



Kevin Jenkins
Board Chair
New Zealand Qualifications Authority |
Mana Tohu Mātauranga o Aotearoa

By email: [REDACTED]

Tēnā koe Kevin

Letter of Expectations 2024 New Zealand Qualifications Authority | Mana Tohu Mātauranga o Aotearoa

As the Minister of Education, I have publicly outlined the Government's six education priorities, which will result in an education system where all students are getting quality learning and skills to succeed. The New Zealand Qualifications Authority | Mana Tohu Mātauranga o Aotearoa (NZQA) plays a crucial role in achieving my vision.

This Letter of Expectations (LOE) confirms my expectations for NZQA and replaces the previous LOE issued in May 2023. It should be considered alongside the new enduring LOE for Crown entities¹ and any other expectations set by Central Government Ministers².

Achieving financial and business sustainability

Financial management and sustainability

I appreciate the efforts NZQA is undertaking to address the financial sustainability of the organisation. I want NZQA to have a sustainable financial and business model, with clear targets and trajectory set towards fiscal sustainability, that ensures it can deliver on its core functions as set out in the Act. NZQA plays an important role in the system, and I want to retain my confidence that NZQA is well placed to do this. I want the Board to update me every six months as the entity restores its organisational sustainability.

Business planning and performance

I want to acknowledge NZQA's recent work and commitment to address my feedback in relation to your 2024/25 Statement of Performance Expectations. I understand that NZQA is committed to producing a new Statement of Intent next year, and as part of this I expect a continued focus on ensuring your measures demonstrate the impact and value of NZQA's activities in the education system. This includes the continuous maturing/developing of your systems to support the generation and reporting of data for evidence of impact.

I also want NZQA to be clear on its priorities and the rationale behind them to ensure that it is focusing on its core functions and activities underpinned by effective business planning and

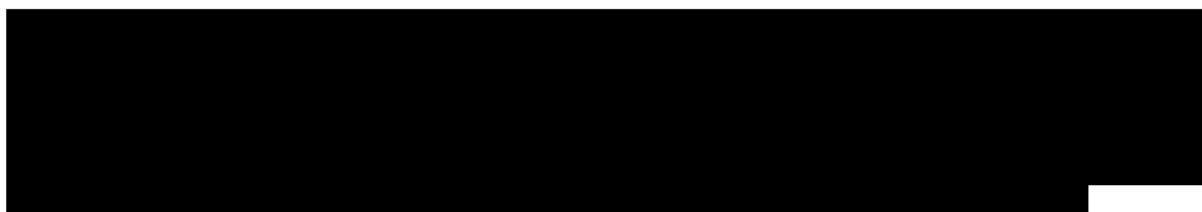
¹ [ELOE24-FINAL-signed-Enduring-Letter-of-Expectation-to-Crown-Entity-Chairs-Apr24-2-v2.pdf \(publicservice.govt.nz\)](#)

² ["All-of-Government" Requirements and Expectations on Statutory Crown Entities - Te Kawa Mataaho Public Service Commission](#)

prioritisation. I also expect that the Board will oversee NZQA's work to mature/develop effective systems for monitoring its performance so I can have a clear view on how NZQA is going to deliver impact.

Stabilisation and future proofing IT systems

NZQA's IT infrastructure is critical to delivering its core functions. This includes a successful assessment cycle and its assurance role in the tertiary environment. It is important that NZQA identifies effective solutions to maintain and optimise its IT systems. I expect you will be continuing to review critical projects and workforce capability to ensure they are supporting the right infrastructure needed to deliver on your core functions.



Having a strong corporate function

I expect you to have confidence that NZQA has a strong corporate function, which includes:

- effective business planning, prioritisation and reporting,
- strong finance, project management, people management, risk and audit and contract management, and
- excellent IT and investment functions that deliver well and plan investment carefully.

Delivering core functions well

Qualifications, assessment and tertiary quality assurance are at the heart of NZQA's purpose as an organisation. It is important that NZQA delivers well on these core functions as part of an education system that needs to operate at its best. I expect that these functions are fit for purpose and am interested in whether current levels of cost recovery models are appropriate or sufficient.

NCEA

I would like NZQA to deliver high-value qualifications and assessments. As the NCEA administrator, I expect that NZQA continues to collaborate with the Ministry to ensure NCEA is credible and robust. This includes the implementation of the new Level 1 Achievement Standards and future changes that align with my (three-year plan). I expect NZQA to provide advice to inform my final decision on this plan.

I want to have confidence that NZQA manages digital assessment rounds well. I expect that you will be implementing the findings and learnings from your digital assessment reviews of the November 2023 assessment round to optimise platform performance and delivery. I would like to be kept up to date on the progress of this, including how you're restoring public and school confidence.

I would also like NZQA to carry out a comprehensive review of Special Assessment Conditions and expect to see terms of reference within the next three months that set out what this review will cover. I expect the final review to be provided before June 2025, and earlier if possible.

Tertiary qualifications and quality assurance

NZQA's tertiary quality assurance function is critical in upholding the integrity of our qualifications and credentials on a national and international level.

The redesign of the Quality Assurance Framework is an important piece of work. I would like NZQA to keep other education agencies engaged in this work and continue its consultation with the sector. I also expect NZQA to regularly provide updates to the Minister for Tertiary Education and Skills on this through the appropriate channels.

I understand that the work on the recognition of overseas qualifications is progressing well and that the team has sufficient flexibility to manage flow and demand in applications. I would like NZQA to review its charging model for this area to see whether the charges for either overseas applications or other government agencies are adequate.

In its function as the Administrator for the Tertiary and International Learners Code of Practice, I would like NZQA to review its measures for next year's SPE so that myself and the Minister of Tertiary Education Skills and Employment can better understand performance and value in this area, and in NZQA's role as a regulator more generally.

In relation to vocational education, I expect NZQA to work closely with the Ministry and Tertiary Education Commission on the new system design.

Enhancing Board performance and engagement

As a Board, you have a key role in ensuring that NZQA is well-placed to deliver on government priorities, be sustainable and an effective and efficient organisation, and deliver high-quality assessment and quality assurance services.

The Board needs to be clear about expectations of the NZQA Senior Leadership Team (SLT) to ensure it has the necessary guidance and tools to manage the organisation through this critical time. I also expect that the deliverables set out in this letter are reflected in the NZQA Chief Executive's performance expectations.

I would like to meet with you monthly to hear your view on risks and issues as well as progress on critical issues. Key areas of interest for me include:

- an update by October on the risks and issues facing the organisation in the short, medium, and long term, and on progress to reach financial and business sustainability,
- a view on NZQA strategy and prioritisation by the end of the year, and
- a six-monthly report on Board performance and the Monitor's view of this on an annual basis.

Finally, it is important to me that NZQA continues to be transparent in its operations and engagements with the Monitor within the Ministry of Education and that both the entity and Board engage closely with the Monitor. This must be supported by supplying the Monitor with the information it requires.

Nāku noa, nā



Hon Erica Stanford
Minister of Education

cc Bill Moran, Deputy Chair, NZQA
Iona Holsted, Secretary for Education
Andy Jackson, Hautū Kaupapahere | Policy