

N4L Statement of Intent

2014 - 2017



Network for Learning



Introduction

This Statement of Intent (“SOI”) is submitted by the Board of Directors of The Network For Learning Limited (“N4L” or “the Company”), pursuant to the Crown Entities Act 2004. It sets out the strategic objectives and intentions of N4L for the period 1 July 2014 to 30 June 2017.

Helen Robinson
Chair
19 June 2014



Mark Yeoman
Deputy Chair
19 June 2014





Learning Ideas

Investigate an aspect of New Zealand music with the focus on drum solos.

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Students appreciate the structured guidance offered by this unit.



MUSIC • NCEA LEVEL 2

Perform two substantial pieces of music as a featured soloist.

MUSIC STUDIES

PERFORMANCE MUSIC



21





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N4L – purpose and scope

N4L is a Crown company incorporated on 2 July 2012. Ownership is held equally between two shareholding Ministers, the Ministers of Finance and Education, with governance by a Crown appointed Board of Directors.

The purpose of the Company is to establish and operate a student-focused network that offers schools and kura access to predictable and fast internet with uncapped data, web filtering and network security services to help schools create a safe online environment for their students, and internet based content and services over a dedicated network. The Company will pursue its stated purpose while:

- operating in a financially sustainable manner;
- operating in a way that minimises risk to the Crown; and
- operating in such a way that it:
 - provides services that enable best practice learning and teaching, supporting student achievement;
 - is responsive to the needs of schools, kura, teachers, students and their whānau;
 - engages directly with the education sector and Government agencies including establishing any advisory groups which may assist its purpose;
 - supports the delivery of the New Zealand curriculum and Te Marautanga o Aotearoa;
 - contributes to the efficient administration of schools and kura;
 - supports the implementation of Government policy; and
 - is flexible enough to respond to emerging challenges and opportunities caused by developing technological change.

In fulfilling its purpose, N4L's overall objective is to make a significant contribution to improving educational outcomes through enabling the effective use of technology and to support the transformation of schools to technology-based learning environments.

This is primarily being achieved across New Zealand through the provision of a managed network specifically designed for each of New Zealand's 2500+ schools.

N4L's constitution requires it to balance both commercial and Government policy objectives and priorities for Education. N4L is expected to be financially sustainable, but is not expected to return a dividend in the short term.

How does N4L contribute to Government outcomes?

The diagram represents the manner in which the services provided by the Company, and the impact of these services, contribute to the achievement of the New Zealand Government's education-related outcomes and objectives.

GOVERNMENT / SECTOR OUTCOME

Achievement of the National Educational Goals, including equality of educational opportunity for all New Zealanders.

N4L OUTCOME

A contribution to increased student achievement by enabling the effective use of digital technology and supporting the transformation of schools to technology-based learning environments.

IMPACT OF SERVICES

Reduces technology infrastructure and management overhead costs in schools.

Provides all students with equitable access to fast predictable internet.

Helps remove the distraction of managing technology infrastructure so schools can focus on teaching and learning.

Provides schools with the tools they need to create a safe online environment for students and staff.

Enables schools to pursue new teaching and learning opportunities digital technologies present.

Allows all schools to embark on the digital journey together as one collective group.

Through collaborative tools, enables a shift towards all teachers contributing to the increased achievement of all students.

N4L SERVICES / OUTPUTS

Provision of the N4L Managed Network.

Delivery of iterative dynamic services, initially provided through the establishment & delivery of Pond, the N4L portal.

Service delivery underpinned by the provision of 'N4L and Education' relationship management services.

PRIMARY N4L OBJECTIVES

The delivery of **connectivity, content and dynamic online services** that are safe, easy to access, relevant and affordable.

Objectives and impacts

Government objectives & outcomes

The Government considers success in education to be essential to its goal of building a more productive and competitive economy. As a result, the Government has set challenging targets for the education sector as part of its Better Public Services results, including increasing the proportion of 18-year-olds with NCEA Level 2 (or equivalent) qualification.

By delivering a unique value proposition to schools, N4L will act as a catalyst for improving levels of educational achievement. Provision by the Company of its dedicated Managed Network to all schools and kura in New Zealand will contribute to the Government's goals for education and ultimately to its goal of building a more productive and competitive economy. Alongside the provision of the Managed Network, N4L is focussed on providing an online environment for teachers and students to help increase the effective discovery and sharing of online educational resources, in further support of the Government's education and economic objectives.

N4L objectives & outcomes

Strategic objectives

The purpose of the Company is to establish and operate a student-focused network that offers schools and kura access to predictable and fast internet with uncapped data, web filtering and network security services to help schools create a safe online environment for their students, and internet based content and services over a dedicated network. Its primary objective is to make a significant contribution to improving educational outcomes through enabling the effective use of technology and to support the transformation of schools to technology-based learning environments.

Underpinning N4L's strategic initiatives is the belief that the participants in the New Zealand education sector are its primary customers. This belief is fundamental to determining the way in which the Company engages with the sector.

Commercial objectives

N4L is expected to operate in a financially sustainable manner within its operational budget. The Company is focussed on efficiency, effectiveness and a 'fit for purpose' organisational structure.

Recognising that N4L is a new company, capital funding is being provided by the Crown to fund operational requirements. Initially, N4L is not expected to generate a surplus from transactions with the education sector nor to make any distribution to its shareholders.

Impact of N4L services

The delivery by the Company of affordable, safe and fast broadband across its dedicated Managed Network, together with the collaborative learning technologies developed by the Company:

- Reduces technology infrastructure and management overhead costs in schools;
- Provides all students with equitable access to fast predictable internet;
- Helps remove the distraction of managing technology infrastructure so schools can focus on teaching and learning;
- Provides schools with the tools they need to create a safe online environment for students and staff;
- Enables schools to pursue new teaching and learning opportunities digital technologies present;
- Allows all schools to embark on the digital journey together as one collective group;
- Through collaborative tools, enables a shift towards all teachers contributing to the increased achievement of all students;

These impacts support both the Company's strategic objectives, as well as the education sector objectives and outcomes sought by the New Zealand Government.



What N4L will do to achieve these objectives

N4L aims to meet the needs of New Zealand's education sector;

- through the provision of the N4L Managed Network, as well as certain related services, including web filtering, firewall services, performance monitoring and a helpdesk service. The N4L Managed Network (and associated services) are discussed further under the heading 'Provision of the N4L Managed Network' below.
- by delivering a range of 'Dynamic Services' – services created and/or delivered by N4L to address specific areas of need in the education sector. Initially this entails the establishment and development of an online community for the NZ education sector in the form of Pond, the Network for Learning portal. These 'Dynamic Services' are discussed further under the heading 'Delivery of Dynamic Services' below.

Underpinning N4L's strategic initiatives is the belief that the participants in the New Zealand education sector are its primary customers, and should be treated accordingly. This belief is fundamental to determining the way in which N4L engages with the sector. N4L's engagement with the sector is discussed further under the heading 'Sector engagement' below.

Provision of the N4L Managed Network

N4L's Managed Network is specifically designed for New Zealand schools with the goal of providing predictable and fast internet with uncapped data, web filtering and network security services. State, state-integrated, partnership schools and kura are fully-funded for their connection to N4L's Managed Network which will connect more than 800,000 New Zealand students, educators and school administrators.

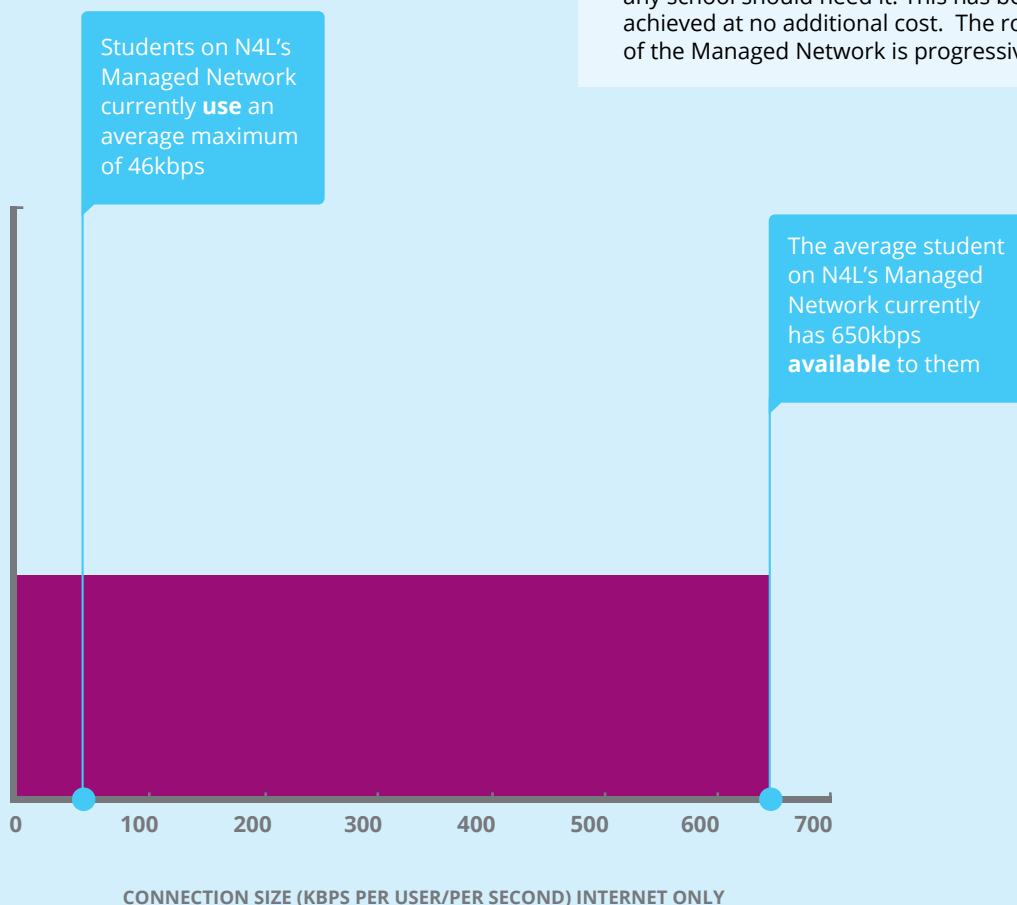
N4L is committed to providing an 'open' network, meaning schools maintain their ability to access the whole internet. N4L also provides optional web filtering and firewall services to help schools create a safe environment for their students. When they elect to join N4L's Managed Network, schools choose which of these services to use to meet their individual needs. N4L uses the specialist skills and knowledge of its team to deliver a consistent and predictable network experience for schools, so that online services which facilitate educational activities perform at their best.

N4L uses the Ultra-Fast Broadband ("UFB") and Rural Broadband Initiative ("RBI") fibre infrastructure currently being rolled out across the country by four Local Fibre Companies ("LFCs") to connect schools to the Managed Network. Where fibre from these two programmes is not available, the Company is using alternative connectivity options to connect schools, including those in remote locations such as the Chatham Islands.



N4L School Connections in kbps/user

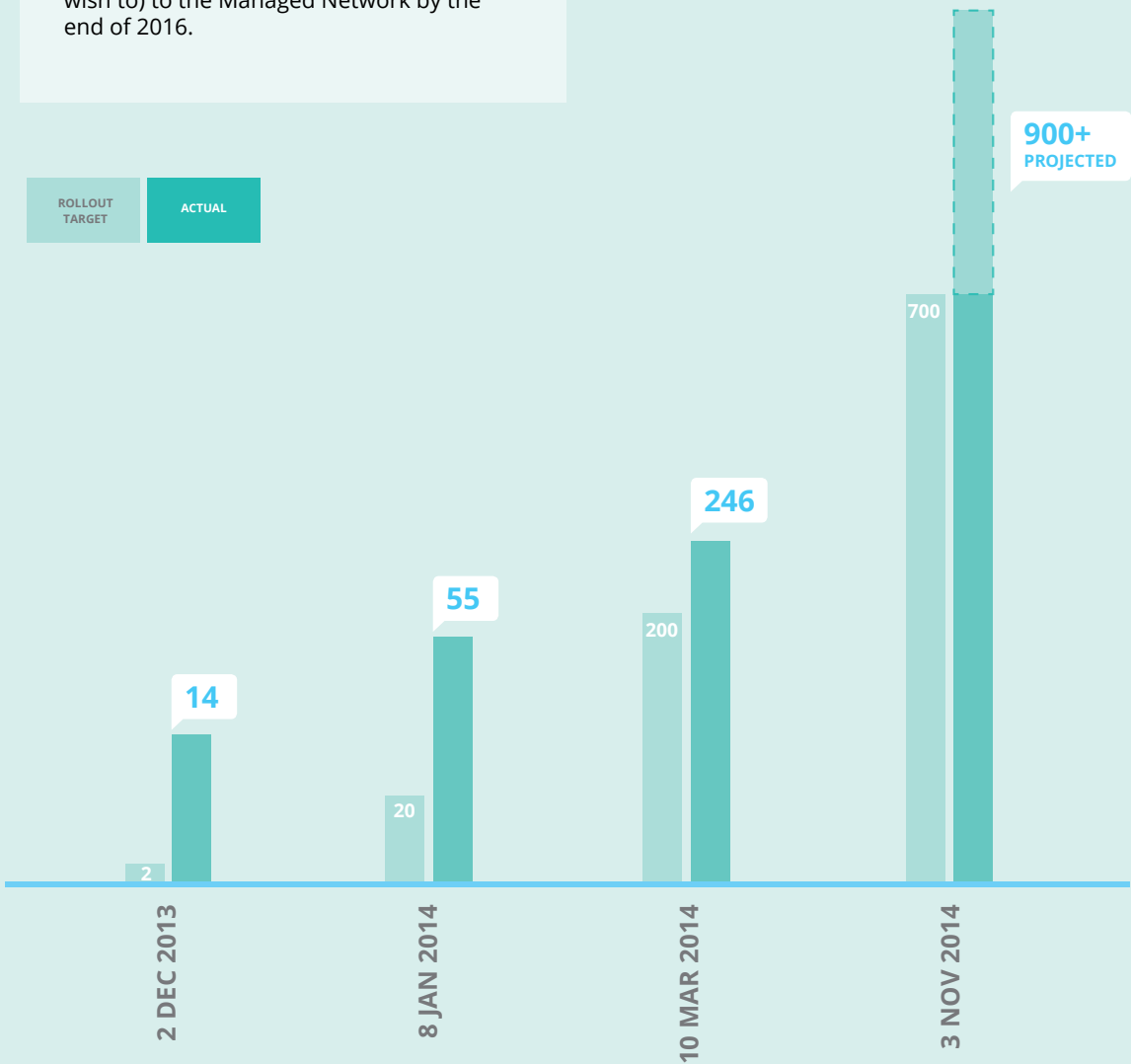
It is expected that as technology becomes increasingly embedded into educational learning, bandwidth needs will increase exponentially. In order to 'future-proof' the Managed Network and ensure it is able to meet these needs, N4L has designed its Managed Network capacity to deliver unconstrained bandwidth into the future without the need for wholesale technology changes or manual and costly upgrades. To ensure schools are able to make progress at any time additional capacity is delivered now, ready for use whenever any school should need it. This has been achieved at no additional cost. The rollout of the Managed Network is progressive.



The first schools were connected during the fourth quarter of 2013 and the rollout has progressed ahead of schedule up to end June 2014.

Based on current progress, N4L will exceed its targeted 700 schools by the end of 2014 and comfortably meet its objective of connecting all New Zealand schools (that wish to) to the Managed Network by the end of 2016.

Schools connected to the Managed Network



It is N4L's aim that, from the day a school signs their Managed Network contract until the school is moved to and functioning on their new connection, principals and their staff feel confident in the work that is being undertaken at their school. At each major step along the way, the Company is committed to communicating clearly with relevant school staff to set clear expectations and to provide useful information.

N4L understands that many schools run large and complex internal networks, with many factors needing to be taken into consideration when moving to the Managed Network. N4L has established a team dedicated to transitioning schools through this process. The role of this team is to discover everything in a school's IT environment that will be impacted by transition, as well as to understand the school's future plans - and to then transition the school to begin using the Managed Network in a way that takes full account of these issues. This internal team is supported by a panel of N4L-approved IT support companies, many of which already have close relationships with schools around the country; these companies have been selected following a best practice procurement process.

To date, N4L has received significant positive feedback on the value this service has provided, and commits to continue delivering high quality transition support throughout the remainder of the Managed Network rollout.

Once a school has successfully transitioned to and is using the Managed Network, N4L's support team is ready to provide schools the help they need to get the best out of the Managed Network and quickly fix problems when they arise. They are proactively checking the health and performance of each school's connection, making sure potential issues are identified and quickly remediated. By providing support services exclusively to schools, this team is tuned to the needs of their customers, ensuring proactive support and resolution before a problem is identified by the school. If a school does experience a problem, extra measures are put in place to ensure a resolution can be found and implemented without keeping anyone from the school away from their primary tasks.

The Company also provides related services to schools connected to the Managed Network. These services include:

- **Web filtering:** Web filtering is an optional service available to schools to help make their online environment safe for their students. While the service is managed and maintained by N4L, all decisions on what is filtered are made by the school.
- **Firewall services:** A managed firewall is deployed at each school connected to the Managed Network. This firewall is managed and maintained by N4L staff in consultation with school staff, ensuring that it remains configured in a way that best protects the school, its staff and students.
- **Performance monitoring:** N4L monitors the performance of each school's Managed Network connection, ensuring it is getting the service purchased in order to support teaching and learning. This performance monitoring allows quick resolution when something goes wrong and helps to identify opportunities to provide more value to the school.
- **Helpdesk service:** The N4L Helpdesk is designed to exclusively meet the needs of New Zealand schools. Every effort has been made to ensure the shortest resolution times with minimal effort required by school staff.

N4L remains focussed on innovation in the delivery of services and continues to invest in the development of new products and features designed to both enhance the quality of the services it delivers and ensure it remains at the leading edge of network-based services for the New Zealand education sector. The development of new products and features, which include internet telephony and video conferencing capability, forms an important element of the Company's drive to 'future proof' itself and its product offering against changes both in the manner in which it is funded and the structure of the market in which it operates. The Company is also focussed on remaining flexible enough to respond to challenges and opportunities caused or created by developing technological change.

Delivery of Dynamic Services

Included in N4L's core value proposition is the provision of Dynamic Services – content, applications and services which can leverage the Managed Network and enhance teaching and learning opportunities. It is expected that Dynamic Services at N4L will be iterative, continually evolving with technological and educational market changes aligned with the policies and priorities of the Ministry of Education.

The first deliverable in N4L's Dynamic Services strategy is Pond. Pond is the foundation online platform to connect a community of New Zealand teachers, students, school administrators and providers of content and services. Pond is designed to act as a central hub for digital discovery and participation, where educational resources can be accessed and shared easily and effectively. It combines the best parts of existing online tools and platforms to create a new, yet familiar, environment. Pond is designed to be a neutral and trusted space, open to all in the education sector and is closely aligned with other existing initiatives in the education sector including Te Kete Ipurangi, e-asTTle, VLN and education.govt.nz (together with the future digital and online strategies of the Ministry of Education).

Pond will house a variety of easy to use collaboration tools to enable students and educators to discover, share and connect easily across the country. It is designed and constructed to grow and evolve with its community of users. Core features and functionality have been developed based on sector input and emerging web trends, along with stakeholder engagement and intuition.

Pond's comprehensive search function makes it easier for educators to find what they need and to then rate, share and comment upon it inside the Pond community. Pond enables users to search not only general internet resources but also educationally-relevant content sources that may be difficult or impossible to discover through public search engines. These content sources can be searched with a single click in Pond.

Pond provides users with the ability to rapidly discover, and subsequently gain access to the services and content needed to operate confidently and

successfully in a technology-filled world. Underlying this functionality is the fundamental imperative to help educators deliver the curriculum and to help young people become positive digital citizens.

Pond continues to be developed with input from the education sector and content and service providers. A development approach that listens to such input is key to ensuring Pond grows in its relevance and becomes established as a key online destination for the education community.

An important element of Pond is for it to be an open, fair and non-prescriptive environment. By being so, schools will be able to make their own decisions around the content and services they use. So while Pond will contain a large range of services, schools will not be limited to those services; they can access anything they wish on the internet in line with school-defined network safety policies. In addition, any provider of content and services for the education sector can sign up to be in Pond.

Content and services will be reviewed by Pond users which will be reflected in search results and catalogue ordering. Pond is designed to be an open meritocracy, driven by community feedback and ratings.

Pond is operated and funded independent of N4L's Managed Network and is designed to be financially self sustainable through commercial relationships with providers of content and services. Pond can be accessed using any internet connection and access is free for all school users.

As a strategic initiative, the Company will look to extend Pond access to include Initial Teacher Education.

Intrinsically linked to the design of the Pond environment are the relationships the Company builds with providers of content and services to the education sector. Part of the Company's role is to seek opportunities with such providers to create the most beneficial opportunities and outcomes for schools.

Over the coming year, the Company will develop metrics and performance indicators specific to Pond. These measures may include the percentage of positive feedback, the number of users and the amount of user activity.



Learning

Create a poster for explaining what to do in a volcanic eruption.

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SOCIAL STUDIES • YR4

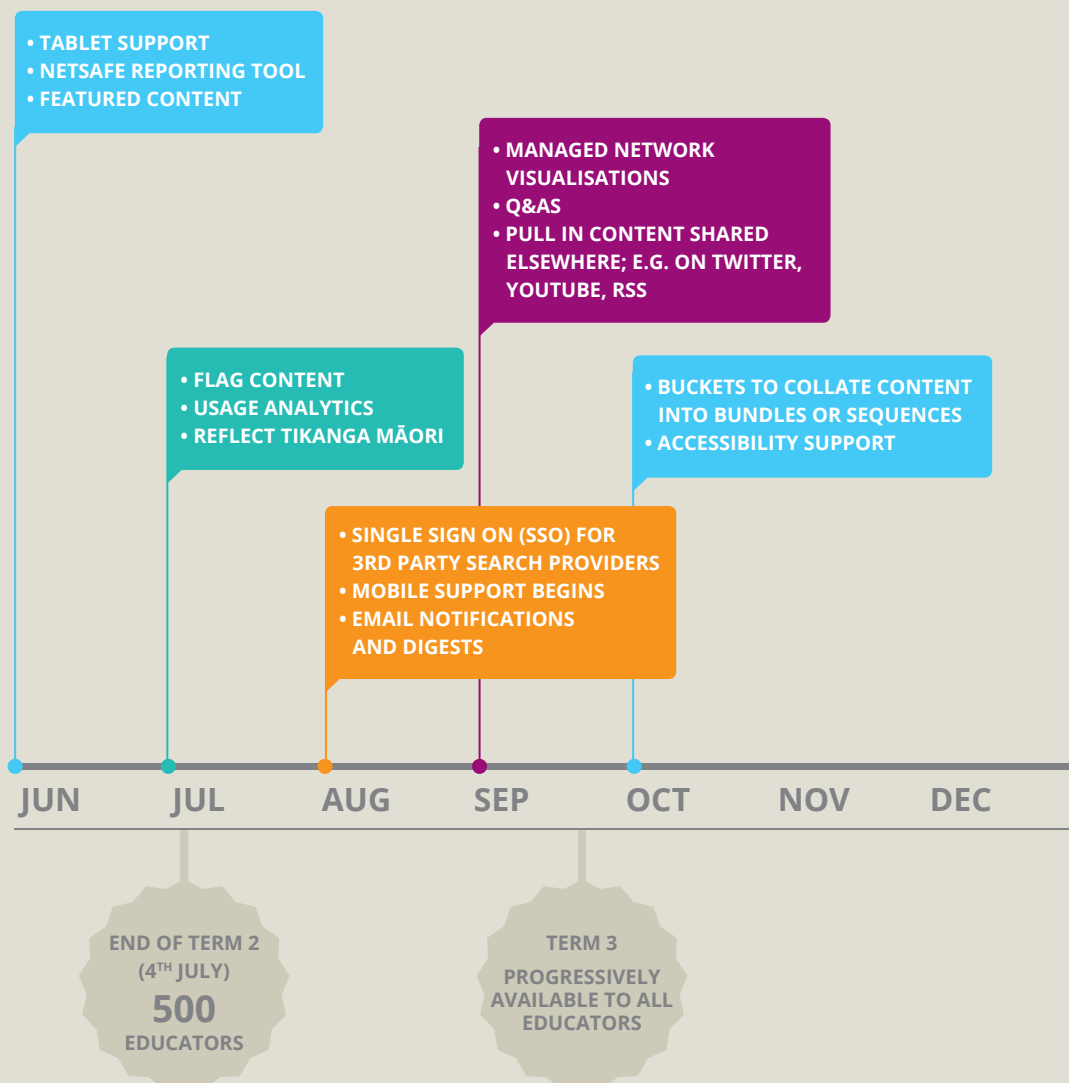
Make a volcanic eruption, using chemical reactions, to predict the effect of an eruption in an environment.
Operational suitability: Social Studies, Yr4, Yr5, Yr6

SOCIAL SCIENCES
PLANET EARTH AND BEYOND
ENVIRONMENT
NATURAL DISASTERS

★★★★★
9
55

Rollout for Pond

Pond was initially launched to providers in December 2013, with educator access beginning in May 2014. Following this initial release, N4L is continuing to engage with the sector and respond to their feedback, rapidly modifying the environment and releasing additional features. Whilst in Term 3 Pond is expected to become progressively available to all educators, students are expected to progressively come into Pond from 2015.



Sector engagement

Critical to the success of N4L in meeting its stated objectives is the priority and focus on customer satisfaction and benefits realised to all users across the Managed Network and Pond. For this purpose, the Company has developed a clearly aligned “N4L and Education Strategy”.

N4L is quickly developing a strong reputation for delivery and service. It is deepening its engagement across the sector so that there is a clear understanding of needs and how N4L can add value.

N4L recognises that its people and knowledge in technology should be shared and accessible.

N4L always respects the significance of its role as a policy delivery vehicle for the Ministry of Education, the Government’s primary advisor on education policy.

N4L is building relationships with all schools. The Company sustains a high level of contact throughout the process of signing up to, and connecting to, the Managed Network.

N4L establishes and fosters productive relationships with key sector agencies including the Ministry of Education. The Company does this by attending various events, as well as through the growth of one-on-one relationships with individuals within these organisations.

Engaging and consulting with priority learner groups remains a focus for the Company with strategies being developed for both the Managed Network and Pond.

Communication from the Company is designed to be open; respectfully delivering key messages to the education sector across a range of mediums. The aim of communication is two-fold:

- to increase awareness of the Company and the offerings N4L has for schools; and
- the maintenance of lines of communication established through prior contact or agreement.

A respect of the time pressures on members of the education sector drives the Company’s engagement approach. The philosophy behind all communications coming from the Company is that “key messages are expressed succinctly through the right medium at the right time for each audience”. N4L is continually considering the rationale and reason for

communication and this is reflected in the tone and method of the communication.

One of the Company’s values is openness, a vital attribute to building relationships within the sector. The Company is committed to providing relevant and accurate information as and when it has it; attending events offers a valuable opportunity to share information.

The Company is committed to building an environment for which the education sector feels a high level of ownership. The Company intends to do this by creating and maintaining open communication channels, to both the wider community and targeted areas of the education sector. In doing so, N4L will actively seek feedback, considering and applying it where appropriate to share the direction taken.



How N4L will assess its performance

Non-financial performance - Managed Network

The Company has identified three reportable output classes against which it will assess its non-financial performance. These output classes, and the measures it will use to assess its performance, are as follows:

1. The provision of a base package of N4L Managed Network services to schools. Performance in this area will be assessed by measuring:
 - the number of schools N4L connects to the Managed Network; and
 - compliance with the N4L Connection Allocation Agreement
2. The provision of services to assist schools in transitioning to N4L's Managed Network. Performance in this area will be assessed by measuring:
 - the speed at which schools are successfully transitioned to using the Managed Network after the network connection is made available to them; and
 - schools' satisfaction in the transition service provided by N4L.
3. The provision of a helpdesk service for schools to support their use of N4L's Managed Network service. Performance in this area will be assessed by measuring:
 - the speed in which incidents escalated to the helpdesk are resolved; and
 - schools' satisfaction in the helpdesk service provided by N4L.

Specific targets for the range of metrics supporting N4L's assessment of its performance against these three output classes are provided in the Statement of Performance Expectations.

Non-financial performance - Dynamic Services

Over the coming year the Company will develop and agree non-financial metrics and performance indicators that will be used to assess the performance of the Dynamic Services team.

Financial performance

N4L will measure its financial performance against the following high level targets:

- N4L will operate within the funding that has been set aside
- N4L will generate revenue as set out in the Prospective Statement of Comprehensive Income
- N4L will operate in a financially sustainable manner, ensuring that its operating expenses and any required capital expenditure are covered by its operating revenue and agreed shareholder funding
- N4L will plan to ensure that it has the financial resilience to transition to a competitive customer-funded business model without additional equity investment by the Crown.

Forecast financial statements are provided in the Statement of Performance Expectations.

Organisational health and capability

N4L has the independence to make decisions as a Crown-owned Company, and has a robust framework for governance and accountability.

Capability

During the period covered by the SOI, N4L will continue to develop its capability as it establishes and rolls out its Managed Network and Dynamic Services.

To do this, the Company will:

- consistently develop the capability of its people and the quality of its systems and processes;
- manage the risks that could prevent it from delivering its work programme;
- ensure that the services it delivers are as cost effective as possible;
- ensure that its capital spending supports its essential capabilities;
- aim to achieve a high level of staff engagement;
- aim to achieve reliable and cost effective technology management and operating systems; and
- maintain sound financial and governance systems.

Good employer

In its short existence N4L has established an open, trusted and collaborative culture. The N4L team are proud to be a part of such an important evolution, which will impact all New Zealanders.

With a strong values base, N4L people are both empowered and accountable to deliver according to agreed expectations.

Key to N4L success is the right people in the right roles. The Company requires a diverse mix of technology, commercial and educational skills and experience to meet the needs of its customers.

N4L is implementing an effective recruitment, retention and people development process.

The Company is focused on being a good employer and ensuring the attractiveness of N4L as a place to work. The Company is expected to comply with sections 116-119 of the Crown Entities Act 2004 ("CEA"). It does this by developing and operating personnel policies that are consistent with the principles of being a good employer.

N4L will measure its progress in these areas by:

- aiming to achieve 'good' ratings from audits of its management control environment, its financial information, systems and controls and its service performance information, systems and controls; and by
- regularly reviewing its progress and priorities with Ministers, and allocating resources to address changing requirements as required.

Sustainability

N4L's current operational focus is on the rollout of the Managed Network. N4L has funding commitments from the Crown sufficient to ensure the Managed Network can be sustainably delivered and N4L can meet its operational requirements.

N4L has developed a three pillar approach to ensure the financial sustainability of the Company, as it transitions over the period from delivering the rollout of the Managed Network, to the ongoing development and support of the network. These include:

- delivery of a market leading proposition through the provision of an affordable, safe and fast dedicated network to all New Zealand schools and kura;
- active development of financially sustainable Dynamic Services that leverage and are complementary to N4L's Managed Network and that align and contribute to N4L's core objectives; and
- ensuring the Company maintains an efficient, effective and 'fit for purpose' organisational structure.

N4L actively monitors its business risks and has appropriate mitigation strategies in place. The core strategic and operational risks identified by the Company are described further under the heading 'Managing risk'.

Accountability

N4L has the independence to make decisions and as a Crown-owned Company, has a robust framework for governance and accountability.

Organisational form

N4L was incorporated on 2 July 2012 under the Companies Act 1993. It is a Crown-owned Company, listed under Schedule 4A of the Public Finance Act 1989.

N4L's operational mandate is provided by the statutory framework that applies to it, including (but not limited to) the Public Finance Act 1989, the Crown Entities Act 2004 and the Companies Act 1993.

The Company is subject to certain provisions of the CEA and to the Official Information Act 1982 and the Ombudsmen Act 1975. The nature and scope of N4L's day-to-day operations are primarily governed by the Companies Act regime.

N4L's shareholding is 100% vested in the Crown. Its shareholders are the Minister of Finance and the Minister of Education in their capacities as Ministers, with each holding 50% of the issued share capital. The Minister of Education has delegated responsibility for all matters relating to the development of a managed network to connect all schools to Hon Nikki Kaye, Associate Minister of Education.

Governance

N4L is governed by a Board of Directors, appointed by its shareholding Ministers. The Board currently comprises the following seven non-executive Directors:

- Helen Robinson (Chair)
- Mark Yeoman (Deputy Chair)
- Martin Wylie
- Rick Shera
- Linda Tame
- Humphrey Wikeepa
- Jack Matthews

All decisions about N4L's operations are made under the authority of the Board. The Board is responsible for agreeing outputs with the shareholding Ministers and ensuring that shareholder expectations of N4L are met.

The Board currently has two standing committees: Audit and Risk; and Remuneration.

The Audit and Risk Committee assists the Board in fulfilling its responsibilities by providing recommendations, advice and information concerning its:

- accounting; financial and statutory reporting; and responsibilities under the Companies Act 1993 and other legislation; and
- identification and management of all material risks, both financial and non-financial, including through the operation of a robust internal control environment.

The Remuneration Committee assists the Board in fulfilling its responsibilities by providing recommendations, advice and information concerning:

- the Company's remuneration and human resources policies;
- the performance and remuneration of the Chief Executive Officer; and
- the recruitment of members of the senior Executive team.

N4L's Executive team is comprised of the following individuals:

- John Hanna (Chief Executive Officer)
- Andy Schick (Marketing Manager)
- Carolyn Stuart (Education Sector Lead)
- Chris South (Head of Dynamic Services)
- Gary Wicks (Client Acquisition Manager)
- Graeme Rayner (Chief Financial Officer)
- Jeremy Nees (Chief Technical Officer)
- Sandy Brown (Government and Stakeholder Relations Manager)
- Steve Hudgell (Programme Director)

Accountability

N4L is accountable to its shareholding Ministers. The Commercial Operations group of the Treasury assists shareholding Ministers in monitoring the Company's performance against the financial and non-financial measures set out in this SOI.

Shareholding Ministers and officials from the Ministry of Education and the Treasury are informed of all major activities, decisions and events on a 'no surprises' basis, in particular:

- advice on the implications of N4L's decisions and actions for wider government policy issues;
- proactive and timely information on issues relating to N4L's activities that may be discussed in the public arena or that may require a ministerial response; and
- briefings in advance of any major strategic initiative.

When shareholding Ministers request specific information, N4L undertakes to provide it promptly. The Company is committed to providing shareholding Ministers, the Ministry of Education and the Treasury with information as required to enable timely responses to Parliamentary questions, routine Ministerial correspondence and Select Committee inquiries.

N4L is required to comply with the provisions of the Official Information Act 1982 ("OIA"). The Company will advise shareholding Ministers and relevant officials when a request under the OIA is received and of the proposed response.

The Company has a proactive and constructive working relationship with the Ministry of Education and the Treasury, including information sharing and collaboration in areas of shared interest. The Company recognises a particular need for an open and collaborative working relationship with the Ministry of Education, to allow for the identification of opportunities for cooperation and partnership, as well as areas where there is duplication or crossover in the services provided by each (and where efficiencies may be possible). In conjunction with the Ministry, the Company intends to consider how a more collaborative working relationship between the parties may be achieved.

N4L is committed to high levels of public accountability and to a constructive working relationship with the Government.

Managing risk

To be successful in its role, N4L is required to identify and manage the internal and external risks that can impact on delivering on its core outcomes and objectives. N4L's ability to manage in an uncertain and changeable operating environment requires an effective risk management framework.

N4L's Board and Executive team regularly identify and evaluate the Company's biggest strategic and emerging risks, and ensure that Company takes appropriate actions to manage these.

Crown Entities Act 2004

Some CEA provisions apply automatically by virtue of N4L being listed in Schedule 4A of the Public Finance Act 1989. These are:

- section 133, which requires the Board to supply to its responsible Ministers any information relating to its operations or performance that the Ministers request;
- section 134, which details good reasons for refusing to supply requested information;
- sections 154-156, which relate to the preparation of the annual financial statements; and
- section 158, which relates to bank accounts.

Sections 139, 150 and 153 of the Crown Entities Act, relating to preparing an SOI, Annual Report and Statement of Service Performance respectively, were applied to the Company by Order in Council.

N4L's constitution also requires it to report to shareholding Ministers any activities which would be restricted under sections 161-164 of the CEA had those sections been applied to N4L by Order in Council.

Companies Act 1993

Under this Act, the Board, each Director and each shareholding Minister have the rights, powers, duties, and obligations set out in the Act, except to the extent that they are negated or modified, in accordance with the Act, by the Company's Constitution.

Other statutory requirements

Under the Public Audit Act 2001, the Controller and Auditor-General is to be the auditor of the Company.

The Company is also required to comply with the Public Records Act 2005.

Operations

N4L is required to operate within the functions, powers and constraints outlined above. Within this framework, the Company has considerable discretion in how it goes about its day-to-day operations.

Copyright

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Learning Ideas

Students can create a poster showing the various ways Kea can be stimulated in a zoo and build a model to reflect this.

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