

Education Report: **Advice on Education New Zealand | Manapou ki te Ao** **Quarters 3 and 4, 2021/22 performance**

To:	Hon Chris Hipkins, Minister of Education		
Date:	3 November 2022	Priority:	Medium
Security Level:	In Confidence	METIS No:	1287667
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Messaging seen by Communications team:	No	Round Robin:	No

Purpose of Report

This report provides our assessment of Education New Zealand's | Manapou ki te Ao (ENZ) performance over:

- Quarter 3, 2021/22
- Quarter 4, 2021/22.

The letter to the ENZ Board Chair for you to sign is attached as Annex 3.

Summary

During Q3 and Q4 2021/22 we worked closely with the ENZ Board, the Chief Financial Officer (CFO) and ENZ's senior leaders to develop our understanding of ENZ's funding and investment decisions.¹ Our work is still at the exploratory stage. At the time of this report the CFO is working with us to develop an investment and funding monitoring framework to help assess and develop criteria to support ENZ's funding and investment decisions.

ENZ shared information about its Product Innovation Fund funding allocations which is provided in this report. While at the time of this report we are not able to provide assurance on how these allocations fit within the wider international education regulatory and statutory settings, ENZ is carrying out further work to provide us with this information. Through our engagement for this report, ENZ has recognised and agreed to strengthen key corporate functions such as building intervention logic (benefit mapping) into its funding decisions, putting in place stronger criteria and controls (guard rails) to support effective decision-making and ensuring that key government agencies are engaged at the front end of its decision-making process. The last point is important to ensure that funding and investment decisions do not duplicate or overlap with other government agencies' work, and to support a shared understanding around achieving the wider goals of the International Education Strategy.

¹ "Investment" is used throughout this report to refer to funding to providers to deliver on the goals of the International Education Strategy, including initiatives to lift their capability.

Our engagement with the Board and ENZ leaders also provided insight into the strength of the Board's and ENZ leaders' commitment to supporting innovation in international education. This is an area that ENZ would benefit from having further direction on through an updated letter of expectation. We are actively engaging on this topic with ENZ. This has led ENZ to provide additional feedback about what it feels is necessary to support a balanced view between innovation and more traditional activities. ENZ has said that it would be beneficial to have more detail underneath the refreshed International Education Strategy, for example, including the number of international students that come to New Zealand to study and what a high-quality student looks like. At this stage we have agreed that the best place to address this is through the engagement with the Ministry to support a refreshed Statement of Intent.

ENZ has effectively managed the transfer of administrative responsibility for the Manaaki New Zealand Scholarships Programme from the Ministry of Foreign Affairs and Trade. There is a good level of communication and planning between the two agencies and an awareness of the need to consider how to measure and assess ENZ's role in the Programme. This is very encouraging given the significant scale of the new work for ENZ.

Recommended Actions

The Ministry of Education recommends you:

- a. **note** ENZ's performance for quarters 3 and 4 of 2021/22 (Annex 1 and 2)

Noted

- b. **note** we will provide you with an out of cycle monitoring report focusing on ENZ's spending, including its investment decisions, following further engagement with ENZ

Noted

- c. **sign and send** the attached letter to the ENZ Board Chair (Annex 3)

☒ **Yes** ☐ **No**

- d. **agree** that this report is not proactively released at this time in order to maintain the effective conduct of public affairs through the free and frank expression of opinions to a Minister of the Crown.

Agree ☒ **Disagree**



Fiona O'Leary
Director Appointments and Monitoring
Te Puna Rangatōpū

___/___/___



Hon Chris Hipkins
Minister of Education

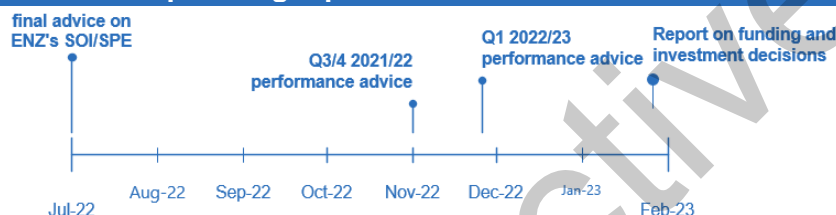
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Annex 1: Q3+4 2021/22 – Report on non-financial performance - overview

Key points

- In Quarters 3 and 4 our engagement focused on ENZ's diversification of products and services work programme, business planning, risk management, cyber security, and the Manaaki New Zealand scholarships.
- ENZ has shared information on these areas. This has led us to initiate further exploratory work to identify and understand ENZ's funding decisions supporting innovation. At this stage we have identified that ENZ needs to put in place stronger investment logic (benefit realisation) practices and continue to build its risk management capability. As part of this work ENZ has committed to work with us to build a clearer view of the regulatory and legislative guardrails that its investments must operate within. We have also assessed that ENZ needs to strengthen its connections with government departments and agencies at the front end of its decision-making.
- There have been positive engagement discussions and we are working with the Board and senior staff seeking further progress.

Recent and upcoming reports



Priority areas for future engagement

- Funding and spending decisions, and processes including ENZ's approach to diversification and prioritisation

- ENZ's work to support the return of international students to New Zealand through its marketing and offshore connections and relationships
- Stronger working connections with other government agencies including deeper and more detailed engagement to understand risks and opportunities, and to increase staff understanding about its role as a Crown agent
- Progressing a new Statement of Intent (SOI) for 2023-2026
- Support for the implementation of the refreshed International Education Strategy (NZIES) and its Action Plan, and sector engagement
- Cybersecurity / update on information technology architecture work plan
- Monitoring of how ENZ is addressing wider government commitments and initiatives, such as the Carbon Neutral Programme and closing gender, Māori, Pacific and ethnic pay gaps under the Kia Toipoto action plan.

Financial performance

Financial performance summary

\$'000	FY22 Actual	FY22 Budget	FY21 Actual
Revenue	41,717	41,332	33,142
Expenditure	(41,618)	(41,332)	(33,156)
Net surplus/(deficit)	99	0	(14)

Financial position summary

	As at 30 June 2022 Actual	As at 30 June 2022 Budget	As at 30 June 2021 Actual
\$'000			
Cash and investments	6,129	830	914
Equity	2,898	2,812	2,798
Working capital ratio	1.31	1.86	1.64

Annex 1: Q3+4 2021/22 – Report on non-financial performance – monitoring focus areas

Board appointments

We are now at the stage of organising interviews for candidates and due diligence testing [METIS 1295283 refers]. Hon Steve Maharey is willing to stay on as Chair until February 2023 in order for the appointment process to be completed.

Lyn Provost has been appointed as Commissioner for Parliamentary Standards from 1 January 2023. We have liaised with Te Kawa Mataaho | Public Service Commission and the Board secretariat on this. Te Kawa Mataaho advice is that Ms Provost does not need to step down from her member role. We have been informed that she will need to declare and manage any potential or actual conflicts in liaison with the Chair.

Table 1: Composition of ENZ Board (August 2022)

Name	Original Start Date	Present Term End Date
Steve Maharey (Chair)	1/09/2018	28/02/2022 ¹
Lyn Provost (Deputy Chair)	1/09/2018	30/01/2025
Rachael Tuwhangai	1/09/2018	30/01/2025
Ziena Jalil	31/01/2022	30/01/2025
Dr Linda Sissons	13/10/2016	12/12/2022
Daniel Wilson	13/12/2019	12/12/2022
Vacancy		

Note: The Chair has agreed to continue until his replacement is appointed (pursuant to section 32 of the Crown Entities Act 2004).

Diversification of products and services

Being creative and innovative has always been a strength for ENZ as an organisation and this capability is important to the international education system. ENZ shared with us an overview of its Product Innovation Fund as an example of how it has supported innovation in the sector. This raised some key questions for us such as how ENZ ensures its work is within the scope of its role, and how it complies with the wider international education regulatory environment including controls on the use of funding and safeguards for student welfare and the quality of funded courses.

We have sought assurance that ENZ has robust processes which would stand up to scrutiny when funding innovation on the sector. In seeking this assurance ENZ has acknowledged that at this stage they need to put stronger criteria (guard rails) in place, have intervention logic (benefits realisation) supporting investment and funding decisions, and capture lessons learned. The CFO is actively working with us as we continue to explore how ENZ uses its funding in the international education sector, and work has been initiated with KPMG to develop an investment and funding monitoring approach for this.

Our engagement with the Board has provided insight into the Board's strong emphasis on ENZ's role in supporting innovation in international education. The Board feels there is a need for a balance between supporting innovative practice and our emphasis on the importance of strong assurance over these activities. ENZ has recently outlined its view on what it feels is necessary to support a balanced view between innovation and more traditional activities. ENZ has said that it would be beneficial to have more detail underneath the refreshed International Education Strategy (NZIES), for example including the number of international students that come to New Zealand to study and what a high-quality student looks like.

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At this stage we have agreed that the best place to address this is through the engagement with the Ministry to support a refreshed statement of intent.

In the past, when ENZ invested in international education activities, the Ministry of Education was part of the investment selection panel but this practice has not occurred recently. We understand that for the Product Innovation Fund, ENZ had initial consultation with the Ministry of Education and The Treasury but engagement focused on digital experts during the selection process. ENZ has agreed to shift to engaging with all relevant government agencies when setting criteria. An update on the key areas within the diversification portfolio is provided below.

FutureLearn Pilot

Early results from the FutureLearn pilot showed the potential for particular target groups of students offshore to engage in online learning. Although the sample surveyed was small, it showed an appetite among offshore mid-career professionals for further online learning to advance their careers. It also showed that New Zealand has credibility in the area of sustainability. These are important findings as they can open up opportunities for tailoring online advanced professional courses to particular segments of the international student population. This can help to differentiate New Zealand's online offerings from other countries.

New Zealand Education Centres

This work is paused and ENZ is managing some risks, especially around selected overseas partner universities. It has offset the upfront costs incurred by some of the proposed New Zealand partner universities. We understand ENZ briefed you on this. ENZ has also informed us that it undertook due diligence, involving a number of agencies, that highlighted the increased risks posed by it funding and leading an offshore initiative. It is undertaking a review to identify

learnings that will be included in its 2023 report on its COVID Response and Recovery Fund (CRRF) projects.

This is a good example of where fuller, appropriate engagement, including with the Ministry of Education, would have helped to develop a better approach to identifying and mitigating risks. Given the volatile geopolitical environment, navigating and testing processes with a full range of government partners is critical. We would like to see ENZ implement a process where early appropriate engagement becomes the default way of operating. We also suggest that ENZ undertakes a review of its due diligence processes to see whether there are any learnings for the future.

Product Innovation Fund

Assessment of applications to the Product Innovation Fund occurred in Q3/Q4 2021/22 with decisions and announcements in Q1 2022/23 (August 2022). During this round ENZ worked with iwi partners which is a positive development towards honouring Te Tiriti. Seven initiatives have been approved:

Partner and Project Title	Summary of proposal	Funding support
Te Whare Wānanga o Awanuiārangi <i>Iwi taketake: Construction of an Indigenous Postgraduate Curriculum</i>	Pilot programme run by Te Whare Wānanga o Awanuiārangi and a number of United States universities. The pilot supports ENZ's efforts to work more closely with Māori education providers.	\$450,000
Banquer Ltd <i>Banquer High and Banquer Beyond</i>	Banquer High is a simulative financial education platform for learners to increase / develop financial literacy / capability. The proposal is to	\$300,000

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	expand current markets into Australia and to develop next level products aimed at adults (Banqer Beyond).	
BOMA New Zealand <i>Crusaders Coaching Leadership Programme</i>	A global cohort-based course for rugby coaches, designed and delivered in partnership with the Crusaders.	\$300,000
Chasing Time English <i>Narrative video drama series</i>	Narrative drama series and flexible materials for English language learning, based on New Zealand storytelling with high entertainment value.	\$250,000
Te Kaihau / The Windeaters <i>GEE Peer-Leader Plus</i>	Global Enterprise Experience (GEE) for global team-based cohort learning, with 1-1 coaching, peer-group interactive webinars, online learning modules, and a microcredit qualification.	\$200,000
Te Whare Hukahuka – Ka Hao Indigenous <i>E-commerce Programme</i>	An 18-week, online, indigenous eCommerce programme where learners build, launch and grow an eCommerce system selling products and services.	\$255,000
Virtual Medical Coaching <i>Virtual Reality Childbirth Simulation</i>	A safe virtual reality environment where learners have the opportunity to see and assist with multiple births before moving to real world procedures.	\$300,000

We are working with ENZ on how the above funding fits within ENZ's core purpose, and whether it complies with the wider international education regulatory settings in the Education and Training Act 2020

(the Act). ENZ believes that the definition of providers that it can work with under the Act is broad. It has explained that, since its inception, it has worked and engaged with a variety of people and organisations which are not signatories of the Tertiary and International Learners Code (the Code). This includes EdTech New Zealand and education publishers. ENZ has agreed to work with us to carry out further analysis of ENZ's funding and investment decisions as part of our exploratory work.

We have engaged with the CFO, the wider ENZ Senior Leadership Team, and the ENZ Board on the Product and Innovation Fund. Through this engagement it was acknowledged that it is likely that some providers or courses ENZ has invested in may not comply with the Code or with quality assurance provisions set by the New Zealand Qualifications Authority (NZQA). ENZ's CFO is working with us to analyse this. While ENZ has acknowledged that it needs to build its capability in investment (benefit) logic analysis, its view is that its work developing pilots to explore opportunities to diversify education products and services may not always follow a traditional investment logic approach.

ENZ has also acknowledged the importance of having connections with key government departments and agencies including when expanding into innovation work programmes. This is important to ensure that its funding and investment decisions do not duplicate or overlap with other government agencies' work.

We have recommended that ENZ reviews any lessons learned from this process. We will use this information and any next steps planned by ENZ to inform an out of cycle monitoring report on investment logic.

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ENZ has agreed to incorporate the following key steps in its future investment and funding processes:

- involving government partners at the start of the process and increasing transparency of decision-making
- putting in place stronger and guard rails for funding decisions to support a shared understanding of where investments should sit within the regulatory and policy environment
- strengthening its due diligence approach when investing in providers. This could include considering if appropriate settings are in place for 9(2)(k) financial management systems, and processes to ensure student well-being, student safety, and academic freedom.
- building corporate capability in developing and applying intervention logic over investment and funding decisions.

Cybersecurity

9(2)(k)

9(2)(k)

Manaaki New Zealand Scholarship Programme

ENZ is taking on the administration of the Manaaki New Zealand Scholarships from MFAT while MFAT will continue to fully fund this programme and will report on outcomes through its appropriation. This is a large programme with \$85 million in annual funding. ENZ will be able to draw on its experience with the Prime Minister's Scholarships for Asia and Latin America and has assured us that there will be no impact on its other work. A substantial amount of work has gone into defining ten new roles to deliver the programme, which will be funded by MFAT. All funding will be managed via a separate bank account.

Planning was underway for the transfer from 1 November 2022, with a transition period where MFAT and ENZ staff will work alongside each other to March 2023. The programme will be supported by a joint governance structure. There will be a group that is concerned with the ENZ-MFAT partnership and a group overseeing investment and delivery. A contract for services was signed on 5 July 2022.

This work programme will include joint work on alumni and investment considerations. MFAT will be accountable for investment decisions and ENZ sees its role as helping inform those decisions, especially in terms of the number and types of New Zealand education providers involved, and the study programmes that may be offered. The development of a technology solution that will be

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integrated with existing ENZ systems is in the early planning stage. It is expected to be completed over the next two years.

This area will be included in our engagements with ENZ on 9(2)(k). In the lead-up to the transfer, and during the transition period, we will engage with ENZ on a quarterly basis to receive updates on progress. We also expect ENZ to consider what the most appropriate measure for its role in the Manaaki New Zealand Scholarships should be, and for the related outcomes to be discussed in ENZ's accountability documents.

We have acknowledged the good work that has occurred including ENZ's close collaboration with MFAT in the planning phase and the related controls and audit provisions. We suggested that the Programme should be included in the future audit programme with a first audit in 12 to 18 months' time. ENZ has stated that an internal audit of the current system and processes will be completed as part of a future state redesign and has agreed that the Programme will be included in ENZ's future external audits.

Business planning

ENZ is conscious that the business plan needs to be an adaptable document to align with the results of the consultation on the NZIES. We remain interested in further engagement on how ENZ determines its market priorities and how it aligns with the risks and opportunities that other interested government agencies, such as Immigration New Zealand, perceive to exist.

An organisational restructure has provided ENZ with the opportunity to improve alignment and line of sight across areas where there are overlaps. It is in the process of setting up an operations management hub which will turn the business plan into a dashboard enabling

ENZ's leadership team to review and monitor progress. ENZ sees this as a positive shift.

We considered that ENZ could use the business plan to draw out impacts and showcase work where it has expertise and is doing well, such as in its intelligence and insights work and its international operations. We also suggested that ENZ connect with NZQA and the Tertiary Education Commission (TEC) to share information and knowledge about effective reporting using a value chain. Following the engagement meeting, ENZ shared its finalised business plan.

Risk management

Risk management is an area where we have advised ENZ that it needs to make further improvements. It has made some improvements in this area which we have noted below. We would like to see the risks in ENZ's SOI to be updated to ensure that there is better alignment with the refreshed NZIES and that the risks are firmly positioned from a government agency perspective.

Risk management policy and processes

ENZ has carried out a revision of its risk management policy following a request from the Board's Audit and Risk Committee. Its leadership team was closely involved in this process and is keen for all staff to take responsibility to manage risks. ENZ is working with staff to increase their awareness of its risk management policy.

ENZ is continuing to build its knowledge and capability in risk management, and we acknowledge that significant work has been undertaken in revising ENZ's risk management policy and the new dashboard reporting. These are positive steps which have been appropriately authorised by the Board and Chief Executive. We have suggested that ENZ applies a risk intervention logic for any update of risks. We hope that in the refresh of the SOI the assessment of

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risks will be updated [from the risks detailed on pages 23 and 24 of the current version](#), to strongly reflect the refreshed NZIES.²

We will maintain an active interest looking for evidence that ENZ has further strengthened its risk management practices. We will focus on looking for evidence that the right risk intervention logics are in place.

External audit

We understand there continues to be a shortage of auditors in New Zealand. ENZ has been advised that its audit will not now occur in November 2022 and is expected in January / February 2023.

Challenges and Opportunities

Role Clarity and knowledge of government

As noted in previous reports to you, role clarity and machinery of government knowledge, including accountability processes, continue to be areas for improvement. We still consider that ENZ needs to increase its understanding of the role and requirements of a Crown agent. In our view it is unusual for a Crown agency to use reports to its Responsible Minister to share the feedback it has provided on policy advice. However, ENZ believes that sharing its comments on policy advice through its fortnightly reports to you is part of meeting the expectation of no surprises and provides for sector and student voice to be recognised and acknowledged in policy making opportunities. We have seen improvement in ENZ's reporting and have engaged with your office to organise a meeting with all of the Crown entities we monitor to discuss what good reporting looks like. It would be very valuable to that conversation if you could provide

feedback on any ways that reporting could better address your information needs.

SOI 2022-26

As discussed in our advice to you in July 2022 [METIS 1287671], the process to develop the new SOI 2022-2026 highlighted that ENZ has low maturity in some key capability areas, and that there is some misalignment with the refreshed NZIES. You have agreed to direct ENZ to develop a new SOI in 2023. We plan to support ENZ on this by engaging with the Chair, and possible independent targeted advice on its accountability documents.

The recent publication by the Auditor General on “Improving value through better Crown Entity monitoring”, which provides guidance and examples on good monitoring practice, can be used as a tool to better support ENZ. We are evaluating our processes and engagement model and will discuss potential improvements with the education Crown entities including ENZ.

We continue to hold the view that ENZ would benefit from developing a value chain approach to improve its impact measures and, in doing so, to connect with its counterparts at the NZQA and the TEC as these organisations are further advanced in this area. We are also developing advice to you on a refreshed, or a new, letter of expectations focusing on lifting ENZ's performance.

Collaboration and sharing within government

One of ENZ's core functions is to share its insight and intelligence, especially from its international team, across government and education providers. ENZ has informed us that in the last two quarters it has shared insights and intelligence with Immigration New

² Education New Zealand | Manapou ki te Ao, [Statement of Intent 2022-2026](#), pp 23-24

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Zealand, Tourism New Zealand (TNZ) and New Zealand Trade and Enterprise (NZTE). ENZ has also shared information through the New Zealand Story Advisory Board which includes TNZ, MFAT, Te Puni Kōkiri, the Ministry for Primary Industries, the Ministry of Business, Innovation and Employment, and four private sector representatives. Lastly, ENZ has used its insights to inform MFAT's formal messages about the opportunities for New Zealand's diplomatic relationships and trade. This has focused on international education and the re-opening of the New Zealand border.

We consider that the Ministry, as the strategy and policy-setting body for international education, and ENZ, as the implementing agency, need to work more closely together. This would support more considered decision-making around investments. It would also support ENZ in its broader mandate of giving effect to the Government's policy on international education. We will engage with ENZ to build a fuller picture of how greater sharing of information can occur and how this can assist ENZ to give effect to the Government's policy on international education including through close engagement and work with government partners.

Refreshed NZIES

The refreshed NZIES contains a number of actions for ENZ to lead implementation on, especially under Focus Area One. Where ENZ is the lead, it will be important to work more closely with the Ministry and other government agencies to ensure information-sharing and alignment. Implementation of the actions under the NZIES will form part of our monitoring in the future.

Feedback from the consultation on the NZIES shows that many providers do not understand where information on particular overseas markets comes from, how government decisions in relation to these markets are made, and what markets are interested in New

Zealand. To address this feedback, ENZ and Immigration New Zealand added specific actions for ENZ in the refreshed NZIES.

We have previously highlighted that engagement is an area where ENZ can demonstrate value by showcasing its insights and intelligence, and ensuring government and providers are well connected. ENZ also has a key role to help to support education providers navigate the changed policy environment.

The refreshed NZIES reinforces the goal of having a thriving and globally connected New Zealand and an industry focused on high quality and high-value international education. While this is not new, some of ENZ's measures in its accountability documents are not fully aligned. ENZ will have to work through better alignment with the refreshed NZIES in developing its new SOI later this financial year.

Diversification of international education in New Zealand is another key part of the strategy where ENZ can play a lead role. For some education providers, this is a new, challenging and potentially costly area. It is important that ENZ continues to support providers in this through its knowledge and networks.

ENZ has recently raised with us that it needs further details on key goals and definitions such as the targeted number of international students to study in New Zealand and what a high-quality student looks like. This may be addressed through a partnership approach with the Ministry's policy team when ENZ refreshes its SOI. This should be supported by related input from partner agencies.

Funding and investment decisions

We are currently still at the exploratory stage of this work and are actively working with ENZ to understand its wider funding and investment decisions to date and processes moving forward. We will provide separate advice on this as the work progresses.

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Future monitoring topics

In the first quarter of 2022/23, the Ministry intends to focus its engagement on the following priority topics:

- investment and spending decisions and processes including ENZ's approach to diversification and prioritisation
- ENZ's work to support the return of international students to New Zealand through its marketing and offshore connections and relationships
- stronger working connections with other government agencies and building staff understanding about its role as a Crown agent
- progress on a new Statement of Intent (SOI) for 2023-2026
- support for the implementation of the refreshed International NZIES and its Action Plan
- cybersecurity / update on the IT architecture work plan
- audit programme and risk management capability
- sector engagement: focus on provider capacity and capability and the refreshed NZIES.

Other areas to engage on in Quarter 2 include:

- Te Tiriti and cultural competencies.
- international student wellbeing
- Carbon-neutral Government Programme and Kia Toipoto - Closing Gender, Māori, Pacific and Ethnic Pay Gaps: Public Service Action Plan 2021-24

Regular meetings:

- financial updates (quarterly)
- update on cybersecurity / IT architecture (six-monthly)
- Manaaki New Zealand Scholarships update (quarterly)
- International Team update (quarterly– six-monthly).

Overview

ENZ finished the financial year ended 30 June 2022 (FY22) with a small overall surplus of \$0.099m compared to a nil budget. The variance was wholly in the operating side of the business, with scholarships incurring an immaterial loss.

ENZ was able to achieve this through running several sector funding schemes, namely the Product Innovation Fund and seed funding investment across social licence, student experience and long-term retention. This funding was allocated to successful applicants of both schemes in June. This funding came from CRRF money that is one off in nature. In addition, in-market agent co-investment and new digital development activity was funded in June.

While all this funding was approved in June not all of it was paid to third parties. This has resulted in higher than budget current assets (representing the cash) and higher current liabilities (representing the obligation). This had no overall impact in ENZ's equity as the two net each other off.

Moving forward into FY23, ENZ will have to manage with a reduced budget following the end of the CRRF and the loss of Export Education Levy (EEL) funding. This will be a balancing act for ENZ as restrictions ease and more in-market activity is possible to stimulate a boost in inbound international students. As a result, ENZ will need to take a holistic view on how to prioritise its operations and may have to focus on its core functions as opposed to more discretionary activity.

The CFO informed us that the loss of EEL funding resulted in a reduction in promotional and marketing spending. We need to have a broader view of ENZ's spending as part of understanding ENZ's investments.

Table 1. Statement of financial performance

\$'000	FY22 Actual	FY22 Budget	FY21 Actual
Operating			
Revenue			
Crown - operating	37,664	37,514	32,694
Other	303	68	321
	37,967	37,582	33,015
Expenditure			
Personnel expenses	(14,576)	(13,153)	(13,509)
Other operating expenses	(23,078)	(24,192)	(19,216)
Depreciation & amortisation	(211)	(237)	(253)
	(37,865)	(37,582)	(32,978)
Net surplus/(deficit)	102	0	37
Scholarships			
Revenue	3,750	3,750	127
Expenditure	(3,753)	(3,750)	(178)
Net surplus/(deficit)	(3)	0	(51)
Overall			
Net surplus/(deficit)	99	0	(14)

Table 2. Statement of financial position

	As at 30 June 2022 Actual	As at 30 June 2022 Budget	As at 30 June 2021 Actual
\$'000			
Assets			
Current assets	11,900	5,680	7,004
Non-current assets	312	182	354
	12,212	5,862	7,358
Liabilities			
Current liabilities	9,105	3,050	4,266
Non-current liabilities	209	0	294
Total liabilities	9,314	3,050	4,560
Equity	2,898	2,812	2,798

Note: The above represent the draft financial accounts for FY22. The actual audited results may vary.

Proactively Released