



People and Operations Delegations

**Owner:** The Chief Executive

**Reviewed by:** The Board on 10 April 2025 and approved subject to agreed changes

**Final version reviewed and confirmed by:** The Chair of the Audit and Risk Committee on 16 May 2025

**Signed by:**

Signed by:  
*Amanda Malu*  
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Amanda Malu, Chief Executive

23 May 2025

Date

**Next review due:** 31 October 2025, or earlier if prompted by changes in operational or good practices

**Distribution:** Available on Ipu

Change history		
Version 1.0	New document	22 May 2025

The People and Operations Delegations set out decision-making when giving effect to Education New Zealand Manapou ki te Ao (ENZ) statutory duties, responsibilities, and powers.

The application of the delegated authority is intended to improve the efficiency, effectiveness, and timeliness of decision-making and is consistent with ENZ's *Strategy on a Page*.

The Board supports delegating decision-making to the most suitable level, to maintain the appropriate level of governance oversight while balancing opportunities and risk. This principle has guided the development of these delegations.

Contents	
People delegations.....	2
Operations delegations.....	4

## People delegations

Category	Delegated authority (amounts exclusive of GST, unless indicated)	Position	Threshold/limitation	Notes
Delegations	Approve the People and Operations “Delegations”, including amendments.	Board		Material changes are approved by the Board. Board subdelegates to the Chief Executive.
		Chief Executive	Non-material changes	Non-material changes are those that do not alter the fundamental structure or purpose of a delegation. The Chief Executive may update the language to reflect current legislation or improve clarity of a delegation, without changing the delegation’s intent or scope.
Organisational structure	Approve the review and implementation of changes to the organisation structure, including disestablishing existing positions.	Board		
		Chief Executive		
Redundancy	Approve a redundancy payment to any employee.	Board		Authorises the holder to approve redundancies where a role is no longer needed due to changes in organisational structure or operational needs, in line with legal requirements and internal processes.
		Chief Executive		
Employment				
New position	Approve any new permanent or fixed term employment position.	Chief Executive		
Existing position	Approve recruitment where interim cover is required (eg parental leave or backfill for secondees).	Chief Executive		Cost within approved salary band and delegated financial authority, in consultation with People and Capability team.
		Group General Manager	Up to \$100,000	
	Amend any existing position within the organisation structure including job sizing and/or salary band range.	Chief Executive		
		Director People and Capability		
	Make minor amendments to any existing position within the organisation structure.	Chief Executive		Minor amendments are changes that will not change the job sizing and/or salary band range.
		Director People and Capability		
Employment agreement	Approve amendments to individual employment agreement terms and conditions.	Chief Executive		Includes changes in work pattern, change in start date, etc.
		Director People and Capability	Excludes remuneration	
Salary band range	Approve the setting of the salary band range	Chief Executive		
		Director People and Capability		
Appointment	Approve the appointment of any employee.	Chief Executive		For direct reports.
		Director People and Capability		After the position is approved by the Chief Executive.
Fixed term employment agreement extension	Approve the extension of any fixed term employee.	Chief Executive		
		Group General Manager	Up to six months Up to \$100,000	In consultation with People and Capability team. If an extension to an existing temporary position beyond six months is needed, Chief Executive approval is required.
Procurement of service providers (excluding the Manaaki New Zealand Scholarship Programme)	Approve procurement of contractors, consultants, and professional service providers including variations or extensions.	Board		This delegation excludes procurement of service providers for the Manaaki New Zealand Scholarship Programme.
		Chief Executive	Up to \$500,000 within approved budget	
		Group General Manager	Up to six months Up to \$100,000	In consultation with People and Capability team. Excludes the Manaaki New Zealand Scholarship Programme.
Secondment	Approve the secondment <ul style="list-style-type: none"><li>of any permanent or fixed term ENZ employee:</li></ul>	Chief Executive		On the recommendation of the Director People and Capability.

Category	Delegated authority (amounts exclusive of GST, unless indicated)	Position	Threshold/limitation	Notes
	<ul style="list-style-type: none"><li>to a position <b>within</b> ENZ</li><li>to a position <b>external</b> to ENZ</li><li><b>to ENZ</b> from an external organisation.</li></ul>			
Remuneration	Approve starting salary for a new appointee between 85% to 100% of the approved salary band range.	Chief Executive		After role has been approved by Chief Executive.
		Director People and Capability		
	Approve starting salary for a new appointee above 100% of the approved salary band range.	Chief Executive		
	Approve a salary increase for an employee in an existing role outside of the annual remuneration review.	Chief Executive		
Allowances	Approve and extend higher/special/additional duties allowances up to 15% of base salary.	Chief Executive		
		Director People and Capability		
Annual performance rating	Approve annual job performance ratings for individual employees following the performance rating moderation process.	Chief Executive		On recommendation from Group General Manager.
Annual salary review	Approve annual review of individual employee remuneration.	Chief Executive		
Termination	Approve the termination of an employee's employment contract for any reason, including redundancy.	Board		If termination is for disciplinary reasons, this must be in accordance with the <i>Discipline and Dismissal Policy</i> . The Board will be consulted before the termination of any leadership team members.
		Chief Executive		
Leave				
All leave	Approve all leave types for any employee beyond that specified in employment agreement and Leave policy and procedures.	Chief Executive		
		Director People and Capability	In exceptional circumstances.	Exceptional circumstances are when the Chief Executive is unavailable, and a decision can't reasonably be delayed.
ENZ closedown	Approve the annual ENZ closedown holiday dates.	Chief Executive		Staff to be advised/reminded September prior.
		Director People and Capability		
Learning and development				
Learning and development	Approve annual expenditure on learning and development.	Board Chair		Approves Board members' professional development expenditure in line with the <i>Board's Professional Development policy</i> . This is a maximum investment of NZD \$6,000 per year for all Board members professional development (and a maximum investment of NZD \$2,000 per Board member any one year).  The Board Chair also approves the Chief Executive's annual expenditure on learning and development.  When the Board Chair is unavailable, the Deputy Chair may undertake this function.
		Chief Executive		Role related; reflected in personal development plan per employee (see also <i>Leave Policy</i> , <i>Study Assistance Policy</i> , and the <i>Guide to Learning and Development</i> ).
		Group General Manager	Up to \$6,000 per person per annum.	
		Director People and Capability	Up to \$1,200 per person per annum.	

Other				
Conflicts / Disclosures of Interest	Approve mitigation action related to a conflict of interest.	Board		Any action must be in accordance with the <i>Code of Conduct</i> and <i>Disclosure of Interest Policy</i> .
		Chief Executive		
		Group General Manager		

## Operations delegations

Category	Delegated authority (amounts exclusive of GST, unless indicated)	Position	Threshold/limitation	Notes
Budgeted operating expenditure				
Budget	Approve Budgeted Operating Expenditure.	Board		
		Chief Executive	Up to \$500,000	Chief Executive and Group General Manager Strategy, Capability and Performance can approve unbudgeted expenditure up to \$100,000. The Manaaki New Zealand Scholarship Programme does not have unbudgeted expenditure.
		Group General Manager	Up to \$100,000	
		General Manager	Up to \$100,000	
		Director/Chief Advisor Māori	Up to \$50,000	Director of Engagement is excluded from this delegation.
Bank, Credit Cards, Payment Authorisation, Term Deposits				
Bank accounts	Approve new or additional bank accounts with a registered bank within New Zealand.	Board		Following endorsement by the Audit and Risk Committee. Must satisfy relevant credit-rating test specified under the Crown Entities Act 2004. Must be denominated in New Zealand dollars.
	Approve a new bank account outside of New Zealand.	Board		Only with the written authorisation of the Minister of Finance.
Bank and payments authorisation	Can authorise bank and payments authorisation according to the Bank/ENZ banking mandate.	Board	Any two, jointly.	Refer to the Bank Mandate.
		Chief Executive		
		Group General Manager		
		Director		
		Principal Advisor Government Relations		
Credit cards	Approve an issuance of an ENZ credit card.	Chief Executive jointly with relevant Group General Manager		Refer to the <i>Purchase Card Policy</i> . Cards are only issued to permanent members of staff. ENZ will not issue cards to ENZ Board members, contractors or consultants. Cards will not be used for: <ul style="list-style-type: none"><li>personal expenditure or personal cash withdrawals; or</li><li>cash advances (unless written pre-approval is given for exceptional or extenuating circumstances).</li></ul> Refer to Bank Mandate.
Payroll	Approve fortnightly payroll payments and one-off payments, including Inland Revenue/ACC payments.	Chief Executive		On a rotational basis Payroll to be approved by Chief Executive; or Group General Manager; or Director Finance.
		Group General Manager		
		Director Finance		
Investments	Approve new or rollover of investments such as term deposit, on-call investments, or other types of interest-bearing investments.	Chief Executive jointly with Group General Manager or Director Finance	Investments in term deposits will be limited to a maximum of 180 days.	Refer to Bank Mandate and Treasury Policy

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	Approve early breaks in term deposits.	Board		A report to the Audit and Risk Committee, specifying the reasons why the break was required, setting out the original rationale for the investment and the cost to ENZ in lost interest and fees.
		Chief Executive jointly with the Group General Manager Strategy, Capability and Performance		
Capital expenditure				
Capital expenditure	Approve capital expenditure (Property, Plant & Equipment) within an approved budget.	Board		
		Chief Executive	Up to \$500,000	
		Group General Manager Strategy, Capability and Performance	Up to \$100,000	
		Director ICT and Property	Up to \$50,000	
	Approve all disposals of Property, Plant & Equipment, involving sale to employees or related parties.	Board		On the recommendation of the Director ICT and Property. Any item of property, plant and equipment being prepared for disposal with a current net book value greater than \$1,000 will be independently verified. All items for sale will be subject to a formal tender or other process commensurate with the value of the equipment.
		Chief Executive jointly with Group General Manager Strategy, Capability and Performance		
Contracts				
Contracts	Approve service contracts.	Board		
		Chief Executive	Up to \$500,000	Over the life of the contract.
		Group General Manager	Up to \$100,000	Must follow Government Procurement guidelines. Approval/recommendation to be determined in consultation with Director Finance.
Memoranda of Understanding	Negotiate and enter Memoranda of Understanding (MoUs) on behalf of ENZ.	Board		MoUs with a multi-year financial commitment.
		Chief Executive	Up to \$500,000	Provided that: <ul style="list-style-type: none"><li>The financial commitments, if any, do not exceed the financial delegation, or are within the approved budget, and are contained within a single financial year</li><li>The MoU aligns with ENZ’s strategic objectives and operational priorities</li><li>Legal and risk assessments have been conducted as necessary</li><li>The Board (or relevant governance body) is informed of any significant MoUs.</li></ul>
Property - lease rights of renewals, extensions and rent reviews	Approve lease rights of renewals, extensions and rent reviews to five percent per annum based on the annual lease cost.	Board		On the recommendation of the Director ICT and Property.
		Chief Executive	Up to \$500,000	
		Group General Manager Strategy, Capability and Performance	Up to \$100,000	
Expenses				
Board expenses	Approve Board expenses and fees.	Board Chair	Board members’ expenses and fees.	When the Board Chair is unavailable, the Deputy Chair may undertake this function.
		Audit and Risk Committee Chair	Board Chair expenses and fees.	
		Group General Manager Strategy, Capability and Performance		Group General Manager approves in the finance system after the above approval has been received.

Category	Delegated authority (amounts exclusive of GST, unless indicated)	Position	Threshold/limitation	Notes
Business expenses	Approve business expenses incurred personally by an employee.	Board		All business expenses personally incurred by an employee require approval from their direct manager (one-up approval). Refer to the <i>Business Entertainment Hospitality and Koha Policy</i> .
		Chief Executive		
		Group General Manager		
		General Manager		
		Director/Chief Advisor Māori		
Chief Executive expenses	Approve Chief Executive expenses.	Board Chair		Board Chair approves CE's expenses by email. When the Board Chair is unavailable, the Deputy Chair may undertake this function.
		Group General Manager Strategy, Capability and Performance		Group General Manager approves in the finance system after the above approval has been received.
Entertainment, Gifts, Hospitality, Koha and Farewells <sup>1</sup>				
Farewells, retirement or milestone functions	Approve a card, food, and/or non-alcoholic drinks for onsite staff functions.	Board	\$10 per person (including GST) for food or non-alcoholic drinks limited to staff members.	ENZ will not contribute to a leaving gift. Leaving gifts are funded by staff contributions.
		Chief Executive		
		Group General Manager		
		General Manager		
		Director/Chief Advisor Māori		
		Lead		
Gifts	Approve a gift in recognition of the birth or adoption of a child and compassionate causes, achievement of a significant career milestone.	Board	Up to \$100 (including GST) for a gift or flowers or a donation to staff.	ENZ will not give gifts to contractors or other service providers.
		Chief Executive		
		Group General Manager		
Hospitality and gifts FROM third parties	Approve the acceptance of gifts under \$100 (GST exclusive).	Board	Under \$100 (GST exclusive)	Accepted on the basis that the gifts are openly distributed by suppliers or clients and are also available to other suppliers/purchasers, and are not offered during the tendering or contract negotiations and cannot be viewed as influencing ENZ's independence. The gift must be recorded in the <i>Gifts Register</i> .  Gifts received by ENZ are treated as the property of ENZ, to be used for either the organisation's or the public's direct benefit.
		Chief Executive		
		Group General Manager		
	Approve acceptance of gifts or hospitality over \$100 (GST exclusive).	Board	Over \$100 (GST exclusive)	Accepted only if there is no possibility that the gift could be seen to influence a decision or place any form of obligation on ENZ. The gift must be recorded in the <i>Gifts Register</i> .  Gifts received by ENZ are treated as the property of ENZ, to be used for either the organisation's or the public's direct benefit.
		Chief Executive		
	Approve acceptance of gifts by Chief Executive and Board members.	Board Chair		Gifts of commercial value must be recorded in the <i>Gifts Register</i> . When the Board Chair is unavailable, the Deputy Chair may undertake this function.
Hospitality and gifts TO third parties	Approve expenditure on individual gifts to Third Parties up to \$100 per gift (not to Board members, service provider or contractors, or staff).	Board	Up to \$100 for a gift (excluding Board members, service providers, contractors, or staff).	This expenditure is sensitive expenditure and open to Parliamentary and public scrutiny. Any expenditure is to be approved in accordance with the <i>Business Entertainment Hospitality and Koha Policy</i> .
		Chief Executive		
		Group General Manager		
	Approve business entertainment or hospitality to Third Parties.	Board	Expenditure on alcohol is allowed, but only when accompanying a	The most senior ENZ staff member present to pay the cost using their ENZ-issued credit card.
		Chief Executive		

<sup>1</sup> Sensitive expenditure is any spending by an organisation that could be seen to be giving private benefit to a staff member, their family or friends.



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		Group General Manager	meal; limited to one glass per person, or one standard bottle of wine between four people; will not exceed 25% of total bill.	
		General Manager		
		Director/Chief Advisor Māori		
	Approve the occasional coffee, lunch, or dinner.	Board	Common-sense principles to apply, and purpose is recorded on the expense claim form.	There are times when it may be appropriate to host (as part of our Manaakitanga), usually customers, potential candidates, government officials and other partners. Approve the occasional coffee, or from time to time, lunches or dinners with a customer, as appropriate. This should not be a regular occurrence. ENZ does not pay hospitality for service providers.
		Chief Executive		
		Group General Manager		
		General Manager		
		Director/Chief Advisor Māori		
		Manager		
Koha	Approve Koha in advance of the occasion at which it is to be given.	Board		Koha not given in lieu of salary or as a payment for service(s) provided; to ENZ staff, Board members or contractors. Expenditure is approved in accordance with the <i>Business Entertainment Hospitality and Koha Policy</i> .
		Chief Executive		
		Group General Manager	\$500	
		General Manager		
		Director/Chief Advisor Māori	\$200	
Staff appreciation and recognition schemes	Approve expenditure on individual staff appreciation and recognition.	Board		The Manatoa Awards are an exception to this delegation. Expenditure is approved in accordance with the <i>Business Entertainment Hospitality and Koha Policy</i> .
		Chief Executive	\$300	
	Approve expenditure on Manatoa Awards	Chief Executive		
External Communications (Media, Ministerial, Privacy)				
Media authority	Represent ENZ to the media.	Board		Chief Executive is the spokesperson and can choose to subdelegate to a Group General Manager or subject matter expert.
		Chief Executive		
Ministerial	Approve responses relating to Ombudsmen/Enquiry, Parliamentary Questions, Select Committee Questions, Official Information Act responses, and other Ministerial enquiries.	Board		
		Chief Executive		
		Group General Manager Strategy, Capability and Performance		
		Director Government Relations and Communications		
Privacy	Approve responses to requests made under the Privacy Act 2020.	Board		
		Chief Executive		
		Group General Manager Strategy, Capability and Performance		
		Director Government Relations and Communications		
		Privacy Officer		

Financial				
Ex-gratia payments	Approve ex-gratia payments.	Board		Ex gratia payments are those made in respect of claims that are not actionable by law, but for which there exists a moral obligation and payment should be made. Any ex-gratia payment above \$30,000 requires Ministerial approval.
		Chief Executive	Up to \$30,000 per payment	
Taxation, insurance, levies	Approve payment of taxes, insurance premiums, and ACC levies.	Chief Executive		Includes GST, FBT, PAYE, Withholding tax and payroll-related taxes and deductions, insurance premiums and ACC levies.
		Group General Manager		
		Director Finance		
Write-offs	Write off all or portion of receivable.	Board		Once Group General Manager Strategy, Capability and Performance determines debt is irrecoverable in a financial year. Audit and Risk Committee approval is required between \$25,000 and \$300,000.
		Chief Executive	Up to \$300,000	
		Group General Manager	Up to \$25,000	
		Director/Chief Advisor Māori jointly with Group General Manager Strategy, Capability and Performance	Up to \$5,000	
Procurement				
Procurement	Approve procurement of goods and services, or refurbishment work Government Procurement Rules apply for any procurement of goods and services, or refurbishment work with a value over \$100,000 (GST exclusive).	Board		All purchasing will follow a competitive process eg quote or tender and published through the Government Electronic Tender Service (GETS). Approval/recommendation to be determined in consultation with Director Finance. Excludes the Manaaki New Zealand Scholarship Programme.
		Chief Executive	Up to \$500,000	
		Group General Manager	Up to \$100,000	
	Approve procurement of goods and services under \$100,000 (exclusive GST).	Board		A minimum of three quotes will be sought, unless: <ul style="list-style-type: none"><li>• ENZ has committed to an All-of-Government contract; or</li><li>• selective procurement is considered the most optimal approach; or</li><li>• preferred suppliers have already been identified through a prior competitive process; or</li><li>• there are other extenuating circumstances.</li></ul> Excludes the Manaaki New Zealand Scholarship Programme.
		Chief Executive		
		Group General Manager		
Scholarships (incorporating Manaaki, Prime Minister’s Scholarships and other scholarship arrangements)				
Scholarships	Approve budgeting operating expenditure for Prime Minister’s Scholarships scholar payments, other scholarship arrangements, and contract signing.	Board		Chief Executive or Group General Manager Strategy, Capability and Performance can approve Unbudgeted expenditure up to \$100,000. Costs indirectly associated with delivering the Scholarships programme eg marketing, system support. Excludes the Manaaki New Zealand Scholarship Programme.
		Chief Executive	Up to \$500,000	
		Group General Manager	Up to \$100,000	
		General Manager Scholarship Programmes	Up to \$100,000	
	Approve Manaaki Scholarship expenditure - Provider Contract signing and variations.	Board		Costs directly associated with awarding Scholarships for the Programme eg selection management, language testing, student services.
		Chief Executive	Up to \$5,000,000	
		Group General Manager International Marketing, Brand and Scholarships	Up to \$100,000	
	Approve Manaaki student scholarships costs – scholarship budgets and change requests.	Chief Executive		
Group General Manager				



		General Manager Scholarship Programmes		Costs directly associated with administering tertiary scholarships for the programme. Costs are managed via analysis of SAM data by the Manaaki finance team. Individual budgets are peer reviewed by the Scholar Engagement Specialists. Refer to the <i>Manaaki New Zealand Scholarship Policy Handbook</i> .	
		Director Scholarships			
		Manaaki Scholarships Lead			
	Approve Manaaki Scholarship expenditure – invoices and payments.	Board			
		Chief Executive	Up to \$5,000,000		
		General Manager Scholarship Programmes jointly with Manaaki Scholarships Lead	Up to \$1,000,000		
		Group General Manager International Marketing, Brand and Scholarships jointly with Director Scholarships	Up to \$1,000,000	Back-up delegation	
Travel					
Travel - New Zealand based employees	Approve travel within New Zealand (domestic).	Board			
		Chair of the Audit and Risk Committee	Relating to any Board Chair travel	Must be pre-approved in writing.	
		Chief Executive		One-up approval applies.	
		Group General Manager			
		General Manager			
		Director/Chief Advisor Māori			
	Approve travel outside New Zealand (international).	Board			
		Chief Executive jointly with the Group General Manager Strategy, Capability and Performance		One-up approval applies. Must be pre-approved in writing. Reference the <i>International Travel Approval Form</i> .	
	Travel – International based employees	Approve travel within an employee's global region.	Board		Must be pre-approved in writing.
			Chief Executive		
Group General Manager					
Approve travel outside of an employee's global region.		Chief Executive jointly with the Group General Manager International and Sector Engagement		Must be pre-approved in writing. Reference the <i>International Travel Approval Form</i> .	
Work programme					
Work programme	Approve the Work Programme priorities.	Chief Executive		The Work Programmes Governance group or Steering Committee recommends to responsible General Manager the work programme priorities. General Manager can approve within approved budget. Group to submit solution options to General Manager.	
		Group General Manager			
		General Manager			