

NorthTec Polytechnic

Agenda

Wednesday 14th October 2026 – commencing at 9am

Cream Room, Raumanga Campus and online [if required]

Attendees	Council members: Graham Kerr (Chair), Tim Robinson, Nicola Faithful (Deputy Chair)
	Other: Other attendees: Derek Slatter - Operations Lead, Lisette Buckle – Director Akonga Success, Dom Hayward – Director People, Partnerships and Wellbeing, Lisa Aubrey – Director Support Services.

Minutes taken by Tracy Hodge (TEC)

Apologies None

Item	Subject	Presenter
1:	Welcome and Introductions	Chair
2:	DISCUSSION: Council member interest disclosure	Chair
3:	DECISION: Pass resolutions as <u>attached</u> , including: - Order in Council - Constitution - Chair and Deputy Chair appointments - Acknowledging Letter of Expectations - Acknowledging Transfer of assets - Register of council members - Council interests have been disclosed - Appointment of Statutorily required roles (privacy officer) - Adoption of the following policies and procedures: ○ Conflict of Interest Policy ○ Conflict of Interest Procedure ○ Delegations Policy ○ Standing Delegations Register ○ Privacy Policy ○ Privacy Procedure ○ Data Breach Response Plan ○ Protected Disclosures Policy ○ Protected Disclosures Procedure ○ Sensitive Expenditure Policy ○ Wellbeing and Safety Policy ○ Child Protection Policy	Chair



	- Bank account signatories	www.northtec.ac.nz
4:	Confirmation of approval to set up day one requirements including: - Bank account - IRD number - NZBN - ACC number - Accredited employer application	Chair
5:	DECISION: Delegation of authority: - HR delegation to make offers of employment and enter into employment agreements on behalf of, and in the name of, the Polytechnic (for the period between October 2026 and 31 December 2026)	Chair
6.	DECISION: Bridging Chief Executive - Confirm selection process and identification of preferred candidate - Delegations to Chief Executive from 1 January 2027	Chair
7.	Any other business and forward schedule of meetings	All

ITEMS: 3-5

TITLE: Resolutions of Council

From: Lisa Aubrey – Director of Support Services

Authorised by Derek Slatter – Operations Lead on 7 October 2026

Whakarāpopototanga / Executive summary

Northland Polytechnic (NorthTec) was established as a standalone polytechnic on 1 October 2026 by Order in Council under section 315 of the Education and Training Act 2020 and will assume operational responsibility from NZIST on 1 January 2027. This report seeks Council's approval of the initial resolutions required to give legal and practical effect to the establishment of the Polytechnic and to enable it to operate.

Ngā mahi tūtohutia / Recommendation

That Council:

- a) That the Report 'Resolutions of Council', by Lisa Aubrey, Director Support Services, dated 5 October be received.
- b) That council adopt and endorse the resolutions set out in their report.

Tuhinga / Background

- A.** The Polytechnic was established on 1 October 2026 by Order in Council pursuant to section 315 of the Education and Training Act 2020 (the **Act**) (as amended by the Education and Training (Vocational Education and Training System) Amendment Act 2025).
- B.** The Polytechnic is governed by its council (the **Council**), the initial members of which have been appointed by the Minister in accordance with section 317 of the Act and who, in their capacity as the initial Council members, are the signatories to these resolutions.
- C.** The Council wishes to acknowledge, confirm and resolve certain initial matters in connection with the establishment of the Polytechnic.

It is resolved (as resolutions in writing) that:

Initial confirmations

- 1. the Council acknowledges and confirms:
 - a. Northland Polytechnic was established on 1 October 2026 by Order in Council dated 25 May 2026 pursuant to section 315 of the Act;
 - b. the constitution of the Polytechnic is as set out in the Constitution of the Northland Polytechnic Council Notice 2026 dated 5 August 2026 (**Constitution**);
 - c. the signatories to these resolutions are the initial members of the Council each of whom has been appointed by the Minister in accordance with section 317 of the Act, and who,

in their capacity as Council members, are authorised to sign and give effect to these resolutions; and

- d. Graeme Kerr is appointed as chairperson of the Council and Nicola Faithfull is appointed as deputy chairperson of the council, each to hold office in accordance with the Act and the Constitution, in each case pursuant to section 319 of the Act;
2. the Council acknowledges the Letter of Expectations received from the Minister dated 24 June 2026 and confirms its commitment to comply and act in accordance with the expectations set out therein;
3. the Council acknowledges that, on 1 January 2027, the Polytechnic will take transfer of assets and liabilities from New Zealand Institute of Skills and Technology (**NZIST**) in accordance with the provisions of a “transition plan”, pursuant to Subpart 1 of Part 7 of the Act and approved by TEC on 23 September 2026;

Registers and interests

4. the Register of Council members, in the form accompanying these resolutions, be approved and adopted;
5. the Interests Register, in the form accompanying these resolutions, be approved and adopted;
6. the Council notes that each member has disclosed any “interests” the member may have in accordance with the Act and the Polytechnic’s proposed Conflicts of Interest Policy (to be adopted by resolution [10] below), and resolves that the Interests Register be updated to record those interests and the agreed actions to manage those interests (if any), and any other interests disclosed by Council members or other relevant persons from time to time;

Appointment of statutorily required roles

7. Director of Support Services be appointed to the role of Privacy Officer of the Polytechnic with effect from 14 October 2026 with roles and responsibilities set out in the Privacy Policy, Privacy Procedure and Data Breach Procedure set out in the policies to be adopted in by resolution [9] below.

Statutes, policies and delegations

8. the functions set out in the Notice of Delegation accompanying these resolutions, are to be delegated, and the Chair and another Council member are authorised to execute the delegation in order to give effect to this resolution, which will be in place in relation to the Polytechnic until such delegations are amended or withdrawn by the Council;
9. the Council notes that section 273 of the Education and Training Act 2020 permits, but does not require, Northland Polytechnic to have a common seal, and agrees that no common seal will be adopted at establishment. The need for a common seal may be reconsidered if required for future transactions.
10. the following policies, procedures and/or rules, each in the form accompanying these resolutions, be approved and adopted with effect from the date of these resolutions (refer Schedule of Policies attachment) :

- a. the Conflict of Interest Policy, which sets out the scope and meaning of a 'conflict of interest' and how potential conflict of interest situations will be recorded and managed; and
- b. the Conflict of Interest Procedure, which sets out how actual, potential and perceived conflicts of interest are declared, recorded and managed;
- c. the Delegations Policy, which sets out the framework, principles and limits within which the Council delegates authority to its committees and the Chief Executive, and the Chief Executive sub-delegates to kaimahi;
- d. the Standing Delegations Register, which sets out the specific financial, operational, academic and employment authorities delegated by the Council and the Chief Executive, and the limits that apply to each;
- e. the Privacy Policy, which sets out how the Polytechnic collects, uses, stores, discloses and protects personal information in accordance with the Privacy Act 2020;
- f. the Privacy Procedure, which sets out the processes for handling personal information, responding to privacy requests and complaints, and the role of the Privacy Officer;
- g. the Data Breach Response Plan, which sets out the steps for containing, assessing, notifying and learning from a data or privacy breach, including notification to the Privacy Commissioner where required;
- h. the Protected Disclosures Policy, which sets out the Polytechnic's process for receiving and dealing with protected disclosures, and which adopts the procedures and protections required by the Protected Disclosures (Protection of Whistleblowers) Act 2022;
- i. the Protected Disclosures Procedure, which sets out how protected disclosures are made, received, assessed and investigated;
- j. the Sensitive Expenditure Policy, which sets out the principles, approval requirements and limits for expenditure that could be seen as providing a private benefit, including travel, gifts, koha, hospitality and entertainment;
- k. the Wellbeing and Safety Policy, which sets out the Polytechnic's commitment and responsibilities for the wellbeing and safety of workers, learners and others, as a person conducting a business or undertaking under the Health and Safety at Work Act 2015; and
- l. the Child Protection Policy, which sets out how the Polytechnic protects the safety and wellbeing of children and young people who engage with its services, including safety checking and the reporting of concerns.

Further appointments

- 11. the Council notes that the position of Chief Executive is vacant and, pursuant to section 613 of the Education and Training Act 2020, directs Derek Slatter, Operations Lead, during that vacancy to exercise and perform all of the functions, powers and duties of the Chief Executive, including the exercise of any powers delegated by the Council to the Chief Executive, subject

to the Act, the Constitution, the Council's delegations and any limits or directions imposed by the Council, with effect from 1 October 2026 until an Bridging Chief Executive or Chief Executive appointed by the Council takes office, or until this direction is earlier varied or revoked by the Council;

12. the Council, under section 285 of the Act, delegates to Derek Slatter, Operations Lead, the power to make offers of employment to transferring staff and enter into employment agreements with those staff, on behalf of and in the name of the Polytechnic, on the terms set out in the Notice of Delegation – Letters of Offer accompanying these resolutions, with effect from 1 October 2026 until 31 December 2026 unless earlier amended or revoked by the Council; and authorises the Chair and Deputy Chair to sign the Notice of Delegation to give effect to this resolution;
13. the Council, under section 285 of the Act, delegates to the Chief Executive the functions and powers set out in the Notice of Delegation accompanying these resolutions, with effect from the date the Chief Executive or Bridging Chief Executive, appointed by the Council takes office, and authorises the Chair and Deputy Chair to sign the Notice of Delegation and issue it to the Chief Executive on that date;
14. the Council notes that secretariat support for Council meetings will be provided by a person designated by the Chair, pending permanent governance support arrangements;

Bank accounts and tax

15. one or more bank accounts in the name of the Polytechnic be opened with Westpac (**Bank Accounts**);
16. any two of the following persons are granted authority in respect of the Bank Accounts and are authorised to sign all necessary documents in relation to the operation of the Bank Accounts:
 - a. Lisa Aubrey – Director of Support Services; and
 - b. Eric Butler -Manager – Corporate Accounts; and
 - c. Lissette Buckle – Director Akonga Success.
 - d. Rebecca King – Senior Revenue and Reporting Accountant
17. the Polytechnic be registered with the Inland Revenue Department for goods and services tax;
18. the Polytechnic be registered with the Accident Compensation Commission (ACC) for ACC purposes;
19. the Polytechnic be registered with the Ministry of Business Innovation and Employment (MBIE) for a New Zealand Business Number (NZBN);
20. the Polytechnic be registered with Immigration New Zealand as an accredited employer, for employee visa purposes;

Insurance and indemnification

21. the Council acknowledges that NZIST has arranged an extension to NZIST's directors and officers insurance policy to provide insurance cover to 31 December 2026 for any Council member in respect of any liability or costs incurred by such persons in their capacity as members to the extent permitted by the Act and the Crown Entities Act 2004;

Other matters and giving effect to these resolutions

22. these resolutions may be signed:
- a. by the application of an individual signatory's electronic signature, where the individual has expressly authorised such use of his or her electronic signature; and/or
 - b. two or more counterparts (including by email exchange of PDFs), each of which when so signed will be deemed to be an original and such counterparts together will constitute one and the same instrument;
23. the Chairperson and the Operations Lead are each authorised to do all things necessary or desirable to give effect to these resolutions, including finalising and signing any documents and submitting documents and/or information to third parties and government agencies; and
24. to the extent any of the foregoing has been entered into or performed (either in whole or in part) prior to the date of these resolutions, the entry into and performance of those matters is approved and ratified.

Dated

2026

Signed by all of the members of the Council of Northland Polytechnic

Graeme Kerr

Chair

Nicola Faithfull

Deputy Chair

Tim Robinson

Member

Ngā āpitihanga / Attachments

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Education and Training (Northland Polytechnic) Order 2026

Cindy Kiro, Governor-General

Order in Council

At Wellington this 25th day of May 2026

Present:

Her Excellency the Governor-General in Council

This order is made under section 315 of the Education and Training Act 2020—

- (a) on the advice and with the consent of the Executive Council; and
- (b) on the recommendation of the Minister for Tertiary Education made after complying with section 315(2) of that Act.

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Order

1 Title

This order is the Education and Training (Northland Polytechnic) Order 2026.

2 Commencement

This order comes into force on 1 October 2026.

3 Northland Polytechnic established

Northland Polytechnic is established as a polytechnic.

Rachel Hayward,
Clerk of the Executive Council.

Explanatory note

This note is not part of the order but is intended to indicate its general effect.

This order, which comes into force on 1 October 2026, establishes Northland Polytechnic as a polytechnic under section 315 of the Education and Training Act 2020.

Issued under the authority of the Legislation Act 2019.
Date of notification in *Gazette*: 28 May 2026.
This order is administered by the Ministry of Education.

Constitution of Northland Polytechnic Council Notice 2026

Pursuant to clause 1 of Schedule 11 of the Education and Training Act 2020 ("Act"), the Minister for Tertiary Education, gives the following notice:

Notice

1. This notice may be cited as the Constitution of Northland Polytechnic Council Notice 2026.
2. This notice comes into force on 1 October 2026.
3. In this notice, "Minister" means the Minister of the Crown who, under any warrant or with the authority of the Prime Minister, is for the time being responsible for the administration of Part 4 of the Act.
4. From 1 October 2026, the Council of Northland Polytechnic ("Council") comprises six members.
5. The Council is constituted as follows:
 - a. Three members appointed by the Minister; and
 - b. Three members appointed by the Council.
6. For the purpose of clause 3(1) of Schedule 11 of the Act, the number of occasions on which a person may be appointed as a member of the Council is the number that, for that person, ensures that the total period for which they are a member of the Council does not exceed 12 years.

Dated at Wellington this 5th day of August 2026.

Hon PENNY SIMMONDS, Minister for Tertiary Education.

2026-au4446

11-08-2026 10:30

Northland Polytechnic (NorthTec) Register of Council Members

Maintained under resolution 4 of the Resolutions of Council – Meeting One. Approved and adopted by Council on 14 October 2026].

Part A – Current Council members

Name	Council role	Appointed by / statutory basis	Date of appointment	Term expires	Contact details (address for service)	Interests disclosed (Interests Register date)	Signature
Graeme Kerr	Chair	Minister – s317 Education and Training Act 2020. Appointed Chair under s319.	01/10/2026	31/09/2031	graeme.kerr@hansenprod ucts.com	27/09/2026	
Nicola Faithfull	Deputy Chairperson	Minister – s317 Education and Training Act 2020. Appointed Deputy Chair under s319.	01/10/2026	31/09/2031	nicolafnz@outlook.co.nz	25/09/2026	
Tim Robinson	Member	Minister – s317 Education and Training Act 2020.	01/10/2026	31/09/2031	tim@berninanorthland.co. nz	25/09/2026	

Part B – Former Council members

Name	Council role(s) held	Date of appointment	Date ceased	Reason for ceasing	Authority / reference (e.g. resignation letter, Ministerial notice)

Part C – Record of changes to the register

Date	Change recorded	Authority (Council resolution / Ministerial notice)	Recorded by
14/10/2026	Register established with initial Council members appointed by the Minister	Resolution 4 – Resolutions of Council (Meeting One)	

Certified correct

Council Secretary: _____

Signature: _____

Date: _____

Notes: Update this register whenever a member is appointed, reappointed, changes role or ceases to hold office. Interests are recorded separately in the Interests Register. Contact details are held for Council business only and should be removed from any version published or released.

Northland Polytechnic (NorthTec) Interest Register

Date	Board Member Name	Company/Organisation	Nature of Interest and actions taken to manage conflict	Signature
	Graeme Kerr	Hansen Products (NZ) Limited & associated companies.	Director & Shareholder. No conflict	
	Tim Robinson	Stitches In Time Ltd	Co-owner and director. No conflict	
	Tim Robinson	NorthChamber	Board member (currently stepped aside whilst I fulfil the role of Interim CE). NorthChamber will likely work with NorthTec to connect and facilitate business relationships. Should there be any conflicts between organisations I will declare to the board chair & recuse myself if necessary.	
	Nicola Faithfull	University of Auckland	I am an employee of the UoA in the role of Strategic Programmes Capability Consultant. This is a non-executive role in which it is highly unlikely that decisions I contribute to will conflict with NorthTec, or vice versa. If that situation were to arise I would bring it to the attention of the Chair of the NorthTec Council and my UoA Manager, with the intention of recusing myself from any discussions or decisions as appropriate, or any other action deemed necessary to protect the interests of either organisation.	
	Nicola Faithfull	Whangārei District Holdings Limited.	I am a Director of WDHL. Should a conflict of interest arise between the two organisations I	

			would bring it to the attention of the Chairs of both NorthTec Council and the WDHL Board, with the intention of recusing myself from any discussions or decisions as appropriate, or any other action deemed necessary to protect the interests of either organisation.	

Northland Polytechnic Council 2026

DELEGATION

To: Derek Slatter, Operations Lead, Northland Polytechnic

From: Graeme Kerr, Council Chair, Northland Polytechnic

1. The Council of Northland Polytechnic (**Polytechnic**) has resolved to delegate to you, under section 285 of the Education and Training Act 2020 (the **Act**), the power and function as follows:
 - (a) to make offers of employment to transferring staff and enter into employment agreements with those staff, on behalf of, and in the name of, the Polytechnic.
2. Please sign and return this notice of delegation to graeme.kerr@hansenproducts.com to acknowledge that you have read and understood the parameters of your delegated authority.
3. This delegation is effective from 14 October 2026 and will remain in force until 31 December 2026.
4. If you have any questions about your delegation, please contact me or the other Council members.

Signed at Whangarei this 14 day of October 2026.

Graeme Kerr

Chair

Nicola Faithfull

Deputy Chair

I acknowledge receipt of the above delegation.

Derek Slatter

Operations Lead

Northland Polytechnic Council 2026

DELEGATION

To: The appointed Chief Executive, Northland Polytechnic

From: Graeme Kerr, Council Chair, Northland Polytechnic

1. The Council of Northland Polytechnic (**Polytechnic**) has resolved to delegate to you, under section 285 of the Education and Training Act 2020 (the **Act**), the powers and functions as follows:
 - (a) to approve operational decisions necessary for the establishment and functioning of the Polytechnic;
 - (b) to authorise expenditure by the Polytechnic;
 - (c) to enter into contracts on behalf of, and in the name of, the Polytechnic;
 - (d) to enter into and terminate employment agreements on behalf of, and in the name of, the Polytechnic;
 - (e) to oversee recruitment processes for Polytechnic staff, including recommending appointments;
 - (f) to approve temporary staffing arrangements;
 - (g) to endorse initial policy frameworks and strategic plans for Polytechnic operations;
 - (h) to initiate development of foundational documents (e.g. business plans, risk registers);
 - (i) to undertake all other functions and powers of the Polytechnic under the Act (except the power to appoint a Chief Executive); and
 - (j) to sub-delegate any of the functions described in paragraphs (a) to (i) to a member of the staff of the Polytechnic.
2. Please sign and return this notice of delegation to graeme.kerr@hansenproducts.com to acknowledge that you have read and understood the parameters of your delegated authority.
3. This delegation is effective from the date the appointed Chief Executive takes office and will remain in force until amended or replaced by the Chair and another member of the Council.
4. If you have any questions about your delegation, please contact me or the other Council members.

Signed at Whangarei this 14 day of October 2026.



Graeme Kerr

Chair

Nicola Faithfull

Deputy Chair

I acknowledge receipt of the above delegation.

[Name of Chief Executive]

Chief Executive

14 October 2026

The Manager
 Westpac New Zealand Limited
 Westpac on Takutai
 16 Takutai Square
 Auckland 1010

Delegation Authority – Individuals and Positions

The individuals listed below hold the positions authorised to carry out the functions designated in the Delegation Authority for Banking Services executed on 14 October 2026 for Northland Polytechnic (NorthTec). We agree to notify Westpac in writing if the information in this Delegation Authority is no longer correct.

Position title	Full name	Signature	Date of birth
Director Support Services	Lisa Maree Aubrey		05/12/1978
Manager Corporate Accounts	Eric Randal Butler		4/05/1977
Director Akonga Success	Lisette Angeline Buckle		16/10/1971
Senior Revenue and Reporting Accountant	Rebecca Ruth King		15/06/1983

Signed for and on behalf of Northland Polytechnic by:

 (Signature)

Chair

 (Signature)

Council member

 (Name in full – print)

 (Name in full – print)

Date: _____

14 October 2026

The Manager
Westpac New Zealand Limited
Westpac on Takutai
16 Takutai Square
Auckland 1010

Delegation Authority for Banking Services

The Council of Northland Polytechnic (NorthTec) (the “**Polytechnic**”) hereby irrevocably authorises Westpac New Zealand Limited to rely on notices or instructions provided by any two of the persons acting jointly holding the positions listed below (each an “**Authorised Officer**”):

- *Chief Executive Officer*
- *Director Support Services*
- *Director Akonga Success*
- *Manager – Corporate Accounts*

to carry out any of the following functions on behalf of the Polytechnic:

- (a) instruct Westpac New Zealand Limited (**Westpac**) to, in the name of the Polytechnic:
 - (i) open, manage and close bank accounts;
 - (ii) open, manage and close direct entry facilities;
 - (iii) open, manage and close merchant facilities;
 - (iv) open, manage and close commercial card facilities, including the appointment of cardholders;
 - (v) open, manage and close electronic banking facilities, including the appointment of administrators and/or users of such electronic banking facilities; and
 - (vi) nominate, appoint, delete and authorise other persons from time to time (including themselves), whether jointly or severally, to be signatories of the Polytechnic’s Westpac bank accounts and to provide instructions to Westpac in both electronic and written form as provided for in any such authorities, forms and indemnities provided to Westpac;
- (b) enter into documentation with Westpac with respect to the provision by Westpac of any transactional banking services or products required by the Polytechnic, and give all authorities and indemnities required by Westpac for such services and products; and
- (c) instruct Westpac to vary existing authorities with respect to the matters mentioned in paragraph (a) above, including authorities given by or on behalf of the Polytechnic

before the date of this delegation and those given in accordance with this delegation or otherwise.

The Polytechnic indemnifies Westpac against any direct and indirect losses, damages, liabilities, costs, expenses and charges (each a “**Loss**”) Westpac may sustain or incur arising directly or indirectly as a result of:

- Westpac having relied in good faith upon this authorisation and/or any notice or instruction given to Westpac by an Authorised Officer; and/or
- the performance by Westpac of any acts authorised by this document, or the performance by Westpac of any duty or obligation under this document (except to the extent that the Loss was caused by any fraud, negligence or wilful default on the part of Westpac, its employees, agents and/or subcontractors).

The Polytechnic is not restricted by its Constitution or by law from delegating the powers referred to in this letter.

This delegation is effective from its date of receipt by Westpac and remains effective until Westpac receives written notice from the Polytechnic of its revocation.

Signed as a deed for and on behalf of Northland Polytechnic by:

(Signature)

Chair

(Signature)

Council member

(Name in full – print)

(Name in full – print)

Date: _____

Council Meeting
14 October 2026**ITEM: 6**

TITLE: **Bridging Chief Executive Appointment Process**

From: Dominique Hayward, Director – People, Partnerships and Culture

Purpose: For decision

Status: Public

Whakarāpopototanga / Executive summary

NorthTec will commence operation as an independent tertiary institution from 1 January 2027. To support continuity of executive leadership through establishment and the commencement of independent operations, the Establishment Advisory Group supported progressing a fixed-term Bridging Chief Executive appointment process.

An Expression of Interest process has been completed, and applications are being assessed through a documented, merit-based selection process. This paper asks Council to endorse the process to date and confirm the remaining steps for recommending a preferred candidate. The appointment decision, employment terms and performance expectations remain with Council.

The bridging arrangement is intended to maintain leadership continuity through a period in which significant establishment, strategic and organisational decisions will need to be progressed. It will reduce unnecessary disruption or reconsideration of work already underway, while allowing Council to determine the appropriate timing and approach for recruitment of a substantive Chief Executive.

Ngā mahi tūtohutia / Recommendation

That Council:

- a) receive the report Bridging Chief Executive Appointment Process;
- b) note that the appointment framework, Expression of Interest approach, position description and selection criteria were considered and supported in principle through the Establishment Advisory Group process;
- c) endorse the recruitment and assessment process undertaken to date and the continuation of that process to identify a preferred candidate;
- d) confirm that the appointment of the Bridging Chief Executive remains a decision of Council following its consideration of the preferred candidate and supporting assessment;
- e) note that, following appointment, Council will establish and agree with the Bridging Chief Executive a focused set of priorities, key performance indicators and deliverables for the bridging period; and
- f) note that no recruitment process for the substantive Chief Executive has commenced and that Council will determine the appropriate timing and approach for that process.

Tuhinga / Background

To support continuity of executive leadership through NorthTec's establishment and commencement as an independent institution, the Establishment Advisory Group considered the establishment of a fixed-term Bridging Chief Executive position.

The bridging arrangement recognises the importance of maintaining leadership continuity through a period in which significant establishment, strategic and organisational decisions will need to be progressed. This will help avoid unnecessary disruption or reconsideration of work already underway and provide continuity of executive accountability through the establishment period.

The arrangement also allows the incoming Council to determine the appropriate timing and approach for the recruitment of a substantive Chief Executive once Council is established and has had the opportunity to consider NorthTec's strategic direction and longer-term leadership requirements.

The proposed appointment framework was considered by the Establishment Advisory Group and supported in principle, including the Expression of Interest process, position description and selection criteria.

Following that consideration, clarification was sought regarding the authority to progress the process before the establishment of Council. Advice received confirmed that preparatory work could proceed and that the Establishment Advisory Group was responsible for managing the appointment process ahead of Council establishment.

The Bridging Chief Executive appointment is a distinct, fixed-term establishment arrangement. No recruitment process for the substantive Chief Executive has commenced. The timing and approach for that appointment will be determined by Council.

Kōrerorero / Discussion

An Expression of Interest was advertised internally and externally from 11 September 2026, including through SEEK, and remained open for two weeks.

The advertised role sought candidates able to demonstrate:

- significant senior executive leadership experience;
- experience leading organisational transition, establishment, transformation or significant change;
- strong financial stewardship and organisational sustainability capability;
- experience working effectively with governance bodies;
- stakeholder engagement and relationship management capability;
- an understanding of public accountability; and
- an understanding of, and commitment to, Te Tiriti o Waitangi and the aspirations of Te Tai Tokerau.

Applications were managed through NorthTec's People and Culture recruitment process. Following the closure of the Expression of Interest process, applications and relevant candidate information were provided to the selection panel for consideration.

Assessment and selection process

Consistent with the framework considered by the Establishment Advisory Group, candidates are being assessed through a documented, merit-based process against the requirements of the Bridging Chief Executive role.

The assessment process provides for:

- consideration of applications and curriculum vitae;
- assessment against the requirements of the position;
- structured interview; and
- referee and other relevant pre-employment checks, as appropriate.

The purpose of the assessment is to identify the candidate best able to provide executive leadership, continuity and stewardship through NorthTec's establishment and initial period of independent operation.

The role requires a candidate able to support organisational readiness, operational and financial stability, effective governance, organisational leadership and continuity of key relationships during the transition to independent operation.

Following completion of the assessment process, the selection panel will identify a preferred candidate and make a recommendation to Council.

Role of Council

The recruitment and assessment process undertaken before and following the establishment of Council does not constitute an appointment.

The appointment framework considered through the Establishment Advisory Group expressly preserved the appointment decision for the legally constituted Council.

Council therefore retains responsibility for:

- considering the preferred candidate and supporting assessment;
- determining whether to appoint the preferred candidate;
- approving the employment arrangements, commencement date and term of appointment; and
- establishing the priorities and performance expectations for the appointee.

The preparatory work undertaken to date provides Council with the benefit of an open, documented and merit-based recruitment and assessment process while preserving Council's responsibility for the appointment decision.

Performance expectations

The position description establishes the scope, purpose and accountabilities of the Bridging Chief Executive role. In addition, Council will need to establish a focused set of priorities, key performance indicators and deliverables for the bridging period.

These should reflect the critical establishment, organisational, financial and strategic priorities to be progressed during the appointment. They should also provide a clear basis for Council to monitor the Bridging Chief Executive's performance and hold the appointee accountable for delivery.

The priorities, key performance indicators and deliverables should be confirmed between Council and the appointee following appointment. This will ensure that they reflect Council's expectations and its assessment of the matters requiring priority attention during NorthTec's establishment and initial period of independent operation.

Substantive Chief Executive appointment

The Bridging Chief Executive appointment is separate from the future appointment of a substantive Chief Executive and does not determine the outcome of any future recruitment process.

No substantive Chief Executive recruitment process has commenced. Council will determine the appropriate timing, role requirements and approach to that process, having regard to NorthTec's strategic direction, organisational requirements and progress through establishment.

Ngā pānga ahumoni / Financial implications

The appointment of a Bridging Chief Executive will have remuneration and associated employment costs.

The proposed employment arrangements and financial implications will be provided to Council separately as part of the confidential preferred candidate and appointment information. Council will be asked to approve those arrangements before any appointment is confirmed.

The recruitment process has been administered internally through NorthTec's People and Culture function, without engagement of a full external executive search service.

Ngā tūraru / Risk assessment

The key risks associated with the appointment process are:

- **Governance:** a perception that the decision was made before Council was established. Mitigated by keeping the preparatory process separate from Council's appointment decision.
- **Process and probity:** a challenge to the fairness of the process. Mitigated by open advertising, predetermined criteria, documented assessment, structured interviews, conflict management and a retained recruitment record.
- **Leadership continuity:** delay affecting establishment decisions. Mitigated by progressing the assessment promptly and bringing a preferred candidate to Council.
- **Performance:** the position description may not give clear measures for a short appointment. Mitigated by Council agreeing priorities, KPIs and deliverables with the appointee.
- **Substantive appointment:** the bridging role being seen to influence the permanent appointment. Mitigated by keeping the two processes clearly separate.

Ngā ture me te tautukunga / Legal and compliance

The appointment process has been designed to provide an open, documented and merit-based process consistent with the responsibilities applying to the appointment of a Chief Executive.

The Expression of Interest was advertised internally and externally, and candidates are being assessed against predetermined criteria aligned with the requirements of the role.

The appointment decision has been expressly reserved for the legally constituted Council. Individual candidate information, comparative assessments, referee information and proposed employment terms will be provided separately and managed as confidential information.

Any final employment agreement will need to reflect the fixed-term and establishment nature of the appointment, the agreed appointment period and the basis on which the fixed term will conclude.

Te Tiriti o Waitangi / Māori and Te Tiriti considerations

The position description and selection criteria require an understanding of, and commitment to, Te Tiriti o Waitangi and the aspirations of Te Tai Tokerau.

The Bridging Chief Executive will have an important role in maintaining relationships and confidence with ākonga Māori, kaimahi Māori, hapū, iwi and communities during NorthTec's transition to independent operation.

Council's priorities and performance expectations for the appointee should include clear expectations relating to Te Tiriti leadership, relationships with hapū and iwi, and NorthTec's responsibilities to the communities of Te Tai Tokerau.

Ngā mahi e whai ake nei / Next steps

Subject to Council's endorsement of the process:

1. the selection process will be completed in accordance with the agreed assessment framework;
2. shortlisted candidates will participate in the remaining assessment steps, including structured interview and referee checking, as appropriate;
3. the selection panel will identify a preferred candidate;
4. the preferred candidate and supporting assessment will be presented to Council for consideration under a public excluded item under section 9(2)(a) of the Official Information Act 1982 to protect the privacy of natural persons.;
5. Council will determine whether to appoint the recommended candidate and approve the associated employment arrangements, commencement date and term;
6. following appointment, Council will agree with the Bridging Chief Executive a focused set of priorities, key performance indicators and deliverables for the bridging period; and
7. Council will separately determine the appropriate timing and approach for the recruitment of a substantive Chief Executive.

Information relating to individual applicants, comparative candidate assessment, referee information and proposed employment terms will be provided separately to Council to support its appointment decision.