addressing an audience. To avoid offence, either wait quietly by the door until a break in the dialogue or, when that is not appropriate, enter as discreetly as possible. Try to avoid walking directly in front of the speaker and, if you cannot avoid this, crouch down as you pass as a sign of respect.

FURTHER READING

Barlow, C., 1991. *Tikanga Whakaaro: Key concepts in Māori culture*. Auckland: Oxford University Press.

Mead, H.M., 2003. *Tikanga Māori: Living by Māori values*. Wellington: Huia Publishers.



TIKANGA AND RESEARCH

Increasingly in New Zealand, research activities and funding applications are expected to include a Māori dimension. If you are engaging in research, in whatever field or topic, it may help you to be aware of the following tikanga.

ETHICS

Any research conducted by Victoria's staff and students that involves human participants or human tissue or affects people's privacy, rights and freedoms, is subject to the Human Ethics Policy. The Human Ethics application process requires applicants to consider the following question: How does your research conform to the University's Treaty of Waitangi Statute? This question requires a full and thoughtful response. The Human Ethics Committee is not usually swayed by statements that the Treaty of Waitangi is 'not applicable' or 'not relevant' to the research project. In fact, the provision of such a response is likely to slow down the approval process of an application.

The Human Ethics application form also asks if you are specifically recruiting from particular groups. If you select 'Māori' from the list of options, you will need to explain the consultation you have undertaken with Māori. This can be challenging for researchers who have not formed research relationships with Māori groups before submitting their application. Researchers are strongly encouraged to engage with Māori groups as early as possible to establish relationships (and achieve the required ethical approval).

For further help in developing relationships with Māori people and groups, or for conducting Māori-related research, contact the Office of the Deputy Vice-Chancellor (Māori).

For more information about the Human Ethics application process, go to www.victoria.ac.nz/human-ethics

VISION MĀTAURANGA

Vision Mātauranga is a government policy designed to encourage research that draws on Māori knowledge, resources and people.

Since 2010, the goals of Vision Mātauranga have been integrated across all of the Ministry of Business, Innovation and Employment (MBIE) investment-priority areas. This means that in order to, for example, apply to the Endeavour Fund, you will need to demonstrate how your research will give effect to Vision Mātauranga. The Vision Mātauranga framework is even applied beyond MBIE. For example, the Marsden Fund, which is administered by the Royal Society of New Zealand, also requires applicants to consider the Vision Mātauranga policy in the development of their proposals.

For more information about Māori research at Victoria, go to www.victoria.ac.nz/maori-research

FURTHER READING

Health Research Council of New Zealand, 2010. *Guidelines for Researchers on Health Research Involving Māori*. Available at www.hrc.govt.nz

Ministry of Research Science and Technology, 2007. *Vision Mātauranga*. Available at www.mbie.govt.nz/info-services/science-innovation/pdf-library/vm-booklet.pdf

Pihama, L., Cram, F., & Walker, S., 2002. Creating methodological space: A literature review of kaupapa Māori research. *Canadian Journal of Native Education*, 26(1), p. 30.

TIKANGA AND TEACHING

There are many ways to incorporate tikanga Māori into the classroom. The key to the effective use of Māori content is the way that the content is delivered. We know from ample research that the demeanour and enthusiasm of the lecturer affects the way students engage with a course. Similarly, it stands to reason that the way lecturers and tutors approach the delivery of Māori course content will impact on how positively the students receive it.

If you are new to teaching with, or about, Māori cultural practices, you could start by inviting a Māori guest lecturer into your course, or co-teaching with them. Another useful way to introduce Māori ideas is by engaging in comparative analysis, either in a lecture, tutorial or an assignment.

Another example is to model the concept of manaakitanga (hospitality). You could do this not just as a topic of study but as a means to acknowledge the contribution of others; for example, in the way that guest lecturers are greeted and thanked by the class or how you demonstrate your gratitude for student contributions.

Other tikanga Māori that you could model or advocate in your courses include such things as sharing kai, not sitting on tables, having mihimihi (introductions) at the beginning of the course and ending the course with a poroporoaki (an opportunity for students to farewell and thank each other).



MĀORI REPRESENTATION AND SUPPORT

There are a number of Māori entities at Victoria as well as support for people interested in developing their Māori cultural competence.

OFFICE OF THE DEPUTY VICE-CHANCELLOR (MĀORI)

The Office of the Deputy Vice-Chancellor (Māori) is responsible for leadership and oversight of all things Māori at Victoria. It is led by Professor Rawinia Higgins (Ngāi Tūhoe), who was appointed to the role of Te Tumu Ahurei / Deputy Vice-Chancellor (Māori) in July 2016. Professor Higgins is ably backed by an administrative team that provides her with policy, strategy, liaison and operational support.

A key priority of the Office is the realisation of its strategic outcomes framework, *Mai i te Iho ki te Pae* (go to www.victoria.ac.nz/outcomes-framework). This document aims to more effectively link Victoria's Māori-related activities with our Māori-related outcomes. Every staff member at Victoria is encouraged to engage with this document and contribute to the fulfilment of its goals.

TOIHUAREWA

Toihuarewa is a subcommittee of the Academic Board and a vehicle for Māori academic issues at Victoria. Toihuarewa is also a tangible form of the University's commitment to the Treaty of Waitangi. The Deputy Vice-Chancellor (Māori) is the convener of Toihuarewa.

Toihuarewa members provide Māori representation on a number of university committees, including the:

- Academic Board
- Academic Committee
- Equity and Diversity Committee
- Faculty of Graduate Research
- Human Ethics Committee
- Learning and Teaching Committee / Te Maruako
- Research Evaluation Committee
- Student Experience Committee
- University Research Committee.

In addition, Toihuarewa members are regular participants in university reviews, academic audits, faculty committees, school committees and programme committees.

Toihuarewa meets monthly. To be part of a Toihuarewa meeting, for example, to discuss a Māori-related project or issue, contact the Office of the Deputy Vice-Chancellor (Māori).

To talk to a Toihuarewa representative about learning and teaching or research matters, contact the Assistant Vice-Chancellor (Mātauranga Māori) via ako@vuw.ac.nz or the Office of the Deputy Vice-Chancellor (Māori) at tumu.ahurei@vuw.ac.nz

TE HAUHIKU

Te Hauhiku is the representative body for Māori professional staff at Victoria. The group has evolved somewhat organically; however, its purpose is to support Māori professional staff and engage with issues that relate to Māori professional staff activities.

Te Hauhiku meets monthly. To be part of a Te Hauhiku meeting, for example, to discuss a Māori professional staff-related project or issue, contact the Office of the Deputy Vice-Chancellor (Māori).

TE HĀPAI PROGRAMME

Te Hāpai is a staff development programme designed to increase the understanding, and use of, Māori culture, language and the Treaty of Waitangi within the University.

The courses are coordinated by Victoria's Human Resources team, with the support of the Office of the Deputy Vice-Chancellor (Māori). Courses include an introduction to te reo Māori, an introduction to tikanga Māori and an introduction to the Treaty of Waitangi. All three courses are designed specifically for the Victoria context and include discussion and experiential learning.

To find out more about the programme and to enrol, go to www.victoria.ac.nz/te-hapai

FEEDBACK ON COURSE OR QUALIFICATION PROPOSALS

At Victoria, most proposals for new or amended courses or qualifications require a statement about how they will demonstrate the University's commitment to the principles of the Treaty of Waitangi. It is an opportunity to reflect on how well the course or qualification can create meaningful outcomes for Māori students. Proposers should refer to the *Māori Strategic Outcomes Framework / Mai i te Iho ki te Pae* (www.victoria.ac.nz/outcomes-framework) and indicate how the proposal will align with the Framework. For example, how will Māori concepts and examples be taught? Are Māori staff likely to be involved in an advisory, teaching or research capacity, and if so, who will they be? What opportunities are there for Māori research associated with the proposal?

For advice on incorporating Māori research, tikanga, perspectives and examples into courses and programmes and to find out about the *Māori Strategic Outcomes Framework / Mai i te Iho ki te Pae*, contact the Office of the Deputy Vice-Chancellor (Māori) or email ako@vuw.ac.nz or tumu.ahurei@vuw.ac.nz

FREQUENTLY ASKED QUESTIONS

This booklet is a basic introduction to tikanga Māori at Victoria, so will not address every question readers may have. Below are a few common and/or important questions that are often asked and have not been addressed earlier in this booklet.

Q When can I come to a marae?

A The first time you visit a marae you should be welcomed at a pōhiri. When this is over, you are considered part of the marae community and you can generally return to the marae at your leisure.

At Victoria University of Wellington, we host a mass pōhiri at the start of each year to welcome new students and staff. This means that, even if you did not attend the pōhiri in person, you were symbolically welcomed and so you are able to attend classes and other events at the marae without the need for another pōhiri.

Q Why are the women seated behind the men at the pōhiri?

A When a man conducts his whaikōrero on the marae ātea (the outside area in front of the marae) he is entering into the spiritual realm of Tūmatauenga. As women are revered in Māori society for their ability to give life, Māori are conscious not to expose women to threats that might be made on the marae and may affect subsequent generations (Ka'ai et al., 2004).

Q I am not cisgendered, so where should I sit during the pōhiri?

A The overall point of the pōhiri at Te Herenga Waka marae is to welcome people so that they can become part of the community and have a positive and successful learning experience. The practice at Te Herenga Waka marae is for people to participate in the pōhiri in a way that is appropriate for their personal identity, without overtly transgressing the kawa of the marae. So, for example, a person who was born a biological male but who identifies as female can sit with the women during the pōhiri. Similarly, a person who was born a biological female but who identifies as male can sit with the men.

Q Why do we take off our shoes before entering the wharenuī?

A The wharenuī is considered to symbolically represent a Māori ancestor. It is a mark of respect for people to remove their shoes before entering the metaphorical body of the tipuna (ancestor). Others believe that dust and dirt from the marae ātea being the realm of Tūmatauenga, should not be brought inside the wharenuī. Whatever the case, you should assume that you will need to remove your shoes when visiting a marae.

Q Can I eat food in the wharenuī?

A Generally speaking, food cannot be consumed inside the wharenuī at Te Herenga Waka marae. The only exceptions are water, which can be drunk to avoid dehydration, and medicine, which can be taken as required.

Q What is said in the whaikōrero?

A The structure of a whaikōrero is determined by the speaker but generally follows a set format:

- Whakaaraara
Tauparapara/tau
Mihi ki te marae and whare tipuna
Mihi mate
Mihi ora
Take
- Mōteatea, waiata and /or haka
- Forms of karakia
- Acknowledging the marae
Acknowledging ancestors
Acknowledging the living
Acknowledging the purpose of the meeting/pōhiri
Singing a traditional chant or waiata

REFERENCES

Ka'ai, T.M., Moorfield, J. C, Reilly, M.P.J., & Mosley, S. (Eds.), 2004. *Ki te Whaiao: An introduction to Māori culture and society*. Auckland: Pearson Education New Zealand Limited.

Mead, H.M., 2003. *Tikanga Māori, Living by Māori values*. Wellington: Huia Publishers.

Victoria University of Wellington, 2015. *Victoria University of Wellington Strategic Plan*. Available at www.victoria.ac.nz/strategic-plan



Capital thinking. Globally minded.

Te Tiriti o Waitangi Statute

1. Purpose

The purpose of this Statute is to outline the principles adopted by Te Rūnanga—the University Council to enact the University’s obligations that derive from section 281(1)(b) of the Education and Training Act 2020.

As a University, we embrace Te Tiriti o Waitangi as one of our distinctive qualities.¹

The principles articulated in this Statute enable Te Herenga Waka—Victoria University of Wellington (the University) to realise opportunities under Te Tiriti o Waitangi to further advance the University and contribute to the betterment of New Zealand society.

2. Application of Statute

This Statute applies to staff members, students, and Council members of the University.

Statute Content

3. Principles

3.1 The following principles have been drawn from Te Tiriti o Waitangi, New Zealand case law, Waitangi Tribunal reports, Crown policy documents, the University’s governance documents, and mātauranga Māori.

- (a) The principle of Kāwanatanga stems from Article One of Te Tiriti o Waitangi, which used Kāwanatanga to mean governance. In the context of the University, this means that the Council has an obligation to provide good governance for the University as a whole and to act reasonably and in good faith, including with its Māori staff, students and stakeholders.
- (b) The principle of Rangatiratanga recognises Māori autonomy and self-determination, as guaranteed in Article Two of Te Tiriti o Waitangi. In the context of the University, it means encouraging senior Māori leadership roles and entities, spaces, and events where tikanga Māori prevails, and engagement with and rights over te reo and mātauranga Māori.
- (c) The principle of Options (Kōwhiringa) acknowledges Māori rights to pursue their own personal direction, whether that be in accordance with tikanga Māori or not. In the context of the University, this means that Māori staff and students have a choice about whether or not to access Māori specific processes, services, or support within the University environment.
- (d) The principle of Partnership (Mahi tahi) requires Māori and the Crown to work together for mutually beneficial outcomes. In the context of the University, this Principle underpins the integrity of the relationships formed between the University and its Māori stakeholders, including mana whenua.

¹ Te Tiriti o Waitangi was signed in Wellington on 29 April 1840 by chiefs from Te Āti Awa, Taranaki whānui and some representatives from Ngāti Toa Rangatira. On 14 May 1840 on Kāpiti Island, Tāmihana Te Rauparaha, Te Rangitopeora and Mātene Te Whiwhi signed Te Tiriti o Waitangi - this is considered the primary signing for Ngāti Toa Rangatira.

- (e) The principle of Kaitiakitanga (Protection) ensures Māori rights and interests are actively protected through honourable conduct, fair processes, robust consultation, and good decision-making. In the context of the University, this means actively protecting Māori student, staff and stakeholder rights and interests in relation to University activities.
- (f) The principle of Participation (Whai wāhi) ensures that Māori are fully involved in all parts of New Zealand society. In the context of the University, it requires the University to ensure Māori representation in key decision-making bodies and the involvement of Māori across all parts of the University.
- (g) The principle of Equality (Rite tahi) focuses on providing an environment that supports equitable Māori outcomes. In the context of the University, it means actively working towards achieving equitable outcomes for Māori students and staff.
- (h) The principle of Redress (Whakaoranga) provides for the effective resolution of Māori grievances. In the context of the University, this means actively addressing any inequities for Māori across the institution.

4. Review

- 4.1. This Statute will be regularly reviewed under the oversight of the Council's Te Aka Matua Committee in accordance with the University's Policy Framework.

Related Documents and Information

5. Related Documents

[Education and Training Act 2020](#)
[Treaty of Waitangi Act 1975](#)

6. Document Management and Control

Essential Record

Approver	Te Rūnanga–Council
Approval Date	4 May 2026
Effective Date	4 May 2026
Next Review Date	4 May 2029
Policy Sponsor	Tumu Ahurei–Deputy Vice-Chancellor Māori and Kaitiakitanga
Policy Owner	Assistant Vice-Chancellor (Mātauranga Māori)

Modification History

Date	Approval Agency	Details
4 May 2026	Te Rūnanga–Council	Full review
11 February 2019	Te Rūnanga–Council	New Statute

Standing Orders of Council

Introduction

These Standing Orders set out rules for meetings of Council and its committees. They incorporate and extend the rules set out in Schedule 11 sections 15 and 16 of the Education and Training Act 2020. They also incorporate key requirements of Part 7 of the Local Government Official Information and Meetings Act 1987 which apply to Council and its committees.

Interpretation

The Chancellor (or other member presiding) is responsible for ruling on any question about the interpretation or application of these Standing Orders and for deciding cases not otherwise covered.

Definitions

In these Standing Orders:

Chancellor means the Chairperson of Council

Council means the Council of the University

EA means the Education and Training Act 2020

LGOIMA means the Local Government Official Information and Meetings Act 1987

member presiding means the Chancellor, Pro-Chancellor or whoever is presiding at a meeting

Pro-Chancellor means the Deputy Chairperson of Council

Secretary means the Secretary to Council

University means Victoria University of Wellington

Vice-Chancellor means the Chief Executive of the University

Meetings

1. Ordinary meetings of Council will be held at such places and times as the Chancellor determines are necessary for the efficient performance of the functions of Council (EA Schedule 11 sections 15(1) and (2)).
2. The Chancellor may at any time of his/her own motion call a special meeting of Council.
3. If requested by written notice by at least three members of Council, the Chancellor must convene a special meeting (EA Schedule 11 section 16(3)).
4. If there is no Chancellor, or for any reason the Chancellor is not available, the Pro-Chancellor has the powers and duties of the Chancellor under orders 1, 2 and 3 (EA Schedule 11 section 16(4)).

Quorum

5. No business may be transacted at a Council meeting unless a majority of Council members are present (EA Schedule 11 section 16(7)). Business can be progressed by email between meetings but must be ratified at the next Council meeting.

Notice of meeting

6. Notice of every Council meeting must be sent to each member at a contact address they have provided (which may be an email address). The notice must be sent at least five or, in the case of email or other electronic format, three calendar days before the date of the meeting and must specify the business to be transacted.

7. If the Chancellor or a majority of Council believes that an urgent meeting is required, he or she or they may call a meeting on such period of notice as he or she determines (which may, in cases of emergency, be less than 24 hours). Notice of an urgent meeting may be given or sent by any form of communication (including telephone or email) to contact details held for the relevant Council member. In the absence or unavailability of the Chancellor, the Pro-Chancellor may exercise the Chancellor's powers under this clause.
8. Failure to send or receive a notice of meeting does not invalidate proceedings at that meeting.

Chancellor and Pro-Chancellor

9. The Council must elect one of its members to be the Chancellor, and another of its members to be the Pro-Chancellor (EA Schedule 11 section 15(1)). The election must be for a stated period, not exceeding the elected member's unexpired term of office as a member of Council (EA Schedule 11 section 15(3)).
10. A member of Council who is the Vice-Chancellor, a member of staff or a student enrolled at the University is not eligible for election as the Chancellor or Pro-Chancellor (EA Schedule 11 section 15(4)).
11. The Chancellor and Pro-Chancellor hold office for the period for which they are elected, but are eligible for re-election (EA Schedule 11 section 15(5)). If the term of office of the Chancellor or Pro-Chancellor expires before a successor is elected, he or she continues in office until a successor is elected (EA Schedule 11 section 15(6)).
12. The election process will be supervised by the Secretary, who will provide formal notice of the date of the election, receive nominations and, if there are two or more nominations for one office, conduct a secret ballot.
13. The Chancellor will preside at every Council meeting at which he or she is present (EA Schedule 11 section 16(8)).
14. If the Chancellor is not present at a Council meeting but the Pro-Chancellor is present, the Pro-Chancellor will preside (EA Schedule 11 section 16(9)).
15. If neither the Chancellor nor the Pro-Chancellor is present at a meeting, the members present will appoint one of their number to preside (EA Schedule 11 section 16(10)).
16. At any time during the meeting the member presiding may request any member present to take the chair temporarily as acting member presiding.

Attendance

17. A meeting of Council may be held either:
 - a) by a number of members who constitute a quorum being assembled together at the place, date, and time appointed for the meeting; or
 - b) where approved by the Chancellor (or Pro-Chancellor in the Chancellor's absence) by means of audio, or audio and visual, communication by which all members participating and constituting a quorum can simultaneously hear each other throughout the meeting.

Conflicts of interest

18. A member of Council who has an interest in a matter being considered or about to be considered, must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of Council (EA Schedule 11 section 8(1)).
19. A disclosure under order 18 must be recorded in the minutes of the meeting and the member must not, unless Council decides otherwise:
 - (a) be present during any deliberation with respect to that matter; or
 - (b) take part in any decision with respect to that matter (EA Schedule 11 section 8(2)).

20. For the purposes of orders 18 and 19, a person has an interest in a matter if, and only if, the matter relates to the conditions of service of the person as Vice-Chancellor or a member of the staff of the University or the person has any other direct or indirect pecuniary interest in the matter (EA Schedule 11 section 8(3)).
21. The University's Conflict of Interest Statute (and any associated procedures) will apply to the identification, disclosure and management of a conflict of interest of a Council member to the extent consistent with these Standing Orders.

Voting

22. Every question before Council at a meeting will be decided by a majority of the votes cast on it by the members present (EA Schedule 11 section 16(11)).
23. At any meeting of Council the member presiding has a deliberative vote on every question and, on any question where the deliberative votes for and against are equal, also has a casting vote (EA Schedule 11 section 16(12)).
24. Voting will be by voices and the member presiding will declare the result of the voting. Unless a show of hands or secret ballot is called for, his/her declaration of the result will be final.
25. At any time before the member presiding declares the result of a vote, any member may request voting to be by show of hands or secret ballot.
 - (a) If a show of hands is requested, the member presiding will call for a show of hands and will declare the result.
 - (b) If a secret ballot is requested, the Secretary will conduct a secret ballot and will declare the result.
26. When a question is decided by a show of hands, any member may request each member's vote be recorded in the minutes. Unless any three members object, the Secretary will ensure they are recorded.
27. A member who has voted against a resolution, or has abstained from voting, may request that this fact be recorded in the minutes and, if requested, the Secretary must ensure it is recorded.

Business

28. The Chancellor, in conjunction with the Vice-Chancellor and Secretary, will decide the agenda for each Council meeting.
29. Matters put forward to Council should be appropriate for Council to consider in accordance with its statutory role.
30. Members of the University community or other persons who wish to put forward items for inclusion on the agenda of a Council meeting must notify the Secretary in writing at least two weeks prior to the meeting of Council. The decision on whether or not to include such items on the agenda will be made in accordance with order 28, having regard to order 29.
31. An item of business that is not on the agenda for a meeting of Council may be discussed at the meeting if it is a minor matter relating to the general business of Council. The member presiding must explain at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed. No resolution, decision or recommendation may be made in respect of such an item except to refer it to a subsequent meeting for further discussion (LGOIMA section 46A(7A)).
32. An item of business that is not on the agenda for a meeting of Council may be dealt with at the meeting if Council so resolves. The member presiding must explain at the meeting, at a time when it is open to the public, the reason why the item is not on the agenda and why discussion of the item cannot be delayed until a subsequent meeting (LGOIMA section 46A(7)).
33. At any special meeting of Council no business may be transacted other than the business specified in the notice of the meeting and reasonably incidental matters.

Procedures

34. The member presiding will have general control over the procedure to be followed at a meeting, and power to make binding rulings on the procedure to be followed.
35. Without limiting order 34, the member presiding may in his/her discretion at any stage of the meeting:
 - (a) impose speaking time limits on each member speaking on a matter; or
 - (b) rule that no member may speak more than once on a matter.

Admission of media and public

36. Media representatives and other members of the public may be admitted to Council meetings in accordance with the provisions of the Local Government Official Information and Meetings Act 1987 and may also be excluded from Council meetings in accordance with the provisions of that Act (LGOIMA sections 48 and 50).
37. A person who is not a Council member may be invited to speak at a Council meeting at the discretion of the member presiding.

Committees and delegation of powers

38. The Council may establish boards or other bodies within the University to give advice to Council (EA section 283(2)(j)).
39. The Council may appoint committees consisting of such persons, whether or not members of Council, as Council determines to exercise delegated powers under EA section 285 and 286 and such powers as are conferred on them by statutes made by Council. The Council may alter, discharge and reconstitute committees so appointed (EA section 238(4)).
40. The quorum of a board, advisory body or committee to which Council has delegated power will be a majority of the members unless the Terms of Reference for that board, advisory body or committee state otherwise.
41. The chairs of Council committees will be appointed annually by Council, on the recommendation of the Chancellor. This does not apply to the Academic Board or where otherwise provided in University statutes or law.
42. Boards, advisory bodies and committees of Council must operate under terms of reference approved by Council and in accordance with these Standing Orders, which will apply to them with all necessary changes. In the event of conflict between any terms of reference and these Standing Orders, the terms of reference will prevail, unless the Standing Orders reflect legal requirements.

Minutes

43. Accurate minutes must be kept of the proceedings of meetings of Council, and of any board, advisory body or committee. Minutes will be reasonably promptly circulated following the meeting to all members of the Council or relevant Committee. The next appropriate meeting will formally approve the minutes when they have been accepted as a true and correct record of proceedings.

Alteration of Standing Orders

44. Except where these Standing Orders embody statutory provisions, they may be amended by ordinary resolution passed at any meeting of Council. Notice of intention to propose an alteration of Standing Orders and of the terms of the proposed alteration must be included in the relevant notice of the meeting.

Suspension of Standing Orders

45. Standing Orders may be suspended, with the unanimous consent of the meeting, in regard to any item of business. The suspension will not apply to Standing Orders which reflect legal requirements.

Review of Standing Orders

46. Standing Orders will be reviewed on an annual basis.

Code of Conduct

Council of Victoria University of Wellington

Purpose of the Code

This Code sets out expected standards of conduct for Council members. It should be read in conjunction with applicable legislative requirements.

Code of Conduct for Council Members

When acting as a Council member in any circumstance, Council members must:

1. behave in a way that reflects and upholds the values of Victoria University as contained in the Strategic Plan;
2. comply with the individual duties in Schedule 11 section 10 of the Education and Training Act 2020 (set out below);
3. accept and support all Council decisions once made. Council operates under the principle of collective responsibility;
4. accept and, together with other Council members, ensure that Council can undertake its statutory responsibilities, duties and functions;
5. uphold the principles of being a good employer;
6. avoid, to the extent possible, any conflicts of interest. Where an interest in a matter being considered or about to be considered by Council arises, promptly disclose that interest in accordance with the Standing Orders;
7. not direct the actions of or raise concerns with individual members of University staff unless authorised to do so by the Chancellor or Vice-Chancellor.
8. not act as spokesperson for, or make any public comment on behalf of, Council or the University unless specifically authorised to do so by the Chancellor (in consultation with the Vice-Chancellor, where appropriate); and
9. be familiar with the operations of the University and the environment in which it operates.

Breach of Duties or the Code

A breach of any of the individual duties in Schedule 11 section 10 of the Education and Training Act 2020, or this Code of Conduct, may result in removal from office under sections 12 and 13 of the Act.

Schedule 11

10 Individual duties of council members

(1) A council member, when acting as a council member in any circumstances,—

(a) must—

- (i) act with honesty and integrity; and
- (ii) act in the interests of the institution as a whole; and
- (iii) act in a manner that promotes the performance of the functions characteristic of an institution of the kind to which the member belongs, and the duties of the council; and
- (iv) act in good faith, and not pursue the member's own interests at the expense of the council's interests; and

(b) must exercise the care, diligence, and skill that a reasonable person would exercise in the same circumstances, taking into account—

- (i) the nature of the institution; and
- (ii) the nature of the action; and
- (iii) the position of the person as a council member, and the nature of the responsibilities undertaken by the council member; and

(c) may not disclose any information to which subclause (3) applies to any person, or make use of, or act on, that information, except—

- (i) in the performance of the council's functions; or
- (ii) as required or permitted by law; or
- (iii) if the member has earlier been authorised to do so by the council; or
- (iv) if disclosing, making use of, or acting on it does not, or is unlikely to, prejudice the council or the institution; or
- (v) in complying with requirements for members to disclose interests.

(2) The fact that a council member was appointed by the council in accordance with a statute providing for the appointment of a member (or 2 or more members) to represent the interests of a stated institution or of people or institutions of a stated description does not limit or affect the council member's duty under subclause (1)(a)(ii) to act in the interests of the institution as a whole.

(3) This subclause applies to information that—

- (a) a council member has in their capacity as a council member; and
- (b) would not otherwise be available to the member.

(4) This clause does not apply to a member of [Te Pūkenga—New Zealand Institute of Skills and Technology's] council.

Audit and Risk Committee

Terms of Reference

1 Introduction

The Audit and Risk Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987, and Standing Orders of Council. The Committee's scope encompasses the University and its subsidiaries and controlled entities.

2 Purpose

The purpose of the Committee is to assist Council to discharge its governance responsibilities in relation to financial planning, capital management and financial performance, and oversight of strategic and operational risk management, internal and external audit, statutory financial reporting, and legislative compliance.

3 Membership

3.1 Unless Council decides otherwise the membership of the Committee will be as follows:

- (a) The Chancellor and the Pro-Chancellor;
- (b) Up to five other members of Council on the recommendation of the Chancellor;
- (c) All Council members can attend Committee meetings.

3.2 Council will, each year on the recommendation of the Chancellor, appoint a Committee Chair from among the members of the Committee. The Chancellor, Vice-Chancellor and any staff or student members of the Committee will not be eligible for appointment as Committee Chair.

4 Meetings

4.1 The Committee will meet at least four times a year as determined by the Chair or as otherwise requested by Council.

4.2 A quorum at meetings of the Committee will be three Members, one of whom must be the Chancellor, Pro Chancellor or Committee Chair.

4.3 Meetings will be chaired by the Chair, or in their absence by another member of the Committee as decided by the members of the Committee present at the meeting.

4.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.

4.5 The Committee Chair will appoint a Secretary to the Committee in conjunction with the Secretary to Council to ensure minutes of all meetings are kept.

4.6 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

5 Information and reporting

- 5.1 The Committee will maintain direct lines of communication with the Vice-Chancellor, the Director, Governance, Risk & Assurance (who oversees the work of the internal auditors), the General Counsel and the external auditors.
- 5.2 The Director, Governance, Risk & Assurance, the internal and external auditors are encouraged to meet with the Chair of the Committee independent of university management.
- 5.3 Auditors' only time is reserved at the end of each meeting of the Audit and Risk Committee to provide the opportunity for the Auditors to share any pertinent information as required and for the Audit and Risk Committee to ask any relevant questions of the Auditors in this private session. Auditors in attendance will be the External Audit Partner, the Director, Governance, Risk and Assurance as the functional leader of the internal audit service provider and the internal audit service provider, as required.
- 5.4 The Committee may receive advice from external parties who have relevant expertise and experience.
- 5.5 In addition to provision of scheduled information and reports, the Vice-Chancellor, COO, and CFO are responsible for drawing to the Committee's attention any material matter that appears likely to create a significant risk for the University in relation to finance, audit and risk matters.
- 5.6 After each meeting of the Committee the Chair will report the Committee's findings, conclusions and recommendations to Council.
- 5.7 The confirmed minutes of all Committee meetings will be circulated to members of Council, the Vice-Chancellor, CFO, COO, General Counsel, the Director, Governance, Risk & Assurance, the external auditors and to any other people as Council and the Vice-Chancellor direct after notifying the Committee Chair.

6 Responsibilities

The responsibilities of the Committee are as follows:

Audit, Risk, and Assurance

- (a) liaise with the internal and external auditors and act as an independent reporting channel for any matters of concern
- (b) review the annual external audit plan with the external auditors
- (c) review the annual report, including financial statements, and related audit findings
- (d) clear the public release of the Annual Report
- (e) review accounting policies as necessary
- (f) oversee compliance of statutory responsibilities relating to financial and other requirements
- (g) review the appointment of external auditors and their fees, including any non-audit services and fees, and make appropriate recommendation to Council recognising the OAG determines the auditor and influences the level of fees
- (h) review frequency and significance of transactions between the University and related parties
- (i) review the internal auditors and their activities
- (j) approve the annual internal audit plan

- (k) ensure recommendations highlighted in internal audit reports are actioned by management or otherwise justified and explained where there is a conscious management decision not to implement a recommendation.
- (l) monitor strategic risk assessments and ensure a process exists for management overseeing operational risks and related internal controls
- (m) recommend the Council approve the risk appetite statement agreed between the Committee and management
- (n) monitoring the adequacy of the University's insurance programme and making appropriate recommendations to Council
- (o) oversee the annual legislative compliance programme and recommend as appropriate to Council
- (p) supervise special investigations as requested by the Council
- (q) any other duties and responsibilities which have been assigned to the committee from time to time by the Council

Financial planning

- (r) Long term financial and capital plans to support the Strategic Plan.
- (s) The business plan, budget and statutory Investment Plan.
- (t) Business cases for major investments.

Capital management

- (u) Treasury policy
- (v) Funding strategy
- (w) New funding facilities and/or transactions outside the Vice-Chancellor's delegated authority

Financial performance

- (x) Periodic review of business performance¹ versus approved business plan
- (y) Review of quarterly Treasury report

7 Authority

- 7.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference. The Committee will make recommendations to the Council on all matters requiring a decision. The Committee does not have the authority or power to make a decision in the Council's name or on its behalf.
- 7.2 The Committee, through the Chair, is authorised by Council to investigate any activity within its terms of reference. All staff members will be directed to cooperate with any reasonable request.
- 7.3 The Committee, through the Chair, is authorised by Council to obtain outside legal or other independent professional advice and to arrange for the attendance of outside parties with relevant experience and expertise at meetings. The Director, Governance, Risk and Assurance and General Counsel will be consulted before obtaining outside professional and legal advice. These services will be funded from the Council cost centre. If the resulting expenditure will exceed

¹ Includes performance versus budget

Audit, and Risk Committee – Terms of Reference
approved by Council 23 March 2026

the approved budget, then the Committee will need to consult with Council and obtain its approval, generally at the next Council meeting.

- 7.4 Nothing in these terms of reference limits the responsibility and authority of the Vice-Chancellor to commission internal audits and reviews to be undertaken at any time. The Committee will be consulted or informed of any such audits as appropriate.

8 Review

The Committee will undertake a periodic self-review of its responsibilities and objectives, and of its charter and report to Council on that review.

9 Delegation by Council

In accordance with sections 285(1) and 286(1) of the Education and Training Act 2020, Council delegates to the Audit and Risk Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed:



Professor Nic Smith, Vice Chancellor

Date: 24 March 2026

Signed:



Alan Judge, Chancellor

Date: 24 March 2026

Terms of Reference review

23 March 2027 by Council



Te Aka Matua Kōmiti – Māori Advisory Committee

Terms of reference

1 Introduction

The Te Aka Matua Kōmiti – Māori Advisory Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987 and Standing Orders of Council. The Committee's scope encompasses the University and its subsidiaries and controlled entities.

2 Purpose and responsibilities

- 2.1 The purpose of Te Aka Matua is to assist Council discharge its governance responsibilities in relation to Māori and Te Tiriti o Waitangi.
- 2.2 In fulfilling this purpose, Te Aka Matua will provide **advice** to Council on:
- a. Understanding and applying Te Tiriti o Waitangi to support Council decisions, business and processes;
 - b. The strategic direction of the University and its implications, opportunities and connections with Māori, including mana whenua;
 - c. Building and maintaining positive external relationships with iwi, and other Māori organisations and entities; and
 - d. Any other matters consistent with the above responsibilities as requested from time to time by Council.

3 Authority

- 3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.

4 Membership

- 4.1 Unless Council decides otherwise the core membership of the Committee will be as follows:
- a. The Chancellor;
 - b. Up to three other members of Council, two of whom should be on an annual rotation to build all Council members' understanding of Te Tiriti o Waitangi, mātauranga Māori, te reo Māori and tikanga Māori;
 - c. Up to three external Māori members – one member each from mana whenua iwi, Taranaki Whānui and Ngāti Toa, appointed by Council on the nomination of the relevant mana whenua iwi and one co-opted member appointed by Council based on an agreed identified skill-set. No member shall be Council members and may be appointed for up to a four-year term;

- d. One Māori student appointed by Council on the nomination of Ngāi Taurira¹.
- 4.2 Council will, each year on the recommendation of the Chancellor, appoint a Committee Chair from among the members of the Committee. No external member, staff or student members of the Committee shall be eligible for appointment as Committee Chair.

5 Meetings

- 5.1 The Committee is expected to meet four times a year as determined by the Chair or as otherwise requested by Council.
- 5.2 A quorum at meetings of the Committee will be a majority of the members of the Committee one of whom must be the Chancellor or Committee Chair.
- 5.3 Meetings will be chaired by the Chair, or in their absence by another Council member of the Committee as decided by the members of the Committee present at the meeting.
- 5.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information, explanations and who bring diverse perspectives and insights to inform its views and advice.
- 5.5 The Committee Chair will appoint a secretary to the Committee in conjunction with the Secretary to Council.
- 5.6 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

6 Information and reporting

- 6.1 The Chair-approved draft or if available, the confirmed minutes of a Committee meeting will be circulated to members of Council at the next Council meeting. The confirmed minutes shall be made available to the Vice-Chancellor and any other people as Council and the Vice-Chancellor direct.

7 Review

- 7.1 The Committee will undertake an annual review of its responsibilities and activities and report to Council on that review.

8 Key dates

These terms of reference were approved on:	7 June 2016
These terms of reference take effect from:	7 June 2016
These terms of reference were amended by Council on:	26 February 2018
These terms of reference were amended by Council on:	26 March 2018
These terms of reference were amended by Council on:	29 October 2018
These terms of reference were amended by Council on:	10 October 2022
These terms of reference were amended by Council on	16 June 2025

9. Delegation by Council

- 9.1 In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the Te Aka Matua Kōmiti – Māori Advisory Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

¹ Council may wish to give consideration to attendance being shared by the Co-Presidents of Ngāi Taurira.

Signed: Alan Judge
Council member

Full name: Alan Judge, Chancellor

Date: 24/6/25

Signed: Nic Smith
Council member

Full name: Nic Smith, Vice-Chancellor

Date: 26/6/25

Victoria Honours Committee

Terms of reference

1 Introduction

The Victoria Honours Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987 and Standing Orders of Council. The Committee's scope encompasses the University and its subsidiaries and controlled entities.

2 Purpose and responsibilities

2.1 The purpose of the Committee is to:

- a) Recommend to Council, from time to time, criteria to be considered when proposing Honorary Degrees, Hunter Fellowships and Distinguished Alumni Awards;
- b) Recommend to the Academic Board and to Council the names of persons considered to be worthy of the conferment of an honorary degree, a Hunter Fellowship or a Distinguished Alumni Award, and the reasons for such recommendations in the context of the Honorary Degrees and Hunter Fellowships Statute and the Committee's current guidelines for such honours;
- c) Recommend to Council naming in accordance with the Victoria Naming Statute;
- d) Oversee the Chancellor's Lecture and the Chancellor's Dinner; and
- e) Recommend to Council, from time to time, the establishment of, and criteria for, any other honorary awards which the Council may wish to bestow.

3 Authority

3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.

4 Membership

4.1 Unless Council decides otherwise the membership of the Committee will be as follows:

- a) The Chancellor;
- b) The Pro-Chancellor;
- c) The Vice-Chancellor;
- d) Two members of Council who are not members of the Academic Board;
- e) Two senior members of the academic staff appointed by Council on the nomination of the Chancellor for an initial term of four years, renewable once for a further four year term;
- f) Three members of the academic staff of different faculties appointed by Council on the nomination of the Academic Board for an initial term of four years, renewable once for a further four year term;
- g) One member, being a graduate, nominated by the Post Graduate Students' Association and appointed by Council for a term of two years.

4.2 Council will, each year on the recommendation of the Chancellor, appoint a Committee Chair from among the members of the Committee.

5 Meetings

- 5.1 The Committee will meet as determined by the Chair or as otherwise requested by Council.
- 5.2 A quorum at meetings of the Committee will be a majority of the members of the Committee.
- 5.3 Meetings will be chaired by the Chair, or in his or her absence by another member of the Committee as decided by the members of the Committee present at the meeting.
- 5.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.
- 5.5 The Secretary to Council will also be the Secretary of the Committee.
- 5.6 All proceedings under the Honorary Degrees and Hunter Fellowships Statute are confidential and taken in committee. A resolution of Council conferring an honorary degree or a Hunter fellowship is also taken in committee and remains confidential until the award is accepted.
- 5.7 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

6 Information and reporting

- 6.1 After each meeting of the Committee the Chair will report the Committee's findings, conclusions and recommendations to Council.
- 6.2 The confirmed minutes of all Committee meetings will be circulated to members of Council, the Vice-Chancellor and to any other people as Council and the Vice-Chancellor direct.

7 Review

- 7.1 The Committee will undertake an annual review of its responsibilities and activities and report to Council on that review.

8 Key dates

These terms of reference were approved on: 25 July 2016 by Council

These terms of reference were amended by Council on: 26 February 2018

9 Delegation by Council

In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the Victoria Honours Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed: _____
Council member

Full name: _____

Date: ____/____/____

Signed: _____
Council member

Full name: _____

Date: ____/____/____

Council People and Culture Committee

Terms of reference

1 Introduction

The People and Culture Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987, the Health and Safety at Work Act 2015 and Standing Orders of Council.

2 Purpose and responsibilities

The Committee shall assist Council to meet its responsibilities to:

- establish key performance objectives for the Vice-Chancellor, evaluate the Vice-Chancellor's performance and undertake the Vice-Chancellor's annual remuneration review;
- review and support personal development priorities and programs for the Vice-Chancellor;
- develop a culture at the University which supports the delivery of its strategic priorities as they relate to people and culture;
- ensure the wellbeing, health and safety of staff and students;
- ensure the Vice-Chancellor, as the employer of staff, is discharging their responsibilities effectively and is building organisational performance and culture;
- provide advice and guidance in relation to key staff-related strategies, policies and priorities;
- review the approach to and feedback from formal staff engagement exercises;
- provide an environment in which staff and students can achieve to their full potential;
- ensure that equity, diversity and inclusion practices and priorities are being achieved;
- ensure there are effective succession plans in place for key personnel; and
- such other matters as may be referred to it by Council from time to time.

3 Authority

- 3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.
- 3.2 The Committee, through the Chair, is authorised by Council to investigate any activity within its terms of reference.

4 Membership

- 4.1 The membership of the Committee will be as follows:
 - a) The Chancellor (Chair)
 - b) The Pro-Chancellor

c) Up to two lay members of Council

- 4.2 The Committee Chair will be the Chancellor or such other member of the Committee appointed as Chair by the Council.

5 Meetings

- 5.1 The Committee will meet as determined by the Chair or as otherwise requested by Council.
- 5.2 A quorum at meetings of the Committee will be two Members, one of whom must be the Chancellor or Pro-Chancellor.
- 5.3 Meetings will be chaired by the Chair or in their absence by another member of the Committee.
- 5.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.
- 5.5 The Committee Chair will appoint a Secretary of the Committee in conjunction with the Secretary to Council.
- 5.6 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

6 Information and reporting

- 6.1 The Committee will maintain direct lines of communication with the Council.

7 Review

- 7.1 The Committee will undertake an annual review of its responsibilities and activities and report to Council on that review.

8 Key Dates

- 8.1 These terms of reference were approved on: 14 February 2022 by Council
These terms of reference take effect from: 14 February 2022

Council People and Culture Committee

Terms of reference

9 Delegation by Council

In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the People and Culture Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed: _____
Council member

Full name: _____

Date: ____/____/____

Signed: _____
Council member

Full name: _____

Date: ____/____/____

Nominations Panel

Terms of reference

1 Introduction

The Nominations Panel is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987, the Health and Safety at Work Act 2015 and Standing Orders of Council.

2 Purpose and responsibilities

- 2.1 The purpose of the Committee is to make recommendations to Council on its membership in accordance with the Council Membership Statute.
- 2.2 In particular, the Nominations Panel is responsible for:
- a) identifying and recommending to Council suitable candidates to fill Council vacancies as and when they arise;
 - b) ensuring that there is an appropriate mix of knowledge, skills, experience and diversity on Council so as to ensure the Council is capable of undertaking its responsibilities, duties and function; and
 - c) considering any other matters referred to the Panel by Council.

3 Authority

- 3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.

4 Membership

- 4.1 The membership of the Committee will be as follows:
- a) The Chancellor (or the Pro-Chancellor where the person holding office as Chancellor is being considered for recommendation)
 - b) a senior member (Professor or Associate Professor) of the University's academic staff appointed by Council on the nomination of the Academic Board for a term of up to four years
 - c) a member of the University's professional staff appointed by Council for a term of up to four years
 - d) the President of the Victoria University of Wellington Students' Association (or nominee);
 - e) a person appointed by Council on the nomination of Te Aka Matua for a term of up to four years
 - f) the Vice-Chancellor;
 - g) up to 2 external members appointed by the Council for a term of up to four years
- 4.2 The Panel will be chaired by the Chancellor (or Pro-Chancellor if the person holding office as Chancellor is being considered for recommendation)

- 4.3 At least two members of the Panel must be graduates of the University.
- 4.4 None of the members of the Nominations Panel, other than the Chancellor (or Pro-Chancellor) and Vice Chancellor, may be members of Council.

5 Meetings

- 5.1 The Panel will meet when convened by the Chair or as requested by the Council.
- 5.2 A quorum at meetings of the Committee will be three Members, one of whom must be the Chancellor (or Pro-Chancellor).
- 5.3 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.
- 5.4 The Chair will appoint a Secretary of the Panel in conjunction with the Secretary to Council.
- 5.5 The Standing Orders of Council will apply to any meetings of the Panel except to the extent inconsistent with these Terms of Reference.

6 Information and reporting

- 6.1 The Committee will maintain direct lines of communication with the Council.

7 Review

- 7.1 The Panel will undertake a periodic review of its responsibilities and activities and report to Council on that review.

8 Key dates

These terms of reference were approved on: 29 July 2019 by Council
These terms of reference take effect from: 29 July 2019

These terms of reference were amended and approved by Council on: 23 March 2020
These terms of reference take effect from: 23 March 2020

9 Delegation by Council

In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the Nominations Panel all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed: _____
Council member

Full name: _____

Date: ____/____/____

Signed: _____
Council member

Full name: _____

Date: ____/____/____