



## Ara Institute of Canterbury Limited

(the Company)

### MEETING OF THE BOARD OF DIRECTORS

**Date:** 27 October 2020

**Time:** 9.30am

**Venue:** Room G202, Te Kei, City Campus

**Directors:** T Arseneau (Chair), M Taite-Pitama (Deputy Chair), M Bain, J Cartwright, M Geddes, N Lamont, A Leslie and B Thompson.

### OPEN AGENDA

Item	Subject
1.	<b>Karakia</b>
2.	<b>Welcome/Apologies/Notices</b>
3.	<b>Conflicts of interest</b>
4.	<b>Call for and discussion of minor items not on the Agenda</b>
5.	<b>Confirmation of Meeting Minutes (Public) - meeting 29 September 2020</b> 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List
6.	<b>Discussion Items</b> 6.1 Chief Executive Report a Financials b Health and Safety c Te Ōhaka  6.2 Deputy Chief Executive Reports 6.3 Kaiārahi Report
7.	<b>Information Items</b> 7.1 Chair Report 7.2 Sub-Committee Reports 7.3 Academic Committee Report – Note: no meeting held since 10 September 2020 7.4 Common Seal Report 7.5 Ara Board Work Programme 7.6 Media Report
8.	<b>General Business</b>

## CLOSED AGENDA

PUBLIC EXCLUDED: *It will be moved that the public be excluded from the remainder of the meeting.*

*The general subject of the matters to be considered while the public is excluded is:*

Item	Subject	
9.	<b>Confirmation of Meeting Minutes (Public Excluded) - meeting held 29 September 2020</b>  9.1 Approval of Meeting Minutes 9.2 Matters Arising 9.3 Action List	[s9(2) (f), (i), (j)]
10.	<b>For Decision</b>  10.1 Ara Budget 2021 10.2 Regional Master Plan (RMP)	[s9(2) (f), (i), (j)]
11.	<b>For Discussion</b>  11.1 CE Report a) Health and Safety  11.2 Review of Te Pūkenga Visit [22 October 2020]	[s9(2) (f), (i), (j)]
12.	<b>For Information</b>  12.1 Sub-Committee Reports	[s9(2) (f), (i), (j)]
13.	<b>General Business</b>	
14.	<b>Strategy</b>  <b>12pm to 1.30pm</b> Te Pūkenga - Te Pae Tawhiti / Treaty of Waitangi Excellence Framework  Board session with Janine Kapa <i>Kaitautoko</i> - Partnership & Equity Directorate – Te Pūkenga	[s9(2) (f), (i), (j)]

This resolution will be made in reliance on s48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interests protected by s9 of the Official Information Act 1982 which would be prejudiced by the holding of the proceedings of the meeting in public. The section of the Official Information Act which applies is shown beside each item to be considered while the public is excluded:

- *Matters involving confidential information about an identifiable person*  
s9(2)(a) - Protect the privacy of natural persons, including that of deceased natural persons
- *Submissions to Parliament and other formal advice*  
s9(2)(f) - Maintain confidential conventions which protect political neutrality, and the confidentiality of communications and advice tendered by officials
- *Commercially sensitive financial data*  
s9(2)(i) - The Crown or any Department or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities
- *Negotiations in progress with other organisations*  
s9(2)(j) - Enable a Minister of the Crown or any Department or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

## 2020 Register of Disclosure of Conflicts of Interest

as at 29 September 2020

### Ara Board of Directors

<b>Thérèse Arseneau</b> <i>[Chair]</i>	<ul style="list-style-type: none"> <li>• ChristchurchNZ (Chair and Director)</li> <li>• Christchurch Symphony Orchestra (Chair and Trustee)</li> <li>• J Ballantyne and Company Ltd (Director)</li> <li>• Elder Family Trust (Trustee)</li> <li>• Open Polytechnic (Board Director)</li> </ul>	<ul style="list-style-type: none"> <li>• Therese Arseneau Consulting Ltd (Director and Shareholder)</li> </ul>
<b>Melanie Taite-Pitama</b> <i>[Deputy Chair]</i>	<ul style="list-style-type: none"> <li>• Tuahiwi Education Ltd (Director/Shareholder)</li> <li>• Tuahiwi School Board of Trustees (Member)</li> </ul>	<ul style="list-style-type: none"> <li>• Taite Family Trust (Trustee)</li> <li>• Rangjora High School (Advisor to Board of Trustees)</li> </ul>
<b>Murray Bain</b>	<ul style="list-style-type: none"> <li>• TSB Bank (Deputy Chair)</li> <li>• Northland Polytechnic Ltd (Deputy Chair)</li> <li>• CTAS (Chair)</li> <li>• Kerikeri Retirement Village Trust (Chair)</li> </ul>	<ul style="list-style-type: none"> <li>• Southern Institute of Technology Ltd (Director)</li> <li>• Optimum Services Ltd (Director/Owner)</li> <li>• Oryx Technology Ltd (Director/Owner)</li> <li>• ESA Ltd (Director)</li> </ul>
<b>Jane Cartwright</b>	<ul style="list-style-type: none"> <li>• Brackenridge Estate Limited (Chair)</li> <li>• Nurse Maude Association (Chair – Clinical Quality &amp; Risk Committee).</li> <li>• Nurse Maude Association (Deputy Chair and Finance &amp; Audit Committee Member)</li> </ul>	<ul style="list-style-type: none"> <li>• Canterbury Clinical Network (Independent Advisor)</li> <li>• Cartwright-Newton Family Trust (Trustee)</li> <li>• JC Ltd (Director)</li> </ul>
<b>Maryann Geddes</b>	<ul style="list-style-type: none"> <li>• NZIST (Council member)</li> <li>• Southern Institute of Technology (Director)</li> <li>• Otago Polytechnic (Director)</li> </ul>	<ul style="list-style-type: none"> <li>• Service IQ (Director)</li> </ul>
<b>Nettles Lamont</b>	<ul style="list-style-type: none"> <li>• Quality New Zealand Limited (Chair, Director and shareholder)</li> <li>• Conquest Training Limited (Director and shareholder)</li> <li>• Alliance Services Limited (Chair, Director)</li> </ul>	<ul style="list-style-type: none"> <li>• Arinui Limited Chair (Director)</li> <li>• Hortus Limited (Director)</li> <li>• JFC Limited (Director)</li> <li>• Kidson Trust Advisory (Board member)</li> <li>• Dublin Street Charitable Trust (CEO)</li> </ul>
<b>Andrea Leslie</b>	<ul style="list-style-type: none"> <li>• Primary ITO (Employee)</li> <li>• Authentic Education Ltd (non-trading) (Director)</li> </ul>	<ul style="list-style-type: none"> <li>• Greenhill Farm Trust (Trustee))</li> </ul>
<b>Bryn Thompson</b>	<ul style="list-style-type: none"> <li>• Metalcraft Engineering Company Limited (Principal/Director)</li> <li>• Avid Group Limited (Share Holder/Director)</li> <li>• Cassem Holdings Limited (Principal/Director)</li> <li>• Competenz Trust (Director)</li> </ul>	<ul style="list-style-type: none"> <li>• B&amp;S Thompson Family Trust (Trustee)</li> <li>• NZMEA (Board/Director)</li> <li>• Mancan (Board/Director)</li> <li>• Canterbury Manufacturing Trust (Chairperson/Trustee)</li> </ul>

## Ara Board Officers

<p><b>Tony Gray</b> Chief Executive</p>	<ul style="list-style-type: none"> <li>• Ara Foundation (Trustee)</li> <li>• Hurford Trust (Trustee)</li> <li>• NZIST COVID-19 Recovery Training and Skills Needs Working Group (Member)</li> <li>• NZIST Internationalisation Working Group (Chair)</li> <li>• Ōtautahi Education Development Trust (Trustee)</li> <li>• SANITI Advisory Board (Member)</li> <li>• TANZ Accord (Chair)</li> <li>• TANZ Ltd (Director)</li> </ul>
<p><b>Te Marino Lenihan</b> Kaiārahi</p>	<ul style="list-style-type: none"> <li>• Ka Honua Momona (Traditional Fish Pond Non-Profit Organisation on Moloka'i, Hawai'i) (Board Member)</li> <li>• Kaiapoi Pā Trust (Trustee)</li> <li>• Ngā Aho (National Network of Māori Design Professionals) (Executive)</li> <li>• Ngāi Tahu (Whakapapa)</li> <li>• Canterbury Communications Trust (CCT) (Trustee)</li> </ul>
<p><b>Darren Mitchell</b> Deputy Chief Executive Chief Operating Officer</p>	<ul style="list-style-type: none"> <li>• Ōtautahi Education Development Trust (Trustee)</li> <li>• Public Sector Consultation Group – CAANZ</li> <li>• WorldSkills NZ (Director)</li> </ul>
<p><b>Christina Yeates</b> Executive Officer</p>	<ul style="list-style-type: none"> <li>• Nil</li> </ul>



**Ara Institute of Canterbury Limited**  
(the Company)

**Minutes of a meeting of the Board of Directors**  
(Board)

**29 September 2020 at 9.30am**

**Minutes**

These are the minutes of a meeting of the board of the Company held on 29 September 2020 in Room V101, Woolston Campus.

**1 Karakia** The Ara Chief Executive opened the meeting with a Karakia.

**2 Welcome**

**Directors present:** Thérèse Arseneau, Murray Bain, Jane Cartwright, Maryann Geddes, Nettles Lamont, Andrea Leslie, Melanie Taite-Pitama (via teleconference) and Bryn Thompson.

**Thérèse Arseneau** acted as chairperson of the meeting.

**Other attendees present:** Tony Gray (Ara Institute of Canterbury Ltd (Ara) Chief Executive), Darren Mitchell (Ara DCE COO), Te Marino Lenihan (Ara Kaiārahi) and Christina Yeates (Ara Executive Officer).

**Apologies** Nil.

**Quorum** The Chairperson noted that a quorum of Directors was present at the meeting and declared the meeting open.

**3 Conflicts of interest**

- a) No conflicts were declared in relation to the open agenda.
- b) Updates to the Conflict of Interest Register were recorded as follows:
  - Te Marino Lenihan – addition of Canterbury Community Trust (Trustee)

**4 Items not on the Agenda** Nil.

**5 Confirmation of Meeting Minutes**

**5.1 Minutes of Committee Meeting – 25 August 2020**

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 25 August 2020 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.

J Cartwright/A Leslie

Carried

## 5.2 Matters Arising Nil.

## 5.3 Action List

- a) AP9 Health and Safety – Third column to identify non-notifiable injury/illness – the CE advised that Safe Place went live on 16 September 2020 and is a less onerous and has a more streamlined approach with good reporting elements. This will address the request for specific non-notifiable injury and illness reporting. Action closed.
- b) AP10 Health and Safety Walkabouts – the CE referred the Board to the proposed walkabout schedule for 2020/2021 under Agenda item 6.1c). Action closed.
- c) AP11 DCE reports – the CE advised of the shift in reporting to more Executive summaries and a review of templates is currently underway. This is a work in progress and would likely be fully completed for the next academic year.
- d) AP12 and 13 Ara Work Programme – the CE and Ara Executive Officer have reviewed the existing work programme for 2020 and this is for discussion under Agenda item 7.4. The Ara Marketing team are preparing a calendar of events for 2021. Action closed.
- e) AP15 – the data tables have been reformatted and are now much clearer. Action closed.
- f) AP16 and 17 – the board have been provided with information pertaining to access to SafePlace reporting as per Agenda item 6.1c and amendments completed in relation to the colleague wellbeing table in the CE report. Action closed.
- g) AP18 - the CE is involved in ongoing discussions with NZQA in regard to EER reviews. Ongoing.
- h) AP19 – Ara Work Programme – as per item d) above. For discussion and review today. Action closed.

## 6 Items for Discussion

### 6.1 Chief Executive (CE) Report

The report was taken as read. The CE provided the following update:

- a) CoVE's – discussion included how Ara is currently involved in the development of the Primary Industry and Construction CoVEs, noting there is still work that needs to be done by RoVE on the intended distributed model. The CE clarified the context behind the purpose of the CoVE's – the intent within the main Reform of Vocational Excellence (RoVE). CoVE's are RoVE driven with the component parts interlinked with Te Pūkenga but not driven by it. Currently remain as work in progress; resourcing is minimal in terms of delivery and direction. The Board are keen to understand all the component parts and noted the involvement of ChristchurchNZ with Food and Fibre identified as a “supernode”. **Will include in discussions with the NZIST Chair and CE on 22 October when visiting Ara.**

[AP20 Chair]

- b) The CE **will distribute the CoVE's diagram illustrating linkages.**

[AP21 CE]

- c) The format of Board reporting was discussed. The Chair advised the Board would like meetings to be a balance between the Board fulfilling compliance obligations , but with sufficient board time spent on future focus. **It was noted that a more sophisticated set of dashboards than currently used would provide the Board with the information required for compliance and effective oversight.** This would also mean written reports could be streamlined. Suggest blocks presentation that shows 'highlights/lowlights areas of concern' including hyperlinks through to analytics e.g. Tribal (NZBT). **[AP22 CE]**
- d) International Students – discussion on the data provided and clarification that within the numbers provided, Ara is currently looking at a minimum number of 150 new students who might come based on the number of Semester Two students coming in. The Board noted the concerns around international travel for 2021. This will be discussed further in the Ara budget discussion.
- e) Trades – the Board noted that Trades is showing improved numbers in comparison to 2019 – whilst overall applications numbers are still lower, the conversion rate has been higher and the number of enrolled learners are tracking well; the improvement is seen as partly due to on-line enrolments.
- f) The 2020 targets summary table was discussed, and the format of the data supplied. **The Board would like the following added “by exception we should note and the reason is....”** **[AP23 CE]**
- g) The 2020 Application and Enrolment summary were discussed and the DCE COO clarified that this relates to those that have **applied** to study in 2021 – as an early lead indicator.
- h) Discussion on the table showing Ara Overall EFTS data for 2020 and by Department. The Board were advised that the total number of enrolled students is ahead of this time last year and the colour coding gives a sense at department level and previous historical numbers. Overall, the Institute is tracking positively, and we are currently monitoring applications against early withdrawals.
- i) Brief discussion on Campus Connect sites and the CE provided an overview of Computing for Free – Hornby, Rangiora, Oamaru and Ashburton. Running at a loss and the challenge exists for Te Pūkenga in how to maintain this type of provision.
- j) **Health and Safety:** the report was taken as read. The following items were noted:
- i. The Board noted that the number of minor and near misses reported is increasing showing richer reporting. The use of SafePlace will assist with this as responsibility is distributed across Managers. **It was requested that for future reporting, the CE/Management state formally they are satisfied and confident that these issues have been addressed.** **[AP24 CE]**
  - ii. Annual Leave liability was discussed and the CE advised there is a project currently addressing this issue, trying to ensure colleagues take earned leave consumed in year; Management are very aware of the impact on colleagues of not taking annual leave as well as the contingent liability impact on the 2020 outturn.
  - iii. The report addressing SafePlace access and reporting for the Board was received and noted.

## 6.2 Deputy Chief Executive (DCE) Reports

The reports were taken as read.

## 6.3 Kaiārahi Report

The report was taken as read. Discussion as follows:

- a) The Ara Kaiārahi provided an overview of the structure for the phase one implementation of the Framework for Māori Achievement (FMA). This involved locating experts and shifts to perform more effectively for Māori achievement and this would be in all DCE portfolio's. Skills development is being addressed through the student mentoring initiative which is proven to be crucial to the learning experience.
- b) The key flagship of integration and embedding, with the provision of culturally responsive education involves a research component, a review of programme design and utilising Te Puna Wanaka (TPW) as our centre of excellence.
- c) From a learner's perspective, it is the need to embed their culture in the classrooms and across the whole programmes – they need to feel their culture is being valued.
- d) In line with community and the letter of expectations, we are confident that Ara is ahead of the Te Tiriti framework. The Board agreed they would like a day set aside in the future work programme to focus on their role in driving this change. The Board's focus is on outcomes and the need to be agile – having a holistic view. It was suggested **a meeting offsite to be held on a Marae organised by the Ara Kaiārahi.** [AP25 Kaiārahi]
- e) Discussion on equity across the Pasifika population and the Kaiārahi reaffirmed that Māori are Pacific people, and the framework is good for all relationships and speaks to teaching and learning, therefore is equitable to all - the balance between what happens in the classroom and the Māori student mentoring programme, marrying with great teaching and learning in the classroom.
- f) How the framework supports learners in the workplace was discussed as well as how the framework supports learners in the classroom. There is a need to help the employer work with the framework and to ensure it is fit for purpose in the work environment. It was agreed that it was the intention to support all programmes both on-job and off-job to be culturally responsive and training of our own staff and industry colleagues would be needed. This could occur through options including cultural intelligence micro-credentials which would support industry to become more responsive. Ngāi Tahu are also looking at collaborating with industry sectors
- g) It was agreed that discussion on a comprehensive appraisal of resources with timeline will be included in the draft 2021 Budget discussion.

## 7 Information Items

### 7.1 Chair Report

- a) The decision to cancel the Ara Spring Graduation Ceremony was disappointing for all but necessary due to the COVID alert levels.



## **7.2 Subcommittee Reports**

It was noted that there had been no subcommittee meetings held since the last Board meeting. The Campus Redevelopment Committee will meet for a workshop in early October.

## **7.3 Academic Committee Report**

The report was taken as read. It was agreed there is a significant amount of work that still needs to be done and concern that this will be duplicated across the sector.

## **7.4 Ara Board Work Programme**

The work programme was discussed in Public Excluded.

## **7.5 Media Report** The report was taken as read.

## **8 General Business**

The Ara Board are scheduled for a campus tour and orientation of the Woolston campus from 11am to 12pm after the close of the public meeting.

### **Closure**

There being no further business the Chairperson declared the public meeting closed at 11.00am.

Dated: 27 October 2020

Signed as a correct record

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**Chairperson**

## Ara Board Minutes - Action List as of 29 September 2020

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP11	28 July Updated 25 Aug	6.2a	DCE Reports	The Board would like to see a future focus included in the DCE reports. Agreed to review format and content – reporting by exception and BAU bimonthly.	CE	In progress	Jan 2021
AP18	25 Aug	6.2c	DCE Reports – EER	EER issues should be addressed through a joint approach to NZIST by category one ITPs. The CE agreed to raise this with NZIST CE.	CE	Ongoing	
AP20	29 Sept	6.1a	CE Report – COVE's	Will include in discussions with the NZIST Chair and CE for 22 October visit.	Chair	In progress	22 Oct
AP21				Distribute CoVEs diagram to the Board illustrating linkages.	CE		
AP22	29 Sept	6.1c	CE Report – Dashboards	Review of dashboards in CE reporting	CE	In progress	Jan 2021
AP23	29 Sept	6.1f	CE Report – 2020 Targets Summary	Add “by exception we should note ... and the reason is.....”	CE	In progress	27 Oct
AP24	29 Sept	6.1k(i)	CE Report – Health and Safety	It was requested that for future reporting, the CE/Management state formally they are satisfied and confident that issues around minor and near misses have been addressed.	CE	In progress	27 Oct
AP25	29 Sept	6.4d	Kaiārahi Report	A meeting offsite at a Marae be arranged	Kaiārahi	In progress	Jan 2021

<b>Ara Board 27 October 2020</b>	<b>Agenda Item</b>		<b>6.1</b>
	Decision Item	Discussion Item	<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>		Tony Gray

<b>ARA BOARD REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	<b>Chief Executive's Report</b>
<b>BACKGROUND AND PURPOSE</b>	To provide the Board with key information and data that are important in Ara's development.
<b>RECOMMENDATION(S)</b>	That the Chief Executive's Report be received.
<b>LINK TO ARA STRATEGY</b>	
<b>KEY ISSUES IDENTIFIED</b>	
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	-
<b>RISK IMPLICATIONS FOR ARA</b>	-
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	NA

# Chief Executive's Report

## Public Meeting

### 1 Financial Performance Report

#### 1.1 Financial Performance as at 30 September 2020

- a As of 30 September 2020, the year-to-date reported surplus before Abnormal Items is \$4.79m, compared to an expected surplus of \$4.14m. The surplus after Abnormal Items (the Transformation Programme and C Block demolition costs) is \$2.2m compared to an expected surplus of \$1.8m. The variance to budget is due to higher than budgeted income combined with lower expenditure.
- b A reforecast of the 2020 year-end position is included in the statements and the accompanying narrative is in a later section of this report.
- c There has been an improvement in equivalent full-time student (EFTS) numbers delivered year-to-date. Actual delivered EFTS are now only 2% behind the budgeted expectation, being 5,638 compared with 5,752 in the budget. Total full year EFTS are now on budget as a result of strong second semester domestic enrolments (SAC Level 3+ enrolments 2% ahead of budgeted expectation) which are offsetting the shortfall in international enrolments.
- d Government Funding year-to-date is \$48.73m, a \$0.39m favourable variance against budget in comparison to a \$0.63m shortfall against budget in the previous month, resulting in an overall improvement of \$1.02m. The variances in Government funding is due to variances in the associated EFTS delivery.
- e CTC funding is now \$70k (3.9%) below budget which is an improvement on the prior month.
- f Domestic Fee Income is \$325k (1%) less than the year-to-date budget. This is more than off-set by the under-utilisation of the scholarships/discounts budget. The year-end position for domestic fee income net of scholarships/discounts is expected to outperform the budget. We are currently under budget because of the timing of delivery compared with the original expectation. Further details in the reforecast section below.
- g International fee income has fallen further behind budget as the border closures continue to impact income. Net of commissions/discounts, international fee income is 6.1% below the budgeted expectation of \$11.8m year-to-date.
- h Overall, student tuition fees income, less associated scholarships, commissions and discounts is under budget year-to-date by \$0.18m, which is a marginal improvement on the level of variance for the previous month.

- i Other teaching income remains below budget year-to-date. As noted in previous reports this is expected given the campus closure during COVID-19 Alert Levels 3 and 4 lockdowns.
- j Interest income is currently outperforming budget by \$20k; however, this is a smaller positive variance than in the prior month as the cut to the OCR begins to impact.
- k Other revenue is \$0.85m below budget. Most of this occurred during the campus closure. Areas where the impact is most significant include student accommodation (Ōtautahi House) and Facilities. A rental refund of \$0.18m from the OEDT is expected for student accommodation for the period where it was not possible to collect the full rental income from students during the COVID-19 lockdown.
- l Teaching personnel costs exceed budget year-to-date by 2.3%. This variance has increased from the prior period. Variances for the most part are in departments where savings were required for 2020 and have not been fully achieved.
- m Non-teaching personnel costs are on budget.
- n Both teaching and non-teaching annual leave are a notable net expense at this stage representing an accumulation of annual leave; lower levels of leave were taken during both semester and term breaks. The annual leave liability is being actively managed, but it is anticipated that leave balances will be higher at year-end than anticipated.
- o Occupancy costs are \$0.76m under budget year-to-date resulting from lower costs during the campus lockdown; these costs include \$0.44m related to the COVID-19 response.
- p General operating expenditure is \$2.99m below budget year-to-date. The most significant savings are in subcontracted delivery (\$315k), staff travel (\$457k), teaching materials (\$227k), printing (\$256k) and other services (\$530k). Costs include \$101k of unbudgeted expenditure related to Ara's COVID-19 response.
- q The Finance Lease charges are in line with budget.
- r Depreciation costs exceed budgeted expectations. As noted last month, Te Pūkenga has specified the useful lives to be applied to assets. In some cases, asset lives have shortened to a degree that has necessitated the write-off of the full remaining balances. The variance to budget increased in September as further assets were adjusted to align to the Te Pūkenga policy. The variance in depreciation in 2020 reflects the one-off impact of those changes. There is no impact on cash flow as a result of the changes.
- s Transformation costs are \$351k below budget year-to-date.
- t Demolition costs are \$596k over budget.
- u In the Statement of Financial Position employee benefit liabilities are high for the month due to six days of payroll owing at month end. This is the result of the relative timing of the fortnightly payroll cycle and the calendar month end.
- v There are no other items of note in the Financial Position or Cash Flows for September.

**Statement of Financial Performance**  
for the year to 30 September 2020

	2020 Year to date			Full Year		
	Actual	Budget	% var	2020 Budget	2020 Forecast	2019 Actual
<b>Government Funding</b>						
SAC Funding Level 3-7	42,470,310	42,628,496	-0.4%	53,851,021	53,645,330	52,194,906
SAC Funding Level 1-2	955,988	813,268	17.5%	1,020,917	1,906,808	1,351,157
ACE Funding	239,796	298,935	-19.8%	395,428	578,954	471,640
Youth Guarantee Funding	933,507	912,722	2.3%	1,137,359	2,671,776	1,341,690
CTC funding	1,710,820	1,780,523	-3.9%	2,237,954	2,448,650	2,126,447
Other Non-EFTS grants	2,420,633	1,907,058	26.9%	2,473,532	2,888,000	2,778,692
<b>Total</b>	<b>48,731,054</b>	<b>48,341,002</b>	<b>0.8%</b>	<b>61,116,211</b>	<b>64,139,517</b>	<b>60,264,531</b>
<b>Student Tuition Fees</b>						
Domestic Fee Income	25,253,648	25,578,641	-1.3%	32,202,262	32,340,125	29,964,498
less Scholarships/Discounts	(1,431,806)	(2,298,160)	-37.7%	(2,370,950)	(1,623,106)	(1,598,728)
International Fee Income	12,458,049	13,305,277	-6.4%	17,067,052	15,215,760	16,957,644
less Commissions/Discounts	(1,348,335)	(1,474,047)	-8.5%	(1,804,246)	(1,608,536)	(2,152,945)
<b>Total</b>	<b>34,931,556</b>	<b>35,111,710</b>	<b>-0.5%</b>	<b>45,094,118</b>	<b>44,324,243</b>	<b>43,170,470</b>
<b>Other Teaching Income</b>	<b>1,072,463</b>	<b>1,696,153</b>	<b>-36.8%</b>	<b>2,341,608</b>	<b>1,716,608</b>	<b>2,395,624</b>
<b>Other Income</b>						
Interest	1,269,303	1,249,089	1.6%	1,625,000	1,490,784	2,264,772
Other Revenue	3,415,775	4,267,011	-19.9%	5,812,149	4,962,149	6,070,910
<b>Total</b>	<b>4,685,077</b>	<b>5,516,100</b>	<b>-15.1%</b>	<b>7,437,149</b>	<b>6,452,933</b>	<b>8,335,682</b>
<b>Total Revenue</b>	<b>89,420,151</b>	<b>90,664,965</b>	<b>-1.4%</b>	<b>115,989,086</b>	<b>116,633,301</b>	<b>114,166,307</b>
<b>Personnel Costs</b>						
Teaching	26,822,626	26,220,926	2.3%	35,417,746	35,917,746	35,414,954
Net Annual Leave - Teaching	676,744	328,902	105.8%	-	200,000	106,183
Non-Teaching	26,731,092	26,724,486	0.0%	36,058,972	36,058,972	34,961,718
Net Annual Leave - Non-Teaching	492,407	150,096	228.1%	-	200,000	17,301
<b>Total</b>	<b>54,722,868</b>	<b>53,424,410</b>	<b>2.4%</b>	<b>71,476,717</b>	<b>72,376,717</b>	<b>70,500,157</b>
as % of Revenue	61.2%	58.9%		61.6%	62.1%	61.8%
<b>Other Costs (except Depreciation)</b>						
Occupancy/Property costs	7,211,797	7,972,382	-9.5%	10,244,983	9,584,983	9,884,995
Finance Lease Charge	1,043,683	1,043,683	0.0%	1,390,000	1,390,000	1,403,792
General Operating Expenditure	11,916,967	14,905,827	-20.1%	20,277,911	18,227,911	17,804,588
<b>Total other costs</b>	<b>20,172,446</b>	<b>23,921,891</b>	<b>-15.7%</b>	<b>31,912,894</b>	<b>29,202,894</b>	<b>29,093,376</b>
<b>Depreciation</b>						
All Depreciation	9,737,038	9,179,514	6.1%	12,150,000	12,450,000	11,783,245
<b>Total Expenses</b>	<b>84,632,351</b>	<b>86,525,815</b>	<b>-2.2%</b>	<b>115,539,611</b>	<b>114,029,611</b>	<b>111,376,777</b>
<b>Surplus/(Deficit) excl Abnormal</b>	<b>4,787,799</b>	<b>4,139,150</b>	<b>15.7%</b>	<b>449,475</b>	<b>2,603,690</b>	<b>2,789,530</b>
as % of Revenue	5.4%	4.6%		0.4%	2.2%	2.4%
<b>Abnormal Items</b>						
Transformation Costs	(1,510,009)	(1,860,963)	-18.9%	(2,349,191)	(2,349,191)	(2,324,093)
Demolition Costs	(1,079,766)	(483,057)	123.5%	(483,057)	(1,080,254)	(378,938)
Share of Associate Surplus/(Deficit)	-	-		-	-	(58,228)
<b>Total Abnormal Items</b>	<b>(2,589,775)</b>	<b>(2,344,020)</b>	<b>10.5%</b>	<b>(2,832,248)</b>	<b>(3,429,445)</b>	<b>(2,761,259)</b>
<b>Total Surplus/(Deficit)</b>	<b>2,198,024</b>	<b>1,795,130</b>	<b>22.4%</b>	<b>(2,382,773)</b>	<b>(825,755)</b>	<b>28,270</b>
as % of Revenue	2.5%	2.0%		-2.1%	-0.7%	0.0%

## Statement of Financial Position as at 30 September 2020

	Actual 30-Sep-20 \$000	Budget 31-Dec-20 \$000	Forecast 31-Dec-20 \$000	Actual 31-Dec-19 \$000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and Cash Equivalents	7,347	5,132	8,902	12,438
Loans and Receivables	2,090	2,670	2,002	3,442
Inventories	591	1,321	1,027	1,027
Prepayments	785	1,794	2,291	2,291
Short Term Investments	45,519	27,135	35,135	32,419
Residual Insurance Proceeds	28,281	25,865	25,865	28,281
<b>Total Current Assets</b>	<b>84,613</b>	<b>63,917</b>	<b>75,223</b>	<b>79,898</b>
<b>Non-Current Assets</b>				
Property Plant and Equipment	305,993	311,435	306,688	311,053
Intangible Assets	1,322	1,952	1,225	2,348
Investment in Associate	1,151	1,209	1,151	1,151
<b>Total Non-Current Assets</b>	<b>308,466</b>	<b>314,596</b>	<b>309,706</b>	<b>314,553</b>
<b>TOTAL ASSETS</b>	<b>393,079</b>	<b>378,513</b>	<b>384,930</b>	<b>394,451</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Trade and other payables	3,789	5,000	5,000	6,831
Finance leases	764	1,239	1,239	763
Employee Benefit Liabilities	5,424	2,462	2,462	2,576
Revenue Received in Advance	16,160	9,149	11,800	19,245
<b>Total Current Liabilities</b>	<b>26,137</b>	<b>17,850</b>	<b>20,501</b>	<b>29,416</b>
<b>Non-Current Liabilities</b>				
Finance leases	24,993	25,402	25,402	25,266
Employee Benefit Liabilities	238	238	238	238
<b>Total Non-Current Liabilities</b>	<b>25,231</b>	<b>25,640</b>	<b>25,640</b>	<b>25,504</b>
<b>TOTAL LIABILITIES</b>	<b>51,368</b>	<b>43,490</b>	<b>46,141</b>	<b>54,919</b>
<b>NET ASSETS</b>	<b>341,712</b>	<b>335,023</b>	<b>338,789</b>	<b>339,532</b>
<b>EQUITY</b>				
Retained Earnings	237,930	231,241	235,007	235,750
Asset Revaluation Reserve	103,782	103,782	103,782	103,782
<b>TOTAL EQUITY</b>	<b>341,712</b>	<b>335,023</b>	<b>338,789</b>	<b>339,532</b>

**Statement of Cash Flows**  
for the year to 30 September 2020

	<b>Year to Sep 2020 \$000</b>	<b>2020 Budget \$000</b>	<b>2020 Forecast \$000</b>	<b>2019 Final \$000</b>
<b>Cash Flows from Operating Activities</b>				
Cash was Provided from:				
Government Grants	45,864	61,116	64,140	63,357
Student Tuition Fees	34,279	45,094	38,319	50,501
Other Teaching Revenue	1,072	2,342	1,717	2,396
Other Revenue	5,014	5,812	4,912	5,020
Interest	1,408	1,625	1,491	2,165
Total	<u>87,637</u>	<u>115,989</u>	<u>110,579</u>	<u>123,438</u>
Cash was Applied to:				
Employees and Suppliers	72,120	101,530	102,136	99,690
Net Cash Effect of Abnormal Items	2,590	2,832	3,429	2,324
Total	<u>74,710</u>	<u>104,362</u>	<u>105,565</u>	<u>102,014</u>
<b>Net Cash Flows from Operating Activities</b>	<b>12,927</b>	<b>11,627</b>	<b>5,014</b>	<b>21,424</b>
<b>Cash Flows from Investing Activities</b>				
Cash was Provided from:				
Sale of Fixed Assets	25	-	50	53
Total	<u>25</u>	<u>-</u>	<u>50</u>	<u>53</u>
Cash was Applied to:				
Purchase of Other Financial Assets	-	-	-	-
Purchase of Fixed Assets	1,166	5,014	2,000	5,903
Campus Capital Plan Spending	2,086	6,376	3,950	3,761
Total	<u>3,252</u>	<u>11,390</u>	<u>5,950</u>	<u>9,664</u>
<b>Net Cash Flows from Investing Activities</b>	<b>(3,227)</b>	<b>(11,390)</b>	<b>(5,900)</b>	<b>(9,612)</b>
<b>Cash Flows from Financing Activities</b>				
Cash was Provided from:				
Equity	25	-	25	-
Total	<u>25</u>	<u>-</u>	<u>25</u>	<u>-</u>
Cash was Applied to:				
Finance Lease Payments	1,716	2,374	2,374	2,217
Total	<u>1,716</u>	<u>2,374</u>	<u>2,374</u>	<u>2,217</u>
<b>Net Cash Flows from Financing Activities</b>	<b>(1,691)</b>	<b>(2,374)</b>	<b>(2,349)</b>	<b>(2,217)</b>
<b>Total Net Cash Flows</b>	<b>8,009</b>	<b>(2,137)</b>	<b>(3,235)</b>	<b>9,595</b>
Opening Cash, Bank & Short Term Investments	73,138	60,269	73,138	63,543
Closing Cash, Bank & Short Term Investments	<u>81,147</u>	<u>58,132</u>	<u>69,902</u>	<u>73,138</u>



## 1.2 Reforecast

### a EFTS position

The below shows the total enrolled EFTS as of 30th September 2020 compared to budget, these have been used to inform the reforecast.

	Actual EFTS as of September 2020	2020 Budget	Variance
SAC Level 3+	5,762.18	5,677.64	84.54
SAC Level 1-2	139.50	113.20	26.29
ACE	59.16	87.41	28.25
Youth Guarantee	95.25	88.86	6.39
Trades Academy	148.90	138.09	10.82
International	836.62	978.83	142.21
Other	165.77	194.66	28.88
<b>Total</b>	<b>7,207.38</b>	<b>7,278.68</b>	<b>71.31</b>

### b Financial Performance

- i This reforecast presents an improved financial outcome when compared with both the 2020 budget and the previous reforecast. This is due to increased enrolment numbers and the associated increase in the expected tuition fees position. This is partially offset by increased costs; however, costs are still expected to be less than budgeted. Further, the funding guarantee has provided additional revenue in areas that Ara had approval to deliver but had not included that delivery in the budget.
- ii As the TEC funding for the year is guaranteed, Government grants are largely unchanged from the prior reforecast. Ara will only receive additional funding beyond that already guaranteed if the net delivery across all categories exceeds the allocated funding. Therefore, while EFTS in SAC delivery most notably have surpassed budget this is offset by the shortfall in delivery in other categories such that the net overall position does not exceed the total funding allocation. As a result, the over delivery in SAC, YG, and TA, will not receive any additional government funding.
- iii Government funding of other non-EFTS grants increases by \$208k compared to the previous reforecast due to the current payment schedule received from the TEC and updated information provided by the Early Learning Centre related to childcare funding rates increases. The prior reforecast included an additional \$55k of Performance Based Research Funding (PBRF) and \$125k of unbudgeted MPTT Consortia payments. Overall, this category is now reforecast to exceed budget by \$414k at year end.

- iv Domestic fee income has been based on actual income from existing enrolments. The large increase in second semester enrolments increases expected income by \$858k compared to previous reforecast and is also an increase of \$138k on the original budgeted expectation. Off-setting scholarships/discounts have been retained at the previous reforecast amount. As the reforecast has been projected using existing enrolments there may yet be further movement, however, these are likely to be relatively minor in the lead up to year end.
- v International fee income has also increased due to higher enrolments, while still less than budget, enrolments are higher than in the previous reforecast. Income is now expected to be \$15.22m, a \$1.88m improvement on the previous forecast but \$1.85m less than 2020 budget. An additional \$0.20m in off-setting commissions/discounts has been anticipated as a result of the increase in income.
- vi Overall, tuition fees are reforecast to be \$2.54m higher than the previous reforecast. This is only \$0.77m short of the original 2020 budget.
- vii Other teaching income and other revenues are based on that received to end of September, plus budgeted income for the remainder of the year. This locks in the income shortfall that occurred during the campus closure but assumes that second semester activity will be relatively unchanged. This reforecast shows a reduction in full year income of \$0.35m compared to the previous reforecast and \$1.48m against budget.
- viii Investment interest revenue has been reviewed in light of the current cash position and interest rates. While the cash position is improved by higher fees income, interest rates are lower than anticipated in the prior reforecast. As a result, the previous reforecast has remained unchanged at \$1.49m.
- ix Overall, the cumulative expected outcome of the income changes results in an improvement in reforecast income of \$2.4m, a level of income that exceeds the original budget by \$0.64m. The government funding guarantee across all sources of funding contributes \$1.6m of the improvement.
- x Teaching personnel costs are expected to exceed budget by \$0.5m. The prior reforecast anticipated that the budget would be achieved.
- xi Non-teaching personnel costs are in line with budget and it expected that this will continue.
- xii The net annual leave costs are expected to be a net \$0.20m expense in both the teaching and non-teaching personnel categories, representing an overall accumulation of annual leave across 2020.
- xiii Occupancy/Property costs have been marginally lower than predicted. These have been reforecast downwards by an additional \$0.10m to be \$0.66m less than budgeted for the year.

- xiv General operating expenditure has been reviewed by type of spend to determine the likely extent of further changes. Overall, this category is reforecast to continue to achieve savings resulting in an underspend of circa \$2m for the year compared with the budget. This a \$0.15m improvement on the previous reforecast: however, at a more granular level there are more significant movements. Most areas of spending have been lower than expected but have been largely offset by increases in two areas: firstly, in student assistance and secondly, in subcontracting. Subcontracting costs have increased as Ara enrolments have improved resulting in anticipated savings in eCampus subcontracting costs being reduced – this also provides an associated increase in revenue.
- xv Currently the COVID-19 associated costs, as noted previously, have been accounted for within normal operating expenses. Given the abnormal nature of the global pandemic we will seek agreement from Audit New Zealand to re-categorise the costs to abnormal items. This will not only improve the accuracy of the financial statements but will also enable prior year comparisons to be made. As a consequence, the surplus on core activities would improve beyond the current reforecast of \$2.6m.
- xvi As noted, there have been adjustments to asset lives resulting from Te Pūkenga accounting policy which have impacted depreciation costs. As a result, the reforecast depreciation has been increased by \$0.30m compared to budget (previous reforecast left this unchanged).
- xvii Transformation costs are reforecast to remain at the original budget level. While currently underspent, there are several ongoing projects and others that are being considered, such that the full level of resource should remain committed at this stage.
- xviii C Block demolition costs are now largely final and are \$0.60m greater than budgeted. Of this increase, \$0.50m is due to the issues discovered during the demolition and previously notified to the Ara Council. The remaining \$0.10m relates to work that was expected to occur in 2019 but ultimately occurred in 2020 instead.

## **c Financial Position and Cash Flows**

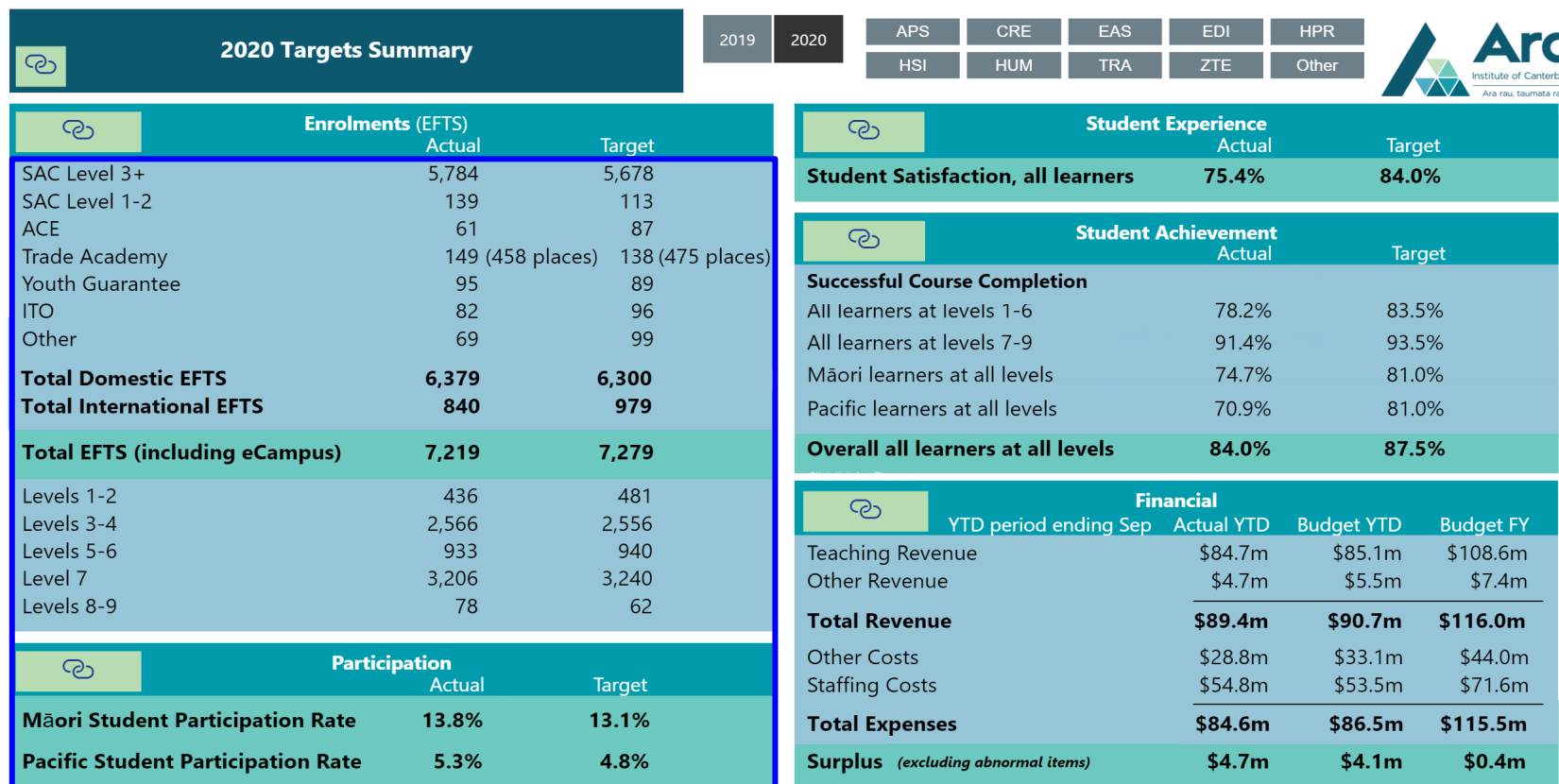
- i The cash flow reforecast has reduced the purchase of Fixed Assets to \$2m. This is in line with YTD expenditure plus historical spending patterns. This results in a lower than usual outcome and we are reviewing the capital spend intentions between now and the end of the year. Currently, this forecast of \$2m spend impacts the expected forecast of Property Plant and Equipment and Intangible Assets in the financial position by \$3.01m with cash flows improving by the same amount. This will be updated in the next report.

- ii Campus Capital Plan Spending remains at \$3.95m, less than the original budget but only because of timing primarily related to the later start to the refurbishment of TPW. Overall, the commitment to the CWP remains at the budgeted level. Additionally, in the Statement of Financial Position, Property Plant and Equipment and Intangible Assets have been impacted by the Te Pūkenga accounting policy. We are seeking confirmation from Audit New Zealand that this has been correctly accounted for by us.
- iii Other movements in the financial position and Net Cash Flows are based on changes to financial performance. The reforecast year-end Cash and Investments position is now \$69.9m, \$4.67m higher than the previous reforecast, and \$11.77m higher than the original budget. The improvement on budget is a consequence of ending 2019 with more cash on hand than was anticipated at time of budget setting, plus a \$4.67m improvement arising from the 2020 reforecast outcome.
- iv The financial position and cash flows may vary depending on final financial performance, and any timing factors at year-end, and particularly the degree to which payments for 2021 fees are received in late 2020 rather than early 2021.

## 2 Enrolment Performance Summary – as at 8 October 2020

This update focusses on the below aspects from the 2020 Performance Dashboard.

*Note overall EFTS and targets now include TANZ eCampus - Ara Global. This represents the full source of funding position*



Enrolments reflect the 2020 Ara Mix of Provision and Financial Budget. Participation targets are the EFTS-weighted proportion of domestic enrolments. Student satisfaction is measured as the proportion of respondents that Strongly Agree or Agree with four benchmarked questions. Successful Course Completion is the EFTS-weighted proportion of successful completion of all assessed courses, with the level breakdown based the level of the programme. Financial targets exclude abnormal items, and Other Costs includes Depreciation.

Figure 1 Ara Performance dashboard

## Enrolment Summary

1. As at 08 October, Ara Global has enrolled 7,219.3 EFTS against a target of 7,278.7 EFTS.
2. The overall target is achievable. SAC3+ has achieved 101.9% of target.  
As anticipated the international target is unlikely to be achieved.
3. Ara excluding TANZ has enrolled 7,038.0 EFTS out of a full year target of 7,058.7 EFTS. Compares to 6,995.4 EFTS at the same time last year.  
There has been a positive increase of 42.2 EFTS since the last update on 16 September (new confirmed enrolments less withdrawals before last withdrawal date).
4. Additional enrolments over the past fortnight are largely from the Departments of Engineering & Architectural Studies and Trades. They are a mix of domestic (33.3 EFTS) and international (8.9 EFTS) students.
5. From this point on last year Ara Global enrolled a further 56.6 EFTS. Currently there are 60.1 potential EFTS (43.5 last year), and 47 active applications.

## Applications Summary - 2021 Domestic Learners

6. Applications for 2021 study by domestic learners are continuing at a good rate, with 1,161 submitted over the last fortnight, and these continue to be well ahead of last year.
7. Noting the significant numbers of 2021 domestic applications submitted so far:
  - a. Unsuccessful applications are comparatively high (1,374 vs 553)
  - b. Converted application are comparatively low (113 vs 548)
    - i. Significantly more applications at the offer accepted stage (516 vs 1,442).
    - ii. Learners are at this status whilst finalising course enrolments.
8. Active 2021 domestic applications are at the following stages:
  - a. 511 received pending processing
  - b. 997 are at Academic evaluation
  - c. 1,254 have accepted offers pending course enrolments
  - d. 188 offers made but not yet accepted
  - e. 269 have requested further information pending a response
9. There has been a significant increase in applications from Māori and Pacific learners. This is an opportunity to support increased participation in areas that are currently behind institute participation targets. There is a noticeable increase at degree level.

## 2020 EFTS

*Ara Global -SAC 3+ has achieved 101.9% of target*


Active	Committed	Future	Potential			
						
Ara Overall	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
	7,278.7	7,203.9	7,219.3	7,147.3	1.0%	1.0%
International/Domestic						
Domestic	6,299.9	6,227.2	6,379.1	6,192.4	1.2%	3.0%
International	978.8	976.7	840.2	954.9		-12.0%
Source of funding						
⊕ SAC 3+	5,677.6	5,530.6	5,783.7	5,523.9	2.7%	4.7%
⊕ Intl	978.8	976.7	840.2	954.9		-12.0%
⊕ TA	138.1	144.0	148.9	144.3		3.2%
⊕ SAC 1-2	113.2	139.8	139.2	138.5		0.5%
⊕ Other	98.6	106.9	69.2	102.7		-32.7%
⊕ ITO	96.0	104.5	82.2	94.8		-13.2%
⊕ YG	88.9	95.2	95.2	95.9		-0.7%
⊕ ACE	87.4	106.1	60.6	92.2		-34.3%
Location						
⊕ All Other	6,672.6	6,687.8	6,689.8	6,636.9	-0.2%	0.8%
⊕ South Canterb...	386.1	359.4	348.2	358.5		-2.9%
⊕ eCampus	220.0	156.7	181.3	151.9		19.3%

Figure 2 Ara Global 2020 EFTS

Department - Programme owning	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
Applied Sciences and Social Practice, Te ...	763.7	729.5	872.2	731.0		19.3%
CAPL Dept		0.7		0.7		-100.0%
Creative Industries	703.1	703.1	724.2	702.5		3.1%
Engineering & Architectural Studies	743.1	720.8	691.6	724.5		-4.5%
Enterprise and Digital Innovation	1,112.8	1,151.7	1,050.8	1,130.3		-7.0%
Health Practice	1,145.3	1,140.1	1,162.1	1,127.9		3.0%
Hospitality & Service Industries	623.6	627.1	652.9	627.0	-0.6%	4.1%
Humanities	887.3	888.9	808.8	880.0	-0.2%	-8.1%
TANZ eCampus	220.0	156.7	181.3	151.9		19.3%
Trades	1,079.7	1,085.3	1,075.3	1,071.4		0.4%
<b>Total</b>	<b>7,278.7</b>	<b>7,203.9</b>	<b>7,219.3</b>	<b>7,147.3</b>	<b>1.0%</b>	<b>1.0%</b>

Figure 3 Ara Global 2020 EFTS by Department

## Ara Global target is achievable

Department	Target	YTD		
Applied Sciences and Social Practice, Te Hoe Ora	763.7	827.2		63.46
Creative Industries	703.1	724.2		21.08
Engineering & Architectural Studies	743.1	691.6		-51.46
Enterprise and Digital Innovation	1,112.8	1,050.8		-61.96
Health Practice	1,145.3	1,161.7		16.41
Hospitality & Service Industries	623.6	652.9		29.27
Humanities	887.3	808.8		-78.55
Trades	1,079.7	1,075.3		-4.40
<b>Ara exc TANZ eCampus</b>	<b>7,058.7</b>	<b>7,038.0</b>		<b>- 20.7</b>
<i>TANZ eCampus</i>	<i>220.0</i>	<i>181.3</i>		<i>-38.70</i>
<b>Ara Global</b>	<b>7,278.7</b>	<b>7,219.3</b>		<b>- 59.4</b>

Figure 4 Ara Global EFTS to target by department

Source of funding	Target	YTD		
SAC 3+	5,677.6	5,783.7		106.07
Intl	978.8	840.2		-138.62
TA	138.1	148.9		10.78
SAC 1-2	113.2	139.2		26.04
Other	98.6	69.2		-29.46
ITO	96.0	82.2		-13.80
YG	88.9	95.2		6.39
ACE	87.4	60.6		-26.83

Figure 5 Ara Global EFTS to target by source of funding

The above visuals show ACTIVE, COMMITTED and FUTURE EFTS. These relate to those course enrolments that have either: been invoiced + paid (for fee-charging provision), been invoiced + past course start date (for fee-charging provision), or have been confirmed (for no-free provision). These categories reflect EFTS that are relatively confirmed enrolments (noting students can still withdraw up until the last withdrawal date of their courses).

*Note: TANZ eCampus EFTS have **now been included** to show an indication of Ara Global delivery vs. targets and to demonstrate the impact at SAC3+ source of funding.*



## 2020 Māori & Pacific Participation

Ara global participation targets met.

An increase in applications at degree level could support increased participation in 2021.

Māori 2020 Participation by NZQF level					Māori 2021 applications by NZQF level			
Programme level	Last Year (Full year)	Current Tracking	Last Year Tracking	Current Participation	Programme level	Last Year (Full Year)	Current Tracking	Last Year Tracking
1	17.3	11.4	15.4	6.7%	0	3		
2	55.5	49.0	54.8	19.1%	1	150	3	5
3	215.0	205.9	216.5	19.7%	2	165	63	54
4	203.6	228.0	201.2	16.6%	3	416	141	127
5	59.1	61.2	60.3	11.3%	4	512	133	75
6	23.8	26.8	23.8	9.5%	5	122	31	29
7	309.6	293.7	310.1	11.1%	6	46	18	5
8	0.8	1.5	0.8	3.0%	7	412	154	91
9	0.5	1.6	0.5	7.2%	8	6	2	1
<b>Total</b>	<b>885.2</b>	<b>879.0</b>	<b>883.3</b>	<b>13.8%</b>	9	3		1
<i>Figure 6 Māori 2020 Participation (EFTS-weighted)</i>					<i>Figure 7 Māori 2021 applications</i>			

Pacific 2020 Participation by NZQF level					Pacific 2021 applications by NZQF level			
Programme level	Last Year (Full Year)	Current Tracking	Last Year Tracking	Current Participation	Programme level	Last Year (Full Year)	Current Tracking	Last Year Tracking
0		1		5.6%	0	2		
1	94	80	88	5.3%	1	85	1	
2	46	59	45	8.8%	2	61	37	24
3	150	201	147	8.1%	3	157	42	41
4	165	208	159	7.1%	4	202	37	26
5	78	67	76	7.1%	5	65	15	8
6	23	31	23	5.3%	6	21	9	2
7	157	187	155	4.4%	7	161	63	42
8	3	4	3	3.7%	8	6		
9		3		7.9%	9	3		
<b>Total</b>	<b>716</b>	<b>841</b>	<b>696</b>	<b>6.2%</b>	<b>Total</b>	<b>763</b>	<b>204</b>	<b>143</b>
<i>Figure 8 Pacific 2020 Participation (EFTS-weighted)</i>					<i>Figure 9 Pacific 2021 applications</i>			

## 2020 Applications and Enrolments

There have been less applications in 2020 but strong enrolments, especially at SAC3+

	Pre App Closed	Pre App	Active App	Unsuccessful App	Converted App	Re-enrolm... and Other
Ara Overall	Est. req. Apps (Full Year)	Last Year (Full Year)	Current Tracking	Last Year Tracking	Req. EFTS Growth	Actual YTD App Growth
	17,004	17,354	15,220	17,297	-2.0%	-12.0%
International/Domestic						
International	1,933	1,929	1,144	2,266	0.2%	-49.5%
Domestic	15,061	15,425	14,076	15,031	-2.4%	-6.4%
Source of funding						
⊕ SAC 3+	10,110	10,245	10,594	10,130	-1.3%	4.6%
⊕ Intl	1,933	1,929	1,144	2,266	0.2%	-49.5%
⊕ Other	1,526	1,655	829	1,608	-7.8%	-48.4%
⊕ ACE	1,385	1,681	1,052	1,539	-17.6%	-31.6%
⊕ ITO	800	870	639	782	-8.1%	-18.3%
⊕ TA	442	460	457	460	-4.1%	-0.7%
⊕ SAC 1-2	267	329	327	327	-19.0%	0.0%
⊕ YG	173	185	178	185	-6.6%	-3.8%
Location						
⊕ All Other	15,700	15,736	13,893	15,723	-0.2%	-11.6%
⊕ South Canterb...	1,196	1,113	782	1,100	7.4%	-28.9%
⊕ eCampus	0	505	545	474	-100.0%	15.0%

Figure 10 2020 application pipeline

Department - Programme owning	Last Year (Full Year)	Current Tracking	Last Year Tracking
Applied Sciences and Social Practice, Te Hoe Ora	1,203	1,496	1,226
Creative Industries	853	865	851
Engineering & Architectural Studies	1,116	1,055	1,179
Enterprise and Digital Innovation	3,167	2,468	3,170
Health Practice	2,553	2,441	2,555
Hospitality & Service Industries	1,670	1,390	1,613
Humanities	2,778	2,235	2,824
TANZ eCampus	505	545	474
Trades	3,509	2,725	3,405
<b>Total</b>	<b>17,354</b>	<b>15,220</b>	<b>17,297</b>

Figure 11 2020 application pipeline by department

The above visuals show the current number of programme enrolments (converted applications and re-enrolments/other) plus those applications that could convert into enrolments (Active Applications). This grouping indicates the total pool of 2020 possible or confirmed enrolments currently in the system.

*Note: TANZ eCampus EFTS have **now been included** to show an indication of Ara Global delivery vs. targets and to demonstrate the impact at SAC3+ source of funding.*

## 2021 Applications and Enrolments

Applications continue to come in ahead of the same time last year

Pre App	Active App	Unsuccessful App	Converted App	Re-enrolm... and Other	Other Unsuccessful	
<b>Ara Overall</b>						
Est. req. Apps (Full Year)	Last Year (Full Year)	Current Tracking	Last Year Tracking	Req. EFTS Growth	Actual YTD App Growth	
14,660	15,220	4,751	4,238	-3.7%	12.1%	
<b>International/Domestic</b>						
International	686	1,144	1,283	1,769	-40.1%	-27.5%
Domestic	14,235	14,076	3,468	2,469	1.1%	40.5%
<b>Source of funding</b>						
⊕ SAC 3+	10,626	10,594	3,088	2,102	0.3%	46.9%
⊕ ACE	1,434	1,052	1	3	36.3%	-66.7%
⊕ Other	1,275	829	10	4	53.7%	150.0%
⊕ ITO	755	639			18.1%	
⊕ Intl	686	1,144	1,283	1,769	-40.1%	-27.5%
⊕ TA	471	457	312	302	2.9%	3.3%
⊕ SAC 1-2	298	327	15	9	-9.2%	66.7%
⊕ YG	155	178	42	49	-13.3%	-14.3%
<b>Location</b>						
⊕ All Other	13,337	13,893	4,602	4,055	-4.0%	13.5%
⊕ South Canterb...	878	782	143	163	12.2%	-12.3%
⊕ eCampus	428	545	6	20	-21.6%	-70.0%

Figure 12 2021 Ara Global applications and enrolments pipeline

### 2021 Domestic

Department - Programme owning	Last Year (Full Year)	Current Tracking	Last Year Tracking
Applied Sciences and Social Practice, Te Hoe Ora	1,453	606	382
Creative Industries	853	358	267
Engineering & Architectural Studies	831	271	81
Enterprise and Digital Innovation	2,173	85	136
Health Practice	2,345	827	582
Hospitality & Service Industries	1,241	518	404
Humanities	1,944	239	194
TANZ eCampus	545	6	20
Trades	2,691	558	403
<b>Total</b>	<b>14,076</b>	<b>3,468</b>	<b>2,469</b>

Figure 13 2021 Ara Global domestic applications

### 2021 International

Department - Programme owning	Last Year (Full Year)	Current Tracking	Last Year Tracking
Applied Sciences and Social Practice, Te Hoe Ora	43	87	110
Creative Industries	12	22	21
Engineering & Architectural Studies	224	365	428
Enterprise and Digital Innovation	295	436	660
Health Practice	96	98	198
Hospitality & Service Industries	149	136	197
Humanities	291	136	154
Trades	34	3	1
<b>Total</b>	<b>1,144</b>	<b>1,283</b>	<b>1,769</b>

Figure 14 Ara Global international applications

## 2021 Applications – Domestic Learners

Applications for 2021 study by domestic learners are continuing at a good rate

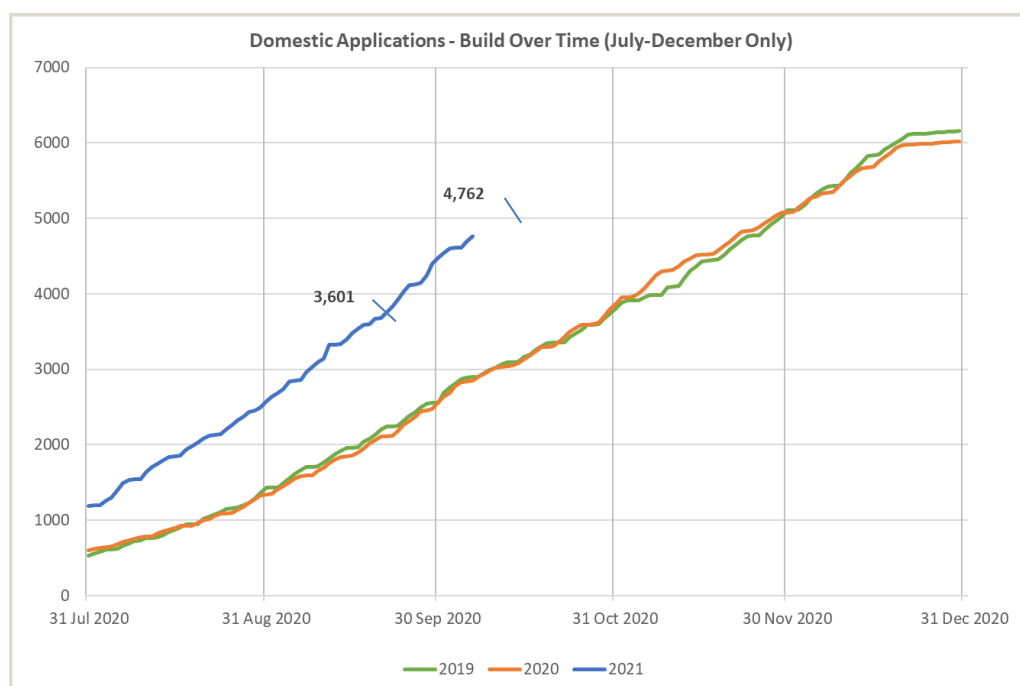


Figure 15 2021 Cumulative applications

Converted applications are down compared to last year, but significant number of applications have accepted offers, more so than the same time last year. These are pending course enrolments.

Year Dept - Programme owning	2020			Total	2021			Total
	Active App	Unsuccessful App	Converted App		Active App	Unsuccessful App	Converted App	
APS	320	69	48	437	595	181	1	777
CRE	256	32	1	289	357	119	1	477
EAS	75	41		116	181	177	44	402
EDI	110	31	18	159	82	39		121
HPR	572	131	2	705	824	191	1	1,016
HSI	238	69	166	473	477	175	39	691
HUM	140	71	42	253	198	105	27	330
TRA	137	105	270	512	558	382		940
ZTE	1	4	1	6	3	5		8
<b>Total</b>	<b>1,849</b>	<b>553</b>	<b>548</b>	<b>2,950</b>	<b>3,275</b>	<b>1,374</b>	<b>113</b>	<b>4,762</b>

Figure 16 Applications received 2021

Dept - Programme owning	2020	2021
APS	92	319
CRE	19	34
EAS	69	122
EDI	112	124
HPR	95	143
HSI	97	209
HUM	72	128
TRA	16	300
<b>Total</b>	<b>572</b>	<b>1,379</b>

Figure 17 Applications at offer accepted stage

## 3 Health, Safety and Wellbeing

### 3.1 Overview – Key Issues

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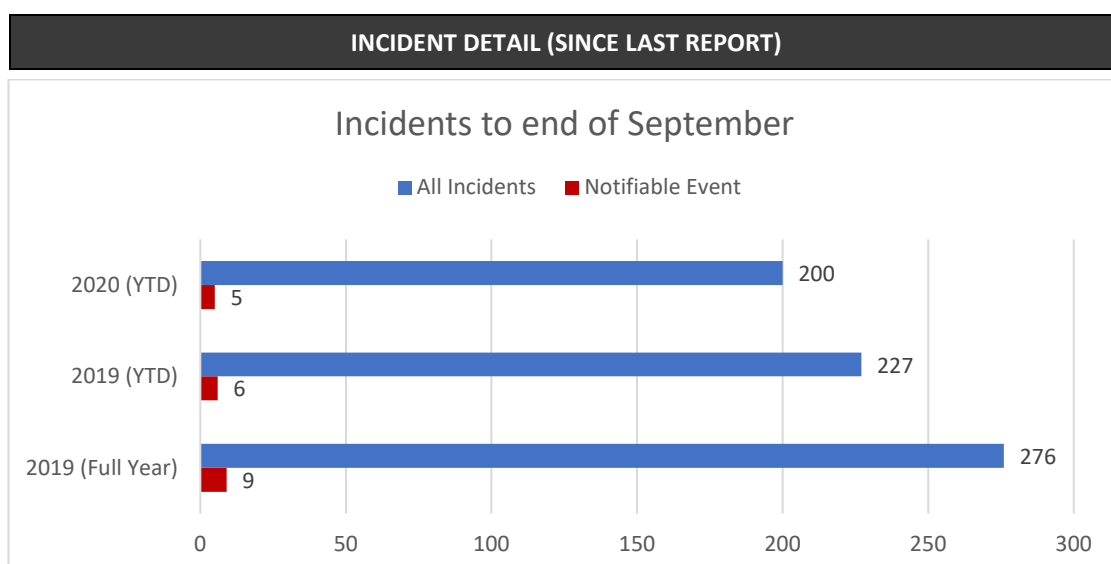
- a This report covers activities until the end of September 2020.
- b The new Safety and Wellbeing Manager, Freedom Preston, has been appointed and commenced during September. The fixed term transformational programme resource of a Health and Wellbeing Manager came to a close at the end of September and Andy Hearn was farewelled from Ara. Recruitment has commenced for the new permanent role of a Safety and Wellbeing Business Partner.
- c “SafePlace”, the new safety and wellbeing reporting system, went live for Ara colleagues on 16 September 2020. The next key step of the transformational project of engaging learners in using this tool has been delayed due to technical issues. It has been agreed to pilot the student rollout with a selected group of students and student support colleagues in 2020 so that it is completely ready for the commencement of 2021. Reporting from the tool is a third key step of the transformational project and the project manager advises that this will be in place before the year closes out.
- d More than 100 Ara leaders completed “Leading Safety and Wellbeing” training and an introduction to SafePlace during September. The former training was provided by an external specialist training provider. It is anticipated that leaders will need one to one follow-up support as they use the tool to investigate and close out incidents that have been reported.
- e The Ara Incident Management Team was stood down during September and has discontinued regular meetings while we are at COVID-19 Alert Level 1. Plans are agreed and in place should a move up the levels become necessary.
- f Six colleague injuries were reported in September, none of which were serious. Two involved liquid splashes in the eye, one knee injury while rising from a squat, one bump to the head, one trip and one health event. The incidents occurred at the Woolston and City/Madras campuses.
- g 15 student incidents included one health related event, nine minor cuts, one bump, one fall from a wheelchair, one mountain bike injury, one chemical spill on skin, and one involving a student taking the wrong prescription medication. All these incidents are classified as minor. Eight events occurred at the Woolston campus, one at the Oamaru campus, four at the City/Madras campus, and two occurred off site.
- h One contractor reported an injury in September where he bumped his face while using a sack barrow.
- i One safety observation was recorded in September, involving a falling ceiling tile. No people were involved in this event.

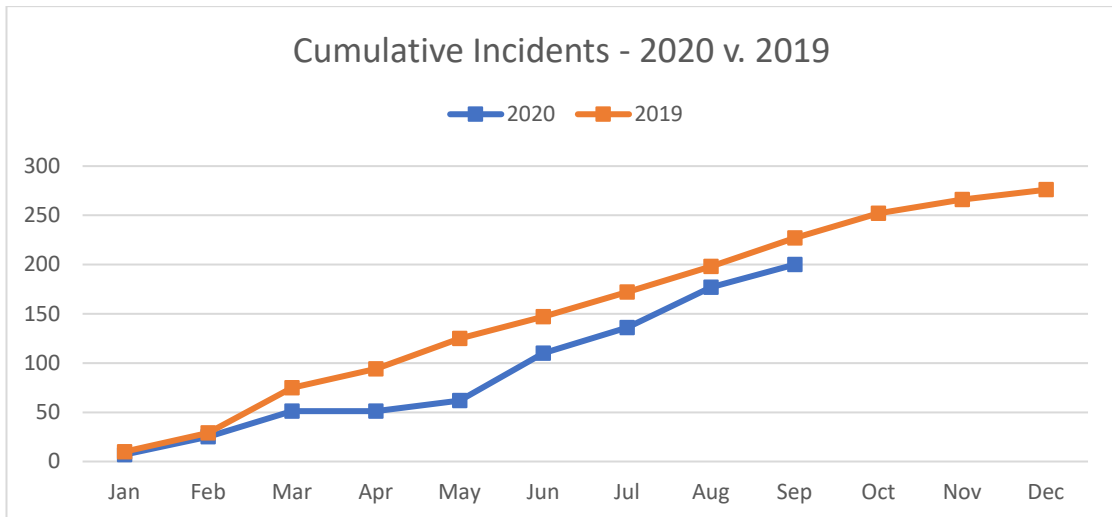
- j Three near miss incidents were reported. These involved the poor setup of a spindle moulder cutter, a minor trip event, and the sudden release of plywood protecting the glass roof of TM Block which is under renovation. A sudden gust of wind lifted several sheets of plywood and one blew onto the ground within the site cordon. The contractors involved notified WorkSafe of this incident. WorkSafe did not pursue the issue. An investigation and report were completed by the contractor and provided to Ara.
- k The annual Ara Wellbeing Survey results for colleagues (conducted in August) were analysed and communicated to leaders and divisional leadership teams over the month of September.

## 3.2 Health and Safety

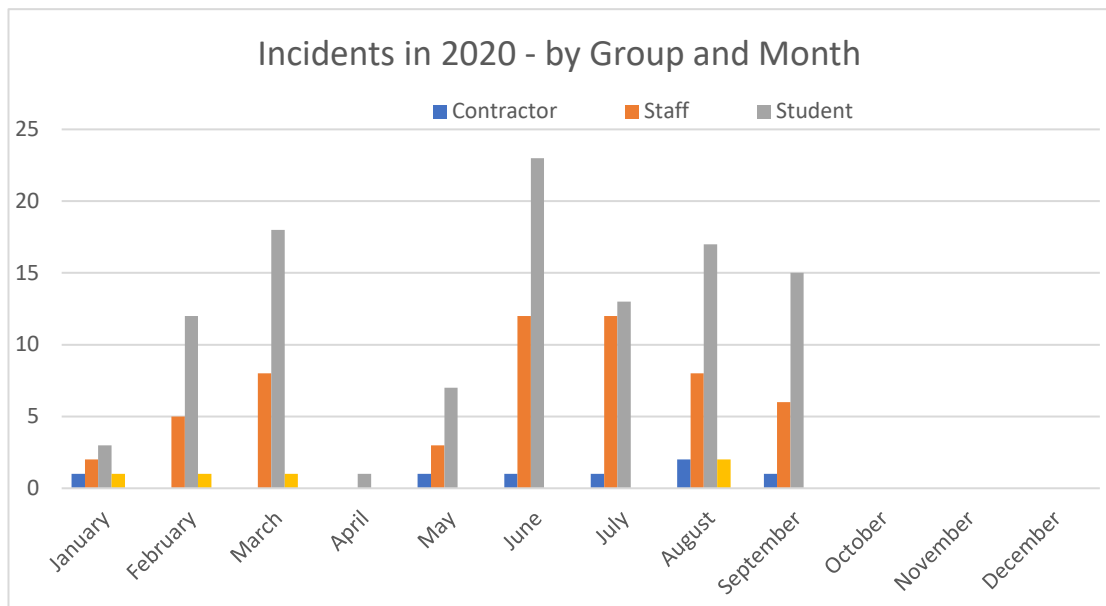
### a Performance

INCIDENT SUMMARY – MONTH AND YEAR TO DATE						
Person Type	Notifiable Injury or Illness		Notifiable Incident		All Incidents	
	This month	YTD	This Month	YTD	This Month	YTD
Colleagues	0	2	0	0	6	53
Learners	0	1	0	0	15	99
Contractors	1	1	1	1	1	6
Visitors	0	0	0	0	0	5
Capital Works	0	0	0	0	0	0
Safety observations	NA	NA	NA	NA	1	37
<b>Total</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>23</b>	<b>200</b>





The 2020 graph contains 37 safety observations, not collected in 2019.



**b Leadership**

One to one follow-up coaching support to leaders for investigating and closing out incidents reported to them in SafePlace is occurring. An existing matrix of roles and responsibilities around safety and wellbeing is continuing to be updated by the Health and Safety Working Group (HSWG) in light of the evolution of a distributed leadership model for Safety and Wellbeing and the establishment of our leadership forums – Health, Safety and Wellbeing Leadership Group (HSWLG), Health and Safety Working Group (HSWG) and the Wellbeing Action Group (WAG).

## c Critical Risks

The HSWG has compiled a list of Ara’s critical risks and current controls. An external consultant has reviewed these findings and provided additional advice. This report has been reviewed by the Health and Safety Manager and will be presented to the HSWG who will then present it to the HSWLG. This confirmed list will guide Ara in where it needs to prioritise effort to reduce exposure to these risks that have the potential to cause the most harm to our people (colleagues and students).

## d Health and Safety Systems

HEALTH AND SAFETY SYSTEMS AND PROCESSES		
Number of audits and inspections	1	External review of our critical risk management.
Colleagues participating in Health and Safety Oversight	35	Health and Safety Coordinators
3 fire alarm events occurred in September		16 – YTD
36 contractors were inducted during September		152 – YTD
5 workstation assessments completed in September		14 – YTD

## e Health and Safety Auditing

### i Objective

Evolve our auditing approach to be “leader led” and include both internal and external auditing, in a planned way, which aims to continuously improve Ara health and safety systems but also our health and safety capability and engagement across all levels. An internal auditing questionnaire has been developed to provide a consistent approach. HSWG members will continue to assist with the internal audits.

### ii External Auditing Schedule

When	Topic	Status
August 2020	<b>Risk Management</b> <ul style="list-style-type: none"> <li>Critical Risks - How they are defined, and the rigor associated with their management.</li> <li>Tracking of risk management strategies into the frontline of the organisation – following risks and their controls into the business.</li> </ul>	<b>Complete:</b> Internal review completed. Engaged an external consultant with expertise in Critical Risks. Report received and has been considered by H&S Manager.
February/March 2020	<b>Incident Management</b> <ul style="list-style-type: none"> <li>Data collection and reporting via actionable insights.</li> <li>Approach taken to incident management.</li> </ul>	<b>Review:</b> originally timed with the view that SafePlace would be in place. Potentially shift to early 2021.
June/July 2020	<b>Investigation Practices</b> <ul style="list-style-type: none"> <li>Processes and quality.</li> <li>How learnings of investigations are shared across the organisation.</li> </ul>	<b>Complete:</b> covered in February - External audit of Trades.



When	Topic	Status
September/October 2020	<b>Safety Culture</b> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Colleague and Learner Engagement</li> <li>• Contractor Engagement</li> </ul>	<b>Complete:</b> covered in February - External audit of Trades (with the exception of contractor engagement).
February/March 2021	<b>Governance and Strategy</b> <ul style="list-style-type: none"> <li>• Planning and Focus</li> <li>• Strategy – context appropriate</li> </ul>	

- **Safety Culture | Investigation Practices – External Audit in Trades – February 2020** – The insights and actions that resulted from the analysis of the audit against the health and safety actions for 2020 have been added below for tracking purposes. The outcomes of the audit are being presented to the Department of Trades by the Chief Executive in October.
- **Risk Management** – The Health and Safety Manager worked with a health and safety consultant to review our internal critical risk audit and provide recommendations on implementation. Report received and will be tabled at HSWG for consideration before being presented to the HSWLG.

### iii Internal Auditing Schedule

Planning is continuing for the shift from health and safety committees auditing departments to teams (led by their leader) ‘auditing’ other departments/teams. The team will consist of a manager from the department/area and 2-3 team members (revised each time). The ‘audit’ (we intend changing the name) would end with the visiting team debriefing the Manager and Health and Safety Coordinator with their findings.

An audit questionnaire has been designed by the Health and Safety Manager and the Health and Safety Working Group with items such as safety behaviours, team member understanding and engagement in health and safety, and systems (eg risk registers, first aid kits, information on emergency procedures). This questionnaire will provide a consistent approach. This questionnaire was presented to the HSWG in September. HSWG members will continue to assist with the internal audits.

With the implementation of ‘SafePlace’ being the priority focus for Managers and teams at this time, it is envisioned that the introduction of internal auditing will commence in 2021.

## f Health and Safety Actions

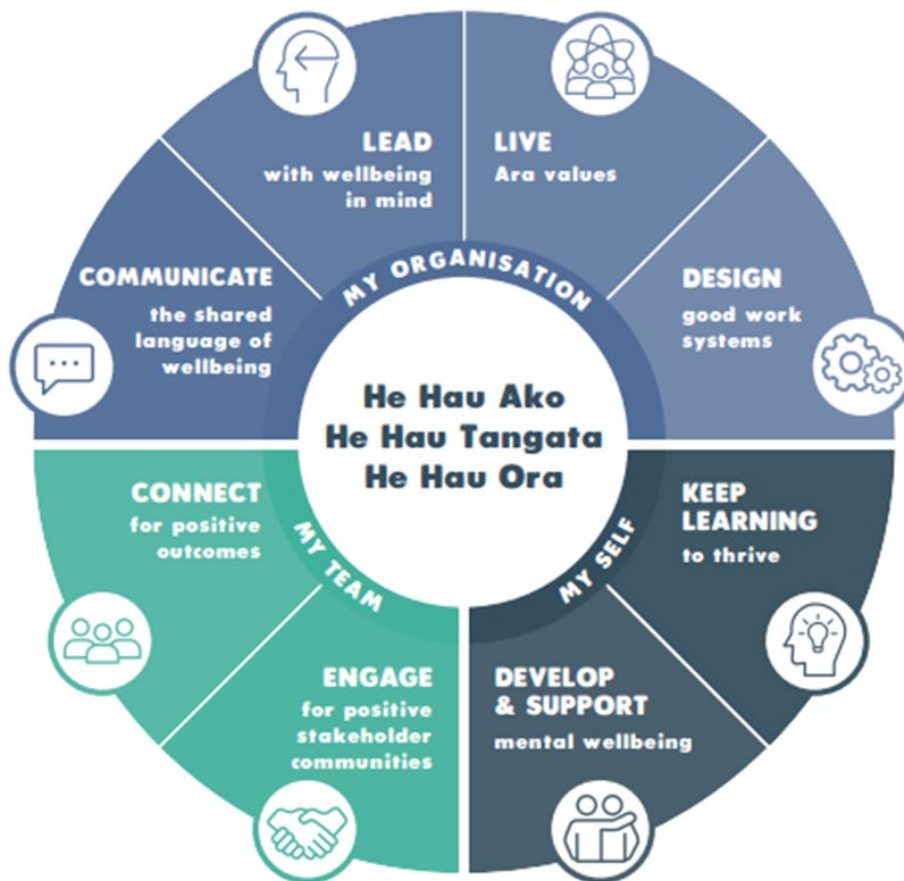
HEALTH AND SAFETY ACTIONS UNDERWAY			
Action Description	Owner	Due Date	% Complete
External Audit of Department of Trades	H&S Manager HoD Trades	Mar 2020	100% The resulting findings and objectives are to be shared with our Trades colleagues.
<ul style="list-style-type: none"> <li>Identify top critical risks at Ara</li> <li>Report on controls and measure reduction in risk</li> </ul>	H&S Manager HSWG Subgroup	Mar 2020	100% HSWG subgroup review completed. Audit report tabled at HSWLG March 2020. An external consultant has provided a report including recommendations.
Promote increased reporting of near miss incidents	H&S Manager	With the introduction of SafePlace.	100% - and ongoing Near miss incidents and safety observations are distinct categories in SafePlace. Leaders trained in its use.
Develop and implement a Health and Safety Communications Plan	H&S Manager Internal Comms Lead	September 2020	80% Internal Comms Lead has met with H&S Manager. A draft plan has been developed.
Implement the new SafePlace health and safety management system	H&S Manager Project Team	September 2020	90% Manager and user training completed. SafePlace has been implemented for colleagues. Student access will be piloted in Term 4 for full rollout commencing 2021. Reporting from SafePlace is scheduled to be finalised by December 2020.
Review rehabilitation guidelines as they relate to experience rating	People & Culture Business Partner H&S Manager S&W Manager	Mar 2020	95% Final draft out for consultation.

## g Trades External Audit Actions Summary

TRADES HEALTH AND SAFETY EXTERNAL AUDIT ACTIONS			
Action	Accountability	Priority	Status
Resourcing of the health and safety function. Business case for appropriate resourcing to be finalised by the DCE P&C recruitment to commence.	DCE P&C	High	<b>Complete</b> Recruitment of a Safety and Wellbeing Manager is complete.
Provide costing for health and safety leadership training for CE and DCE COO consideration.	DCE P&C Manager Capability	High	<b>Complete</b> Costing provided and approved by CE.
P&C Business Partner for Trades to interview tutors who have undergone new Induction process to determine extent of health and safety training provided	DCE P&C Manager Capability	Medium	Pending
Share findings of the health and safety audit and further considerations with Internal Communications Lead.	H&S Manager DCE P&C	High/Medium	<b>Complete</b>
A technology solution for competency recording. Explore the possibility of a common tool (an App) that is adaptable to diverse needs.	DCE COO ICT Director	Low (but moving to Medium in 2021)	Pending
Instigate a cross department best practice sharing mechanism where teams "host" other teams. Also look for Section Teams to instigate sharing as part of their teams' meeting agenda.	DCE AIR HoD Trades	Medium	Pending
Schedule of Ara Board health and safety walks to be reinstated. Suggest a shift to individual/pairs hosted by the Divisional Leader of that Department.	CE	High/Medium	Pending
Share findings of Health and Safety Audit to Recognition project team so they can consider health and safety recognition in their design.	DCE P&C	Medium	<b>Complete</b>
A communication to Trades colleagues reminding them of the opportunity to elevate health and safety concerns if they feel they cannot eliminate or mitigate the risk.	DCE AIR HoD Trades	Low	Pending
A review to be undertaken of how aggressive student misconduct process outcomes are linked back into managing health and safety risk.	DCE COO	Low	Pending
Communicate findings of Health and Safety Audit Report to teams/Working Groups.	HSWLG members	Medium	<b>Complete</b> (HSWG complete)
Present findings to the Department of Trades.	CE, DCE P&C, HoD Trades, H&S Manager	High	Meeting scheduled

### 3.3 Wellbeing

## He Ara Hauora Pathways To Wellbeing



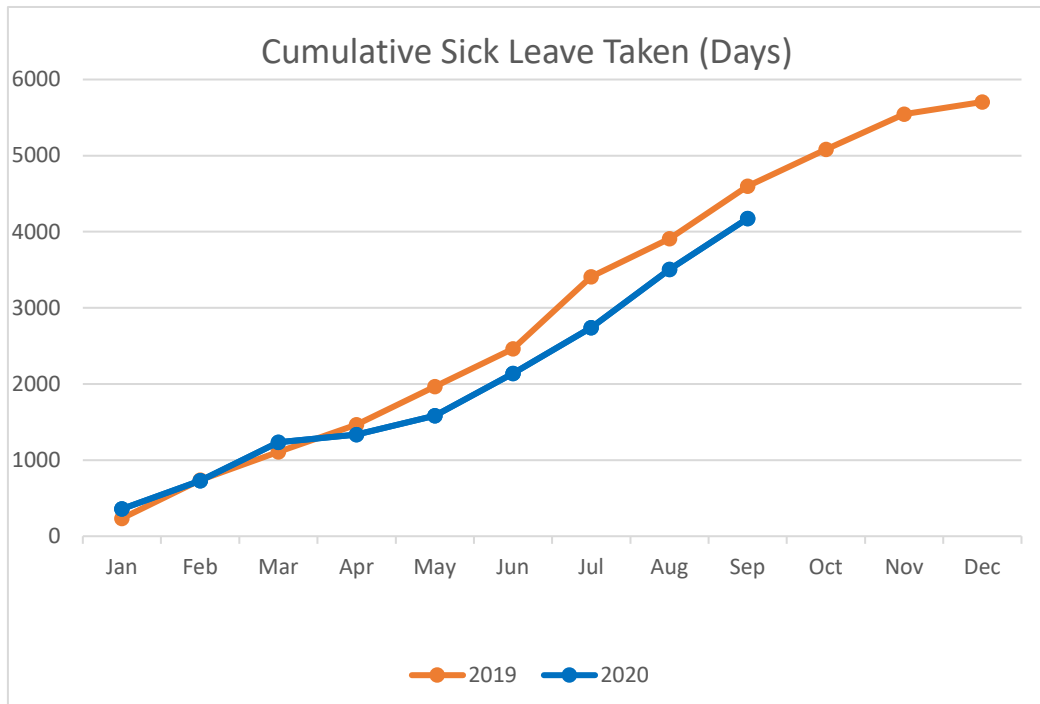
#### a Performance

##### i Employee Assistance Programme

- 15 clients were seen through the Ara EAP in September 2020
- Almost 30% decrease since August 2020
- 50% increase from 2019/2020 September data
- 93% are self-referrals
- 75% female identified 25% male identified
- the average number of sessions attended for an individual are 2, suggesting this service is providing a touchpoint service that enables colleagues access to immediate and responsive support

The EAP service is addressing personal issues such as anxiety, depression, family/children, grief, health/medical, low self-esteem, obsessive compulsive disorder and relationship issues. One identified work issue is regarding a co-worker relationship.

**ii Sick Leave**



COLLEAGUE WELLBEING		
<b>Lost days due to sickness</b>	<b>September 2020</b> 580 days initiated <ul style="list-style-type: none"> <li>• 407 – City/Madras</li> <li>• 39 – Manawa</li> <li>• 56 – Woolston</li> <li>• 1 – Hornby</li> <li>• 0 – Rangiora</li> <li>• 2 – Ashburton</li> <li>• 38 – Timaru</li> <li>• 1 – Oamaru</li> <li>• 0 – Bishopdale</li> </ul>	<b>September 2020</b> <ul style="list-style-type: none"> <li>• YTD – 4,175 days. Includes some in advance.</li> <li>• YTD sick leave of more than 5 days – 1,210 days by 48 people</li> </ul>
	<b>September 2019</b> 444 days initiated in August 2019 (Campus breakdown not available for 2019)	<b>September 2019</b> <ul style="list-style-type: none"> <li>• YTD – 4,600 days</li> <li>• YTD sick leave of more than 5 days – 1,298 days by 68 people</li> </ul>
<b>YTD ACC leave</b>	<b>September 2020</b> <ul style="list-style-type: none"> <li>• 221 days</li> </ul>	<b>September 2020</b> <ul style="list-style-type: none"> <li>• YTD Work related ACC – 72 days</li> <li>• YTD Non-work related ACC – 149 days</li> </ul>
	<b>September 2019</b> <ul style="list-style-type: none"> <li>• 661 days</li> </ul>	<b>September 2019</b> <ul style="list-style-type: none"> <li>• 2019 YTD Work related ACC – 291 days</li> <li>• 2019 YTD Non-work related ACC – 370 days</li> </ul>

<b>Number of colleagues on a return to work plan</b>	<b>September 2020</b>	<b>September 2020</b>
	<ul style="list-style-type: none"> <li>3 colleagues – shortened hours or on return to work plans</li> <li>1 colleague off on ACC</li> </ul>	<ul style="list-style-type: none"> <li>Not related to work injuries</li> <li>Work related – finger sprain</li> </ul>
	<b>September 2019</b>	<b>September 2019</b>
	<ul style="list-style-type: none"> <li>3 colleagues</li> </ul>	<ul style="list-style-type: none"> <li>1 work related</li> <li>2 non-work related</li> </ul>

## b SafePlace Health and Wellbeing Events

Some testing and recording of events have been submitted through the SafePlace portal under Health and Wellbeing and encouragingly, most are appropriately recorded, delegated and investigated. Since the implementation of SafePlace in September, nine events have been submitted (some retrospectively) and of these, seven are closed with learnings for every event.

Work is underway in developing a workflow process which will be valuable and this period of phasing in SafePlace will shape our understanding of how we best utilise the trends it begins to show, whilst ensuring confidentiality of these sensitive matters.

## c Annual Wellbeing Survey

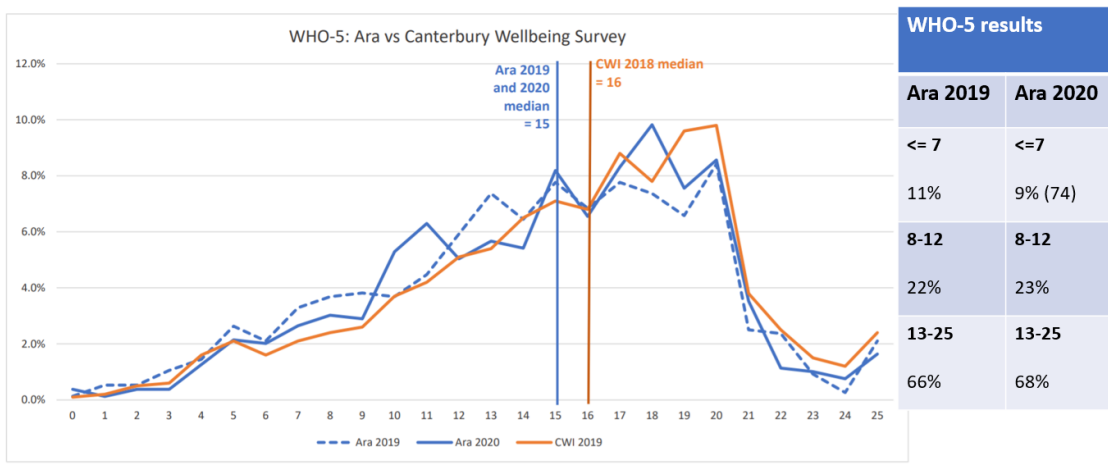
The annual colleagues' wellbeing survey was conducted for the second time in August, giving us an opportunity to benchmark results against the inaugural survey that was conducted in 2019.

The survey design follows the three key components of the Ara wellbeing framework (He Ara Hauora) for colleagues: "My Self" – individual wellbeing measured via the WHO-5 (the World Health Organisation's measure); "My Team" – team wellbeing measured via the Psychological Safety measure; and "My Organisation" – organisational factors impacting wellbeing measured through the PSC-12 – a psychosocial measure via 12 survey questions. All these three tools are steeped in research.

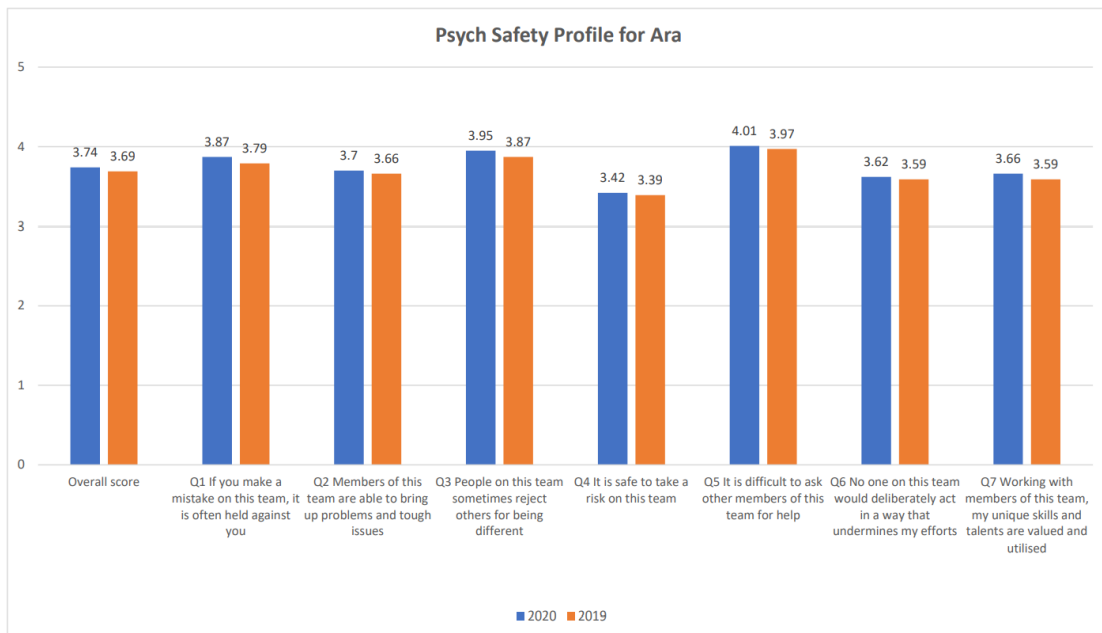
During the month, the results of the survey were analysed and team results (for the WHO-5 and team psychological safety) were shared with leaders of teams and discussed with divisional leadership teams. Leaders are now working through sharing these results with their teams, alongside the engagement survey results. From that, they will update their Ara Poka Plans for 2020-21.

At an organisational level, the WHO-5 results at an organisational level were slightly improved on our 2019 results (see the graph below). With the COVID-19 year that has been, the emphasis on wellbeing during that time (in communications, in decision making of the Incident Management Team, in resources and support being provided and with wellbeing check-ins during lockdown) has mitigated what could have been a sharp decline in the wellbeing of our people.

## WHO-5 results: Ara (2019/20) v Canterbury Wellbeing Survey (2019)



For the measure around team wellbeing, year on year there has been an improvement in each question that measures psychological safety (see graph below). This has been realised with our leaders and teams growing their understanding of what creates an environment of psychological safety and where actions are being put in place via the Ara Poka Plans to build it.



Questions 1, 3 and 5 contain reverse (negative) wording relative to others. For the purposes of scoring, their results have been reversed, meaning that for all questions a higher value represents more positive psychological safety.

The organisational results (PSC-12) will soon be explored with the Chief Executive, with a view to discuss them at the December HSWLG meeting.



# ARA/MOA PARTNERSHIP

2020 OVERVIEW & REPORT

[WWW.MINISTRYOFAWESOME.COM](http://WWW.MINISTRYOFAWESOME.COM)



# EXECUTIVE SUMMARY

Tēnā koutou katoa

Rather than the monthly kpi tracking figures usually provided in our board report, I thought this might be a good time to provide an overview and summary of the extraordinary successes we've had this year resulting from the strategic partnership between Ara and the Ministry of Awesome.

For any who are new to the board, the Ara/MoA partnership resulted in the establishment of Te Ōhaka - the Centre for Growth & Innovation which is our city's official startup hub and centre of early stage high growth entrepreneurship and innovation. Our partnership is less than 2 years old but has already achieved milestones that similar hubs across the country can only dream of. These achievements are listed in the following pages.

These are excellent achievements and we should be extremely proud of them especially when we have managed to achieve this with a contribution of only \$206K from Ara. Our closest competitor, Soda Inc. (at Wintec), was established with an operational budget of more than \$1million of government and Wintec funding. Auckland University's startup incubator, Unleash, was established with \$9.5 million of sponsorship. Our partnership has returned excellent return to Ara through learner and colleague impact.

Ara's funding contribution towards Te Ōhaka is amplified by over 3x by MOA, ChristchurchNZ and commercial partners including EY, Wynn Williams, and MYOB. Ara's specific contribution ensures that Te Ōhaka not only connects the city to the Ara campus but that initiatives are tailored and executed to maximise engagement and benefit for Ara students and staff. The lean and efficient operating culture that have long been part of MOA has been translated into Te Ōhaka to minimise administrative overhead and expenses that do not translate into impact.

As if the need for Te Ōhaka were not sharp enough pre-COVID, there are now more than 9500 newly signed on COVID unemployed. Graduating students are entering the hardest job market since the Great Depression. Entrepreneurship will be a critical driver of our economic recovery. We will rely on new startups to innovate new ways of meeting our society's needs, replace imports we can no longer access, and provide new jobs. Te Ōhaka and MoA - alongside Ara Institute of Canterbury - is ready to meet this need and to galvanise Ara graduates into this unknown future.

Ngai mihi.

*Marian Johnson*

# ACHIEVEMENTS JAN - OCT 2020

1

**Ara is now home to the city's official startup hub - Te Ōhaka.** ChristchurchNZ, our city's economic development agency has signed a formal partnership agreement with MoA and Ara to drive potential entrepreneurs, learners, and startup founders directly to the Ara campus to begin their journey.



2

23

startups

Te Ōhaka is now incubating 23 high growth startups across multiple sectors ALL of whom have worked alongside and guided Ara students through applied learning around innovation and high growth entrepreneurship.

# ACHIEVEMENTS JAN - OCT 2020

3

570  
students

We have provided innovation workshops, classes, sprints, and bootcamps for more than **570** Ara students since our partnership began.



**Six of our most passionate student entrepreneurs are already establishing their startup businesses - with 2 trading and the other 4 developing a tech innovation alongside Christchurch City Council's Smart City team.**

# ACHIEVEMENTS JAN - OCT 2020

5

Te Ōhaka innovation success stories have featured in national and international media **13 times** since launch in publications such as:

- NZ Entrepreneur
- Stuff
- SpinOff
- NBR
- The Press, and multiple others

This provides a powerful proof point for the “Ara Advantage” as well as extending Ara’s innovation brand halo.

6

**With Ara as the lead provider we are working to deliver two new educational offerings for ambitious learners around entrepreneurship and innovation to support their work and job readiness:**

**1) Business Accelerator** is a 10 week programme delivered into the BAM programme. Participants will be taken through the lean startup process while working on their business ideas. The learning outcome is a validated business case.

**2) Innovation Accelerator** is a 10 week programme delivered into the BAM programme. Using innovation frameworks like Google Sprint and MIT's DE Framework participants will learn how to drive innovation internally within organisations.

# ACHIEVEMENTS JAN - OCT 2020

7



Three of Canterbury's most significant agritech startups are being developed alongside Ara staff and students which provides applied learning and first hand exposure to the process of innovation for Ara staff and students. Additionally, to be involved in developing significant national innovation is a unique experience for Ara students and colleague's research portfolio.

8



*Tyler Cullen, Ara graduate  
now Ops Manager @Pyper Vision*

Four of New Zealand's most significant early stage startups are set to emerge from Te Ōhaka, fueled by Ara students and staff. This includes Pyper Vision, Komodo Wellbeing, Partly, and Jix.

# ACHIEVEMENTS

## JAN - OCT 2020

# 9

**Te Ōhaka is now home to the exclusive NZ R&D centre** for global haptics technology leader, Ultraleap (ultraleap.com), whose product spinoffs will be trialled and developed first in New Zealand by two Ara students currently working through their Capstone projects alongside Jix Reality - NZ's foremost innovator in Virtual Reality and Augmented Reality technology. Both students will transition to paid roles following their internships at Jix.

# 10



JiX and Te Ōhaka are also working with Architecture to develop the 'XR for Architectural Visualisation' microcredential' which will focus on equipping architecture professionals with theoretical and practical knowledge of extended reality technologies relevant for architecture professionals.

<b>2021 Programme Schedule</b>	
Business Accelerator	Business Accelerator is a 10 week programme delivered into the BAM programme. Participants will be taken through the lean startup process while working on their business ideas. The outcome of this programme is a validated business case.
Innovation Accelerator	Innovation Accelerator is a 10 week programme delivered into the BAM programme. Using innovation frameworks like Google Sprint and MIT DE Framework participants will learn how to drive innovation internally within organisations.
Pūhoro	Te Ōhaka facilitate a one day session for high school students participating in the Pūhoro programme. Based on our school programmes students will be taken through lean startup cycle; ideating, validating and presenting their business ideas all in one day.
AgriTech Bootcamp	Aligning Ara students with the CNZ Supernode strategy Te Ōhaka will facilitate an AgriTech bootcamp. Te Ōhaka will facilitate a bootcamp for students from different departments but with a focus on AgriScience programmes, engineering and EDI. The bootcamp will expose students to problems in the sector and support them in developing solutions to solve them.
HealthTech Bootcamp	Organised with a similar objective to the AgriTech bootcamp, the HealthTech bootcamp will have a focus on students from HPR, EDI and Engineering.
Nest student incubator	Nest is Ara's student startup incubation programme which takes in two student startups each term and then supports them with 1:1 mentoring.
Smart Christchurch Hackathon	Smart Christchurch@Ara produced excellent results in 2020 for Ara students and for the CCC. The partnership will renew next year and will be delivered in the same format.
Guest lectures	The MOA team will deliver guest lectures on innovation and startup focused business topics. Any department can request time and Te Ōhaka will co-design the lecture to fit their needs. Te Ōhaka will bring in our mentors or startups founders when necessary.
Capstone Project Support	Te Ōhaka will work with the EDI team to identify potential projects for students to work on. There will be onboarding for all students when projects have been identified for them, onboarding will include a workshop focusing on agile framework, startup, innovation and project management fundamentals. Te Ōhaka will work with project supervisor to ensure student's learning needs are met during the placement.
Work Placement Support	Te Ōhaka will work with Applied Science team to identify potential projects for students to work on. There will be onboarding for all students when projects have been identified for them, onboarding will include a workshop focusing in startup, innovation and project management fundamentals. MOA Manager will be industry supervisor for all projects working alongside the project sponsor.

<b>Ara Board 27 October 2020</b>	<b>Agenda Item</b>	<b>6.2</b>
		<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>	Darren Mitchell

<b>ARA BOARD REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	Corporate Services Division: October Report for the Ara Board
<b>BACKGROUND AND PURPOSE</b>	To provide the Ara Board with monthly insights and information pertaining to the Corporate Services Division for October 2020.
<b>RECOMMENDATION(S)</b>	Review and receive the information as provided in the report.
<b>LINK TO ARA STRATEGY</b>	<ul style="list-style-type: none"> <li>• Learners at the heart of everything we do</li> <li>• Dynamic delivery of contemporary programmes and research</li> <li>• High performing customer focused teams</li> <li>• Innovative and sustainable practice.</li> </ul>
<b>KEY ISSUES IDENTIFIED</b>	Nil
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	As at 30 September 2020, the Corporate Services Division were \$1.7m favourable to budget.
<b>RISK IMPLICATIONS FOR ARA</b>	
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	N/A





## CORPORATE SERVICES DIVISION – REPORT FOR ARA BOARD

### Executive Summary

#### Key focus areas this month

- By the end of October 2020, the Facilities Team will have completed the relocation of the Campus Connect sites. This arose after a recommendation from a review undertaken by the Department of Enterprise and Digital Innovation. The review assessed whether the service was meeting customer demand in its current locations. A new site has opened at the Woolston campus and other sites are planned dependent upon customer demand.
- Finance have been participating in the initial Te Pūkenga Enterprise Performance Management Working Group with subsequent engagement as part of the more focused group workshop.
- DCE Chief Operating Office has been engaged on the Te Pūkenga working group for CAMS.
- ICT have been working alongside Te Pūkenga in the establishment of a formally constituted Te Pūkenga CIO advisory forum resulting in:
  - A panel to negotiate Te Pūkenga Microsoft agreement for the next three years (due early 2021) – established and commenced work
  - Establishment of a data directions group to advise Te Pūkenga Management
  - CIO-led stock check of system, data and services commenced
  - Detailed discussions with REANNZ to establish service offering for Te Pūkenga
  - Detailed discussions commenced to identify areas of opportunity for standardising approach or technology
  - National Security Managers (Chaired by Ara) and Records Management forums established formally and started operation
- Regional Master Plan (RMP) workshop for the Campus Redevelopment Committee recommended to Ara Board that the existing RMP continues.
- The Planning team have been involved with:
  - The delivery of the Diagnostic Analytics model, with academic support and tutor dashboards
  - Release 2 of the new Ara website, closing out all remaining issues, including post live findings
  - Planning the change management for implementing OLE which will include an organisation-wide approach to the new enrolments process
  - Planning engagement approach/activities for Timaru campus investment, including identification of stakeholders
  - Review and document summary of intentions for all buildings under 67% of NBS for consideration by TKM and CRC
  - Soft launch of replacement for Infoweb (intranet) with Waituhi
  - Providing project management and business analysis support to the Transformation Programme:
    - People and Culture projects – Health and Safety system
    - Student focused projects – Student Retention and Achievement, Online Enrolments, Web Re-platforming and Student Case Management Tool enhancements for learner support
    - High Performing Organisational Projects – replacement of Infoweb (internal communications, reporting and staff productivity platform)

### Learners at the heart of everything we do

- Work commenced on the creation of new Clinical Placements and Experience Ara solutions.

### High performing customer focused teams

- Benefits review of the Online Enrolment business case completed with recommendation that project progresses into change management and implementation.
- Cyber security enhanced with internal email phishing education programme.
- Review of institutional security platform undertaken and pilot of changes commenced.

### Innovative and sustainable practice

- All CAMS data requests from KPMG, on behalf of Te Pūkenga, met on time.
- New website focused on supporting prospective students is fully operational.

### Summary of financial performance

Transformation programme is progressing within approved budget for 2020 with 2021 distribution going to TKM this October for review and approval.

As at 30 September 2020, the Corporate Services division were \$1.7m favourable to budget.

At budget setting it was anticipated that the net deficit for the division would be \$23.8m in comparison to the actual deficit of \$21.6m. Year-to-date revenue has fallen short of budget by \$170k, which is largely attributable to reduced parking and room hire revenue resulting from the impacts of COVID-19.

Personnel costs are in line with budgeted expectations.

General expenses and occupancy costs were underspent year-to-date by \$771k and \$1m respectively. Favourable variances within general expenses continued to be most notable in software and printing costs. Savings within energy costs amounted to \$443k year-to-date, however, there are favourable variances across most other occupancy expense lines largely resulting from the campus closures during COVID-19.

All departments within Corporate Services are ahead of or in line with budgeted expectations.

<b>Ara Board</b>	<b>Agenda Item</b>	<b>6.2</b>
		<b>For Information</b>
<b>PUBLIC</b>	<b>Presented by</b>	Karen Te Puke

<b>ARA BOARD REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	Customer Experience and Engagement Division Board Report.
<b>BACKGROUND AND PURPOSE</b>	To provide the Board with a monthly update on the progression of the Division towards achieving Ara's four strategic focus areas including financial performance.
<b>RECOMMENDATION(S)</b>	That the Board note the contents of the report.
<b>LINK TO ARA STRATEGY</b>	Division activity that links to the key focus areas of: <ul style="list-style-type: none"> <li>• learners at the heart of everything we do</li> <li>• dynamic delivery of contemporary programmes and research</li> <li>• high performing customer focused teams</li> <li>• innovative and sustainable practice</li> </ul>
<b>KEY ISSUES IDENTIFIED</b>	Nil.
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	Overall financial performance continues to exceed bottom-line target.
<b>RISK IMPLICATIONS FOR ARA</b>	Nil.
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	Not applicable.



## CUSTOMER EXPERIENCE AND ENGAGEMENT – REPORT FOR ARA BOARD

September 2020

### Executive Summary

- Series of CEE LT Leadership Workshops initiated.
- Spring graduation conferments completed - 700+ qualification parchments couriered to graduates.
- Early Learning Centre Strategic Plan in consultation with Whānau and broader community.
- TEC Hardship Fund \$120,000 Study and Living 'Scholarships' supporting 50 Learners in Semester Two intakes.
- Increased support for pastoral, academic and counselling services in response to growth in domestic learners.
- Industry and secondary school sector days in South Canterbury.
- International (secondary school) students and agent recruitment events.
- 2021 curriculum delivery data complete and programmes open for enrolment.
- 2021 advertising campaign complete and into market through to Christmas.
- 2021 Learner Ambassadors/Events Team recruitment initiated.
- 2021 Residential Assistant Team for Ōtautahi House initiated.
- Disability Services Review completed.
- Initiated a Review of International Services.
- Pacific Learner Support Plan completed.
- Website project completed.
- Learner Case Management Tool project completed.
- Contact (Call) Centre restructure from the Central Administration Team to the Engagement Team completed.
- Event held to support learners to better prepare for transition to employment upon graduation.
- DCE and Manager, Student Support, appointed to the Te Pūkenga 'Ākonga at the Centre' engagement project.

## Learners at the heart of everything we do

### Engagement Team

- The Engagement Team continues to work with external stakeholders to find new ways to connect with prospective learners as schools focus on NCEA delivery and achievement, meaning some schools are not allowing learners to participate (during school hours) in recruitment/experience type events.
- Through the Community Partnerships currently in place with The Court Theatre, Canterbury Rugby Football Union and Canterbury Cricket there is a focus on how we can support current Ara learners' wellbeing

### Learner Support

- Women in Trades End of Team Luncheon at Woolston Campus.
- \$119,200.00 in COVID-19 Scholarships to approximately 50 Learners.
- Supporting COVID-19 Scholarship learners with Tautoko 2020 programme.
- Supported learners with HAFL Hardship payments.
- Planning and delivery of MPTT learner support, Wednesday Wananga and Learner support fund applications.
- Planning for Eke Panuku celebration December 2020. Ara Foundation application submitted to support this event.
- Space for Learner Voice has been agreed and plans to adapt and furnish the area are underway.
- Planning for technology developments for the Māori and Pacific study spaces.

### Learner Transition, Accommodation and Activities

- Term four 'welcome back' events planned for learners with focus on wellbeing and mental health.

#### Careers Team initiatives:

- Colleagues attended a meeting with the CDHB HR team to learn about their applicant tracking system.
- Professional event organised at Ara involving eight recruitment agencies who formed a panel for a Q&A session to learn up-to-date job application information.
- Planning for Careers Expo week (19 - 28 October 2020). A new initiative involving daily employer lunchtime sessions, responding to the cancellation of the employer expo.
- Engagement with Ara departments to identify Ōtautahi House residents who may require support regarding retention, achievement and wellbeing as an action relating to The Education (Pastoral Care of Domestic Tertiary Learners) Interim Code of Practice 2019.

#### MPTT:

- Driver Licensing: Total allocated YTD September = \$9,698.3; 36 learners had or currently having in-car driving lessons / 18 license passes YTD.

**Registry**

- Curriculum delivery data completed and loaded for 2021 enrolments.

**Marketing**

- Advertising: Focus has been on the recruitment advertising campaign which is in market now and will run through until just before Christmas.
- Advertising: Having undertaken a review of the 'Advantage You' marketing strategy the team are now developing the specific campaign initiatives that have resulted. Particular focus has been on the further development of the rational messages of why learners should choose Ara.
- Web re-platform: Subsequent to the new website launch the team have been working to finalise subsequent development needs that will be released in the coming weeks.
- Graduation: With the Spring graduation cancelled the team has been supporting departments with the individual celebration events.

**Academic Support**

- Delivering workshops to learners who are completing end of term assessments.
- Working to improve the Disability Services processes and developing policy.

**Health Centre**

- Timaru campus-based counsellor spoke to classes, learners and tutors about taking care of mental health and wellbeing and referral processes for on-site counselling.
- Since the temporary increase in counselling hours (until the end of the year) the Health Centre waiting list for counselling appointments has reduced slightly.
- Manager met with HOD Health Practice and Academic Clinical Manager. Discussion on the possibility of providing a limited nursing and counselling service at Manawa in 2021. Further discussions planned, to include DCE.
- Manager and Advisor Learner Wellbeing, met with University of Otago researchers regarding recruitment of learners to an international study on eating disorders, Eating Disorder Genetic Initiative Study [EDGI]. Discussion and actions developed on promotional activities and (due to the nature of the study) provision of onsite mental health support.

**Early Learning Centre**

- Rich feedback provided by our Whānau Advisory Committee re our Draft Strategic Plan before this is sent out to the wider community for consultation.

**Pacific Development**


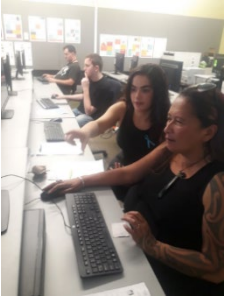
- Supporting with the design of the Pacific Eke Panuku Trophies and the running of the event.

<b>Dynamic delivery of contemporary programmes and research</b>		
<b>Engagement Team</b>		
<b>Activity</b>	<b>Engagement</b>	<b>Commentary</b>
Maori and Pacific Activity	<p>Pūhoro STEAM Study Day</p> <ul style="list-style-type: none"> <li>• 19 learners participated</li> </ul> <p>School visits</p> <ul style="list-style-type: none"> <li>• 8 x Schools visited – Shirley Boys High, Rangiora High, Middleton Grange, Haeata community College, St Thomas of Canterbury, Hagley College, Riccarton High School &amp; Timaru Girls High School</li> </ul> <p>Campus Tours</p> <ul style="list-style-type: none"> <li>• 11 learners from St John of God Waipuna visited Madras St and Woolston Campus'</li> </ul> <p>Pasifika Rise</p> <ul style="list-style-type: none"> <li>• 187 registrations</li> <li>• 77 attendees</li> </ul> <p>Memea Leadership Awards – Ara scholarships</p> <ul style="list-style-type: none"> <li>• 3 scholarships awarded to learners from Ashburton College (applying for B. Nursing), Middleton Grange (Applying for B. Architectural Studies) &amp; Marian College (applying for B. Broadcasting)</li> </ul> <p>Tongan Language Week</p> <p>Pacific Learner Referrals</p> <ul style="list-style-type: none"> <li>• 8 referrals this month converting to 5 applications for Trades related offerings</li> </ul>	<ul style="list-style-type: none"> <li>• Study Day for learners from across multiple schools held onsite at Ara.</li> <li>• Drop-in sessions and presentations to approx. 50 senior Māori and Pacific learners.</li> <li>• Due to COVID restrictions with a max 100 participants able to attend. Registrations were confirmed for YR13 learners only. The Y&amp;C Development team are working YR12 registrations in a variety of ways to support. Event was very successful with schools feeding back how successful the experience was for their learners. PISA were involved and supported attendees by sharing their Ara experiences with the prospective learners. PISA representatives fed back how much being involved really motivated them in their own studies and how their success will encourage more Pacific learners to come to Ara.</li> <li>• Supported events throughout the week at Ara.</li> </ul>
Business Breakfast	<ul style="list-style-type: none"> <li>• CHC 17 Sept– focus was Te Wiki o Te Reo Māori - 35 attendees</li> <li>• Hospitality &amp; Service Industries Industry Breakfast 31 Aug – 60 attendees</li> </ul>	Keynote speaker was Kaharoa Manihera, Senior Advisor, Ngāi Tahu and Māori Relationships, Office of the Chief Executive, CCC
Learner Referrals	<ul style="list-style-type: none"> <li>• 63 individual learner referrals. Interest for offerings across the Ara portfolio</li> </ul>	

## CUSTOMER EXPERIENCE AND ENGAGEMENT

Community Activity	Hosted Youth Service team from new central city branch to share how Ara can support their clients.	
Campus Tours	6 groups <ul style="list-style-type: none"> <li>• Avonside Girls High School with a focus on STEAM</li> <li>• Christs College – Trades Tour</li> <li>• North Canterbury Community College – Trades Tour</li> <li>• Shirley Boys High School Pūhoro learners – Madras St and Woolston tour</li> <li>• Marian College – Ara wide</li> <li>• Hagley Community College – Ara wide</li> </ul> Total of 33 attendees	
School visits/Careers Evenings	3 school presentations <ul style="list-style-type: none"> <li>• St Thomas of Canterbury</li> <li>• Karanga Mai</li> <li>• Hagley Community College</li> </ul> 43 attendees in total	
Experience Ara	<ul style="list-style-type: none"> <li>• 2,319 attendee's year to date</li> <li>• 37 events scheduled in Sep</li> <li>• 25 delivered</li> <li>• 310 attendees in Sep</li> </ul>	Numbers are a little lower than this time in 2019 due to schools focusing on NCEA delivery for learners and some schools not allowing learners to attend external activities.
Sector Days	2 hosted in September in Timaru <ul style="list-style-type: none"> <li>• Girls Rock Trades – 13 attendees</li> <li>• Health – 52 attendees</li> </ul>	Event supported by industry including Rooney Earthmoving, Ranger Specialist Coatings and the SCDHB. Ara female Graduates employed at these organisations supported prospective learners by sharing their experiences in training and industry.
Application drop-in sessions	6 x organisations/schools <ul style="list-style-type: none"> <li>• Villa Maria</li> <li>• Mairehau High School</li> <li>• Linwood College</li> <li>• YMCA</li> <li>• Lincoln High School</li> <li>• Rangiora High School</li> <li>• General public</li> </ul> 92 attendees converted to 20 applications to date	Hosted onsite to support completing applications or provide guidance around what is needed to meet entry criteria.



<p>Young Enterprise Scheme</p>	<p>YES final submissions deadline to teams to be considered for the Regional Final and any Excellence Awards was Thursday 24<sup>th</sup> September. 57 submissions were received. Learners who choose not to remain in the competition but would like to gain the YES micro-credential or achievement standards can submit work up until Friday 16<sup>th</sup> October. The YES Entrepreneurs Market at Tūranga was postponed to Sunday the 11<sup>th</sup> October. Even though this is after the last YES work submissions, there are 20 teams keen to participate which makes for a great number of stalls to showcase our YES 2020 Canterbury teams. Canterbury YES teams continue to make the news and draw attention from media <a href="https://www.stuff.co.nz/the-press/news/122694817/learner-who-grew-up-in-wartorn-country-inspired-to-tackle-racism-in-new-zealand">https://www.stuff.co.nz/the-press/news/122694817/learner-who-grew-up-in-wartorn-country-inspired-to-tackle-racism-in-new-zealand</a></p>		 <p><small>Linwood College students Paige Lily Watson-Hall, Abdulan Wahid and Josh Stee with the book they created to teach children about respecting different cultures.</small></p> <p><small>The March 15 mosque terror attack then happened last year, shaking the Muslim community to its core.</small></p>
<p>National Secondary Schools Brass Band Camp</p>	<p>45 top music learners attended</p>	<p>Ara hosted this event with attendees from across the South Island attending.</p>	
<p>Dual Enrolment Schools information session</p>	<p>28 school representatives attended the update session on 2021 offerings and how Ara can support them with learners interested in this provision</p>		
<p>Noaia Wananga</p>	<p>16 taura attended the first wananga hosted at Ara. This Wananga is the first of approx. 10 that Ara will support annually with delivery of Digiboost courses, Job Seeker workshops, Literacy &amp; Numeracy support, Healthy Kai workshops, Pacific Cultural capability and Treaty of Waitangi offerings with a focus on supporting Maori and Pacific learners to be better prepared to enter tertiary training or support into employment.</p>		

**Learner Support**

- Pacific Learner Support Plan developed by the Learner Advisor Pacific with consultation from a wide group; a Woolston Pacific Support Plan is out for consultation.
- Korero and Kai, Pacific and Women in Trades Events all ran successfully.
- Learner Advisors contributed to the resource for the Kick-Off workshop about learner experiences during Alert Levels 3 & 4.

**Academic Support**

- Working to extend the collection of electronic resources to enable learners to access resource when and where they need them.

**Health Centre**

- A third-year nursing learner commenced community and primary care placement, learning, and working alongside the registered nurses.
- The counselling team presented a Zoom workshop for AIR on supporting and managing learners with anxiety.
- The Health Centre has received MOH funding via PHO to support implementation of telehealth clinical services. The amount of \$1,000 can be used to purchase hard/software, practice team education, patient education or technical support. The MOH require reports on the use of funding, twice a year, commencing February 2021.

**Early Learning Centre**

- Steady stream of enquiries for Nursery placements.
- Celebrated Tamariki being able to have on campus excursions and have taken them to some of the dance competitions in our Whareora.

**Pacific Development**

- Ara Foundation application to run a pilot of Ara Pacific Learner Mentors.
- Pacific Learner Support Plan to be presented to the HoDs and then rolled out to their departments via smaller workshops.
- Putting together a Pacific Learner Survey with the support from the Student Voice team.

**Innovative and sustainable practice****Learner Support**

- Met with newly appointed Health Safety and Wellbeing Manager to establish an effective and ongoing relationship.
- Improvements to the Scholarships and Hardship application processing developed and implemented.

**Learner Transition, Accommodation and Activities**

- Submissions to Ara Foundation for grants to support outdoor artworks at Ōtautahi House and Restorative Communities training for Ōtautahi House.
- Submitted expressions of interest to TEC to provide Career Services (COVID-19 response) to MSD clients - revenue generating if successful.
- Progression on application automation for Ōtautahi House.
- Submitted three expressions of interest to TEC to provide direct Career Guidance Services (revenue generating) to those displaced by COVID-19 back into meaningful work and/or education. Only available to professional members of CDANZ of which there are three in the Ara Careers and Employment team.
- Security system has been updated to allow the Recreation Team to directly add door access to existing cards.
- New campaign initiated to increase gym memberships for remainder of year in collaboration with the Zone.

**Central Administration**

- Delivery Options paper for OLE developed by the PMO and authority to proceed with project has been approved with a target delivery date of October 2021.
- Role description for AIR representative for OLE Project group finalised; focus for this role is to be a change champion, process decision maker with project where department input is required.

**Registry**

- Focus on testing and analysis of the latest Tribal product release.

**Academic Support**

- Diagnostic Analytics Project delivers the engagement tab and a training video in the CMT.

**Health Centre**

- The full-time registered nurse resigned her position after being offered a new career opportunity. Recruitment underway for a replacement.
- Managers attended a meeting with other key colleagues facilitated by Manager, AWA, on developing strong referral pathways for tutors to health services and learner support.

**Early Learning Centre**

- In the process of applying for an Urgent Response Fund – responding to the impact of the COVID-19 lockdowns through the Ministry of Education.

**Pacific Development**

- Nominations sought for the Ara Pacific Allied Colleague representative for the Pacific Advisory Group.

**Summary of financial performance**

As at 30 September 2020, the Customer Engagement and Experience Division were \$755k favourable to the overall year-to-date budget. At budget setting it was anticipated that the net deficit for the Division would be \$10.9m in comparison to the actual deficit of \$10.1m.

Year-to-date revenue in the Division has exceeded the budgeted expectation by \$232k. Most notably, \$187k relates to lower than anticipated International Discounts/Commissions costs that are included within the Revenue. Costs have been significantly lower than budgeted as a result of border closures.

Staff Expenses are overspent by \$311k year-to-date against the budgeted \$10.3m, of the variance \$215k is an accumulated annual leave expense and some external contracted service funding has moved to internally offered services. A shift from OPEX to the staffing budget. Further, \$26k of the variance will be recharged to another division as they have incurred the associated costs.

Savings have been achieved against most expense lines within both general expenses \$928k and occupancy costs \$154k.

The Te Pūkenga depreciation policy has impacted the depreciation charged to the division, however, this is beyond Ara's control.

<b>Ara Board</b> <b>27 OCTOBER 2020</b>	<b>Agenda Item</b> <b>6.2</b>
	<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b> Belinda de Zwart

<b>ARA COUNCIL REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	People and Culture Division – Report for the Ara Board
<b>BACKGROUND AND PURPOSE</b>	<ul style="list-style-type: none"> <li>To provide the Ara Board with data and information as to how we are ensuring our colleagues are engaged, capable, safe, feel good and are functioning well.</li> <li>To highlight to the Ara Board areas of opportunity in relating to people and culture (including change leadership) that need to be optimised or addressed and provide recommendations.</li> </ul>
<b>RECOMMENDATION(S)</b>	That the Ara Board note the contents of this report, in particular the references to the changes occurring in Safety and Wellbeing, the significant transformation project work being supported by capability development and communications and the increasing activity around the future of work skills and collaboration.
<b>LINK TO ARA STRATEGY</b>	<p>Across all four focus areas:</p> <ul style="list-style-type: none"> <li>Learners at the heart of everything we do</li> <li>Dynamic delivery of contemporary programmes and research</li> <li>High performing customer focused teams</li> <li>Innovative and sustainable practice.</li> </ul>
<b>KEY ISSUES IDENTIFIED</b>	<ul style="list-style-type: none"> <li>Current COVID-19 uncertain world context and increasing activity from Te Pūkenga that continually requires our people and leadership to be agile and resilient.</li> </ul>
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	<ul style="list-style-type: none"> <li>No significant or immediate financial risks to Ara. However, ongoing capability lifts for leadership and people around building adaptability, resilience, digital literacy and change leadership are not part of BAU budgeting.</li> </ul>
<b>RISK IMPLICATIONS FOR ARA</b>	<ul style="list-style-type: none"> <li>Ongoing internal change (eg Transformation, NZIST etc) layered on a COVID-19 change context without a focus on capability and change leadership could potentially impact on service outcomes.</li> </ul>
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	N/A



## PEOPLE AND CULTURE – REPORT FOR ARA BOARD

### Executive Summary

#### Key focus areas this month

- Leaders are sharing engagement and wellbeing 2020 survey results with their teams and undertaking Ara Poka planning sessions
- An Ara approach to Talent Mapping and succession planning has been endorsed by TKM, with a focused action plan for the next three months
- Communications and Capability support is compressed as a number of transformation project timelines for delivery coincide
- There is good uptake and progress on the Learning and Teaching Improvement project – trialling and developing models of improvement that can be shared
- Future of Work capabilities and ways of working conversations are increasing with groups forming to shape up what will be needed
- The Te Pūkenga P&C Forum is undertaking a RFP to seek, design and implement a network wide colleague survey around change readiness and climate, on behalf of the Te Pūkenga Chief Executive.

Health Safety and Wellbeing	
Performance during current reporting period	<ul style="list-style-type: none"> <li>• As colleagues shift to using the new reporting tool 'SafePlace' there has been an increase in reporting. No notifiable incidents occurred during the month.</li> <li>• The number of colleagues engaging in confidential counselling via our EAP programme continued to drop from the peak in July, but the number still remains higher than the same time last year.</li> </ul>
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> <li>• Ara went through the transitional levels of COVID-19, consistent with government messaging and guidelines. We are currently operating under Alert Level 1 Guidelines.</li> <li>• The new Safety and Wellbeing Manager commenced with Ara at the close of the month, allowing a handover from the Health and Wellbeing Manager.</li> <li>• 'SafePlace' went live on 16 September 2020 on the back of 'Leading Safety and Wellbeing' training and SafePlace systems training for around 120 leaders. Further sessions planned for October for those unable to attend. A review of participant feedback and a meeting with the external consultant has informed further development planning.</li> <li>• Tweaking of the tool is underway now following a period of full usage. Planning for the next two key phases of the project, reporting and student/learner engagement continues. Reinforcing communication messaging to colleagues and leaders on the value of reporting and closing out reports is also continuing.</li> </ul>

## Learners at the heart of everything we do

- The practice of meeting regularly around aligning student, public and colleague communications around COVID-19 has delivered a collaboration opportunity that has value. Therefore, this activity is continuing and is being chaired by the Internal Communications Lead.
- Learner/Student engagement in SafePlace is being designed in collaboration with representatives from the Student Council.
- The newly appointed Safety and Wellbeing Manager has had early engagement with the Student Advisor, Wellbeing, anticipating a collaborative approach to building a framework for Student Wellbeing.

## Dynamic delivery of contemporary programmes and research

- **Teaching Capability** - Work continues with Departments to identify teaching improvement initiatives for the remainder of the year. There is very positive feedback on the use of an expert-led coaching approach to support teachers to refine developmental goals and leverage the best tools and activities.
- Work continues to refine the quality of the teaching toolkit of tools and activities, and the 'New to Teaching' Moodle support.
- Additionally, the Capability team continue to contribute to the Academic Committee, the Teaching and Learning Committee and the Teaching and Learning Groups.
- The 2020 Kick-off Series has concluded and a feedback and review process is underway.
- The P&C Capability Manager met with the Ako Aotearoa Sector Services Manager, Southern to consider the changing environment for Subsidiary/ITP tertiary teachers and how Ako was supporting capability development in this context. Further discussions are planned.
- **2020 Academic Promotions** - Interim process is underway. Design planning for the 2021 approach has begun during September with an expected completion date of early December.
- **Academic Study leave** - Applications process for 2021 is continuing.

## High performing customer focused teams

### Annual Engagement and Wellbeing Surveys

- Support was provided for leaders in the form of providing additional data, interpreting results and facilitation of workshops in relation to survey outcomes as teams develop their Ara Poka Plans with a goal of having them formalised by the end of October.
- The Leaders Forum (6 weekly online event) theme was around peers sharing ideas for growing team engagement and wellbeing. 65 leaders participated and seven pages of ideas were shared with leaders after this event.

### Talent Growth

- Transformational project work on Talent Mapping and Succession Planning has culminated in a presentation to TKM on a recommended Ara approach.

- An action plan for implementation of an Ara Talent Mapping tool has been endorsed and by the end of December 2020 Ara will have an organisational view of leadership talent as well as having identified critical roles that need to be considered in succession planning and potentially in retention.
- Valuable Conversations training and refresher sessions for Leaders, SASMs and PASMs continue

### **Leadership**

- 14 leaders have completed the Growing Inspiring leaders workshop Stream 10 in October.
- A pilot peer-to-peer coaching group is underway as part of the leadership embedding programme.
- A consultant has been engaged to support a high-level evaluation of the impact of the Growing Inspiring Leaders Programme activity (workshops, coaching, leaders' forums, etc). Consultation will include stakeholder views (TKM, People and Culture) and participant and facilitator/coach feedback, and the embedding consultation group recommendations.
- Alongside consideration of the Ara context, and in the environment of complexity and change, this information will be used to inform the design of an 18-month plan for leadership development at Ara.

### **Cultural Intelligence and Framework for Māori Achievement**

- Collaboration continues with the office of the Kaiārahi to support the range of Cultural Intelligence capability activities that are underway and planned for 2021, including exploring unconscious bias workshops.
- Good progress has occurred in the draft plan for delivery on the People and Culture objectives for the Framework for Māori Achievement, and a design of the support programme for the leaders of the FMA curriculum project.

### **Diversity and Inclusion**

- The Working Group are meeting monthly and are focusing on discovery work which includes researching what other organisations are doing, how we stack up in relation to the Diversity Works diagnostic tool and determining how we might utilise the Ara Design Dash capturing our colleagues' experiences – all to inform the design of the 2021 plan.
- The draft Terms of Reference were presented to TKM who endorsed them in principle, awaiting feedback from the Kaiārahi.

### **Recognition**

- Allied (Business Support) Performance Recognition Reviews have concluded. 39 applications were submitted and the panel were impressed with their quality. The panel also reported that the impact of Valuable Conversations and leadership investment was evident in the submissions.
- Collaboration between AIR and P&C has seen the combining of two organisational recognition events, *Celebration of our People* (focused primarily on Ara Values alignment) and the *Academic Teaching Awards*. Nominations have been received for the award categories and panels are now reviewing submissions. Nominees and winners will be announced at an event on the afternoon of 5 November 2020.

**Flexible Ways of Working**

- The 'Flexible Working' Working Group is going through a "design thinking process" via three sessions facilitated by the Innovation Manager. This will greatly assist in gaining a deeper understanding and insight of users which is anticipated will inform the Steering (advisory) Group once it meets.

**Digital Capability/Systems**

- The P&C training team have supported systems development and are providing capability training in the areas of Digital Tools such as Microsoft Teams, Office 365, SafePlace, CMT, Tribal, and Zoom. This includes the development of system enhancements, training resources, test plans and the delivery of training sessions. CMT phase 2 roll out has incorporated training and updated user guides.
- P&C Trainers are providing leadership, training and coaching for 36 future site owners/champions, responsible for populating the new Waituhi (Ara intranet) site. This includes developing user guides with styles support and content recommendations, training sessions, drop-in workshops and other help resources.

**Innovative and sustainable practice**

- Alongside the content development of Waituhi readying it for organisational 'go live', Yammer is being 'softly' introduced with some key early adopters and is beginning to provide opportunities for sharing to occur between colleagues – increasing collaboration and the sharing of knowledge, continuing our shift to more dialogue-based communication.
- P&C Business Partners are supporting workforce planning for 2021. This has included budget coaching and establishing any additional roles and fixed term considerations for 2021.
- Recruitment timelines for the final quarter of the year have been communicated to leaders to enable better planning around resourcing for 2021 as well as an improved employee experience for potential candidates at this busy time of year. P&C Business Partners are currently working with each of their departments to forecast requirements.
- The e-personnel files transformation project continues with 430 hard copy files (one third) being scanned to date. Forecasting is underway to determine work that will overflow into the 2021 year.
- Systems maintenance and improvements include the HRIS version upgrade to V19 project continuing with testing occurring, including a new HR Kiosk interface, and the workflows of Contracts for Service and Academic Promotions applications being added to the Mahi Tahi recruitment workflow tool.
- Collective Bargaining with NZEI continues and bargaining processes with TIASA and E'tu are being finalised.

**Future Focused and collaborative activity:**

- Communication activity to help colleagues to understand the connection between Ara and Te Pūkenga has increased. The name was announced in September and CE communications are making regular reference to related activity.



- Work has also begun on conversations around Ara’s capability frameworks and the skills required to prepare the Ara workforce for the Te Pūkenga environment and the future of work – e.g. change agility, leadership, collaboration, emotional intelligence, online presence, flexible work groups and assignments, etc.
- Conversations between the P&C Capability Manager, the ICT Manager and EDI Computing Manager around the rapid changes occurring with digital tools, and the opportunity to leverage Ara-wide expertise, have led to the establishment of a ‘Future Digital Workforce’ group to collaborate to plan the design and support for 2021 digital capability. This group will consider the range of mindsets, tool skills and capabilities needed to be digitally literate and quickly adapt to a constantly changing digital work environment.
- The P&C Capability Manager met with the Chair of the ITP Advisory Group (Trish Chaplin-Cheyne, Director Teaching & Learning, Otago Polytechnic). This group has been established to increase collaboration and to provide expertise and influence Te Pūkenga on teaching and learning. The conversation focussed on teaching and learning capability and culture: the need for dialogue that gives regard to the Future of Work for teachers and the professional learning culture environment that will be needed to inspire and empower teachers to innovate in the pursuit of providing optimal learning experiences for their learners.
- A P&C Capability Advisor is representing Ara working with Cheryl Doig from Think Beyond Ōtautahi. Cheryl has gathered 12 people from a wide range of backgrounds to meet fortnightly via Zoom to dive deeper into the ideas from Metafuture. Metafuture is an educational think tank which explores futures-oriented issues. It is based on an approach to futures thinking and practice based on ‘six pillars’.
- A Capability Advisor represented P&C by attending Ara’s Design Dash and will bring this approach to the P&C team for consideration for our professional development.
- The P&C team continue to collaborate and provide resource and capability support as Te Pūkenga and the RoVE structure becomes more formed: A P&C Capability Advisor continues to contribute to the Workforce Development Design Group; our Internal Communications Lead is now seconded two days a week for the remainder of 2020 to assist Te Pūkenga with communications; the DCE P&C is on a panel to seek, select and support a network wide colleague survey that is being fronted by Stephen Town; our Employment Relations Lead has given significant feedback on how Te Pūkenga might improve the secondment process.

### Summary of financial performance

- As at 30 September 2020, the People and Culture Division were \$101k adverse to the overall year-to-date budget.
- Of the total overspend, Personnel/Staff Expenses contributed \$81k. The adverse variance in Fixed Term Non-Teaching costs being partially offset by savings in other payroll classifications.
- The remaining \$20k occurred within General Expenses. Overspends in Consultants Fees and Software Licensing Costs, \$19k and \$14k respectively, being partially offset by minor underspends across a number of expenses items.

<b>Ara Board 27 October 2020</b>	<b>Agenda Item</b>		<b>6.2</b>
	Decision item	Discussion Item	<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>		Tony Gray

<b>ARA BOARD REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	Academic, Innovation and Research Division Report
<b>BACKGROUND AND PURPOSE</b>	To provide the Ara Board with a summary of the AIR Division monthly activities and outcomes linked to the Ara Strategic focus areas.
<b>RECOMMENDATION(S)</b>	<ol style="list-style-type: none"> <li>1. That the Ara Board receive and note the contents of this report.</li> <li>2. That the Ara Board notes planned and intentional future-focussed the initiatives noted in this report.</li> <li>3. That the Ara Board note EFTS above 2020 target in 6 or 8 departments, and indications suggesting application numbers strong for 2021 across several departments.</li> </ol>
<b>LINK TO ARA STRATEGY</b>	Full report linked to strategic focus areas.
<b>KEY ISSUES IDENTIFIED</b>	Application numbers in EDI.
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	
<b>RISK IMPLICATIONS FOR ARA</b>	
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	NA

## ACADEMIC, INNOVATION AND RESEARCH – REPORT FOR ARA BOARD



### Executive Summary

#### Key focus areas this month

- Applications and Enrolments for 2021
- 2021 innovation and new initiatives

<b>Learners at the heart of everything we do</b>
<ul style="list-style-type: none"> <li>• Draft report on findings from the review of Assessment Project presented for review to CE. Planning to enhance assessment practice to support learner success based on findings underway.</li> </ul>
<b>Dynamic delivery of contemporary programmes and research</b>
<ul style="list-style-type: none"> <li>• Broad stakeholder engagement underway for Creative Industries degree reviews. Emphasis on future-focused skill needs and collaboration across Department and Ara.</li> <li>• Hospitality and Service Industries (HSI) Department – ‘Chicken Little’ design dash completed. Challenge statement “how might we improve utilisation of our HSI resources and provide a flexible, dynamic learning experience connected to the real world”. Implementation plan to follow.</li> </ul>
<b>High performing customer focused teams</b>
<ul style="list-style-type: none"> <li>• A schedule of events and activities for Art and Design in Timaru has been developed to reinvigorate the arts and generate more awareness and stronger relationships within the community. Target market is non-school leavers. Evening and weekend offerings will be included.</li> <li>• Engineering and Architectural Studies (EAS) have established LinkedIn site for EAS graduates to keep connected, assist with monitoring graduate success, and facilitating focus groups and information gathering.</li> </ul>
<b>Innovative and sustainable practice</b>
<ul style="list-style-type: none"> <li>• Enterprise and Digital Innovation Department engagement exercise has been completed by Assurity Consulting. The department is looking at ways to address the challenges, and to increase demand. Follow up work is underway to maximise the impact of the engagement and make the department sustainable in the future.</li> <li>• Enterprise and Digital Innovation Department focussed on setting up Tech Innovation Centre for future flexible services, tech apprenticeships and work-based learning options for next year.</li> </ul>

- Health Practice Department - On-going development work relating to Liaoning University joint venture, including course development and resourcing for delivery start March 2021.

### Summary of financial performance

As at 30 September 2020, the Academic, Research and Innovation Division were \$3.1m adverse to the overall year-to-date divisional budget. At budget setting it was anticipated that the net surplus for the Division would be \$44.8m in comparison to the actual surplus of \$41.7m.

Year-to-date revenue in the Division has improved on the prior month with actual revenue now being \$2m (2%) short of the budget. The extent of financial support provided by the funding guarantee will be reflected at the end of the year.

Staff Expenses were overspent by \$1.8m year-to-date of which accumulated annual leave costs contributed \$841k.

Savings have been achieved across a number of expense lines within General Expenses resulting in a \$1.1m favourable variance year-to-date. Most significant being Sub-contracted Delivery costs (\$315k), Teaching Materials (\$232k) and student and personnel travel expenses (\$287k).

Department - Programme owning	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
Applied Sciences and Social Practice, Te ...	763.7	729.5	872.2	731.0		19.3%
CAPL Dept		0.7		0.7		-100.0%
Creative Industries	703.1	703.1	724.2	702.5		3.1%
Engineering & Architectural Studies	743.1	720.8	691.6	724.5		-4.5%
Enterprise and Digital Innovation	1,112.8	1,151.7	1,050.8	1,130.3		-7.0%
Health Practice	1,145.3	1,140.1	1,162.1	1,127.9		3.0%
Hospitality & Service Industries	623.6	627.1	652.9	627.0	-0.6%	4.1%
Humanities	887.3	888.9	808.8	880.0	-0.2%	-8.1%
TANZ eCampus	220.0	156.7	181.3	151.9		19.3%
Trades	1,079.7	1,085.3	1,075.3	1,071.4		0.4%
<b>Total</b>	<b>7,278.7</b>	<b>7,203.9</b>	<b>7,219.3</b>	<b>7,147.3</b>	<b>1.0%</b>	<b>1.0%</b>

Figure-3-Ara-Global-2020-EFTS-by-Department

## Kaiārahi Report: Māori Achievement

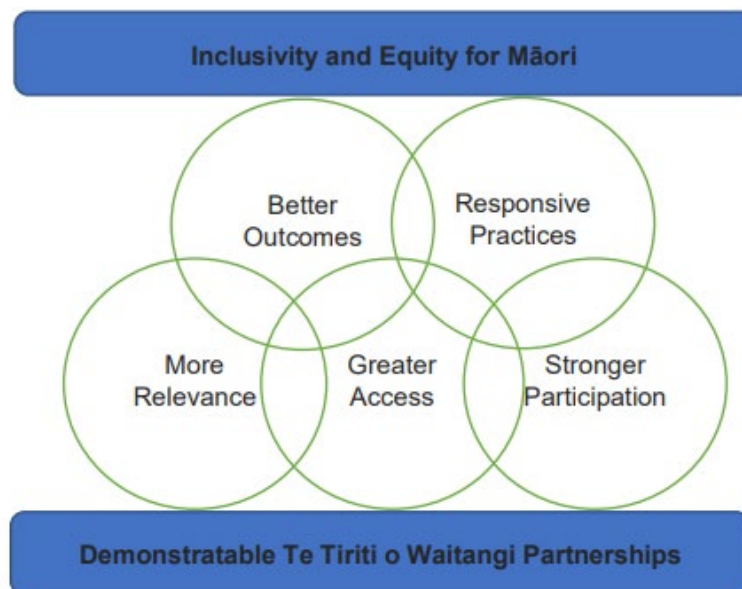
### Te Tiriti Responsibilities & Equitable Outcomes for Māori

<b>Meeting Date</b>	27 <sup>th</sup> October 2020
<b>Agenda Item</b>	Kaiārahi Report
<b>Presenter</b>	Te Marino Lenihan
<b>Strategic Outcomes</b>	All

## NZIST

### Te Pae Tawhiti – Te Pūkenga’s Te Tiriti o Waitangi Excellence Framework

- The purpose of Te Pae Tawhiti is to assist Te Pūkenga generally, and its subsidiaries more specifically, to progress more equitable outcomes for Māori.
- Te Pae Tawhiti establishes two overarching outcome statements and five goals for Te Pūkenga to pursue, requiring each subsidiary to engage in self-reflective practices to determine their progress towards those outcomes and goals.



- The framework has not yet, however, been consulted on with the Crown’s Tiriti partner (iwi/hapū/whānau, including Māori learners), and it appears that Te Pūkenga’s plan is to first gather responses from respective subsidiaries to the self-reflective questions posed in Te Pae Tawhiti in order to inform them how best we might then proceed to engage with the Crown’s Te Tiriti partner and progress towards the equitable outcomes we want/need/seek.

- The framework does not prescribe specific actions (aside from reporting against the framework monthly), which are envisaged to be developed by each subsidiary relative to its unique operating context. The framework does require each subsidiary to engage in self-reflective practice and demonstrate what actions are being undertaken, in collaboration with Māori, to deliver on Te Tiriti expectations.
  - What is not clear yet, however, is what those Te Tiriti expectations are. It could be those captured within the Te Ara Whiti Māori-Crown Relations model that I shared with you last month (which would be useful), or it could be alignment to the oft referred “3 Principles” (partnership. Protection and Participation), but it is not clear.

## COMMENTS

- Te Pae Tawhiti does not appear to interrogate what systemic changes are need to our system and operating model to enable the design, development, delivery and appraisal of vocational education that facilitates the equitable outcomes we want/need/seek. Instead, Te Pae Tawhiti appears to focus primarily on the relationships/partnerships that exist (or not exist) with iwi/hapū/Māori which will then allow further “consultation” that centres on the vocational education and training items that are most important within our respective communities.
- While I like the ‘self-reflective’ nature of the framework, I wonder about the push to ‘consult’ yet again with iwi/hapū/Māori to figure out the vocational education and training items that are most important to them.
- Māori are often described as the most consulted people on earth and have repeatedly let the Crown (and other institutions) know that they have ‘consultation fatigue’.
- The RoVE and MoE have already undertaken significant ‘consultation’ with the Māori community in recent years help understand and define what is wanted/needed to achieve the equitable outcomes Maori aspire to.
- It is arguable that we (the sector) should already know what is wanted / needed to re-wire the VE system to leverage the shifts in achievement that we seek.
- Te Pae Tawhiti framework may well set us on a course of more ‘consultation’ with iwi/hapū/whānau/Māori that burns more goodwill from our people by going back over questions that they have already been asked to seek answers that we arguably already know through decades of attention from Māori educationalists.
- When do we stop doing so much hui (consultation) and just get on with the mahi we know we need to do?
- How we might better focus all subsidiaries on the systemic changes we know are required and support them to undertake best practice in areas that we know will leverage Maori achievement (and therefore equitable outcomes)?

- Whilst it is important for the Crown (Te Pūkenga) to be seen to be collaborating with iwi/hapū/whānau/Māori in the design of the ‘new’ system, it is equally important to acknowledge all of the insights that iwi/hapū/whānau/Māori have already provided and get on with the mahi.
- These comments noted, the framework is still a “working draft” and we (the sector) have been encouraged to interrogate it and provide feedback to Te Pūkenga in the spirit of continuous improvement. This has tempered my earlier frustrations with the direction taken and language adopted by Te Pūkenga to focus first on Tiriti Excellence in regards to the relationships and partnerships that currently exist (or do not exist) and not focus first on the systemic shifts that we already know are needed to enable and fast-track equitable outcomes.

### **Te Tira Manukura – Senior Māori Leadership Collective**

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- Leadership is required for this group, as those who have been leading have since been seconded over to, or employed by, Te Pūkenga.
- I have been asked by the DCE Equity & Partnerships at Te Pūkenga, Ana Morrison, if I would consider leading this group. I need to discuss this first with Tony and other members of Te Tira Manukura before deciding.

### **Te Pūkenga COVID-19 Skills & Training Recovery Group**

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- I continue to sit on this group and have managed to help connect the sub-committees of the group (each one aligned to one of the 6 WDCs) to Māori practitioners from within those industry areas.
- I note that the establishment of the WDCs is progressing rapidly, and that the Māori members of the interim Establishment Boards (iEBs) have highlighted a number of incongruencies in the reformed VE sector (that is, across WDCs, RSLGs and Te Pūkenga) that will, if not aligned, potentially derail our collective efforts to realise equitable outcomes for Māori and become a Crown exemplar of Te Tiriti excellence.

## **FMA IMPLEMENTATION**

Our vision is “whānau transformation through education, enterprise and agency”. We want “more Māori to come, stay and succeed at Ara”. Our long-term aspiration is to realise “equitable education, employment and income levels for all Māori in our takiwā”, recognising that these factors will empower (transform) whānau Māori to pursue and achieve future prosperity. Most importantly, we understand that the key to realising equitable outcomes for Māori is to raise achievement levels for Māori students.

To raise achievement levels for Māori at Ara, we are focussed on three key areas:

- CURRICULUM → Embed kaupapa māori (KM) and mātauranga māori (MM) within all of our programmes of study and enable us to teach through our culture (as relevant for any given discipline) and not just about our culture.
- STUDENT SUPPORT → Re-envisage how we provide student support services so that they respond appropriately to the needs, realities and aspirations of Māori students.
- WORKFORCE CAPABILITY & CAPACITY → ensure all staff have enough CQ (cultural competence and confidence) to engage positively with Māori learners and their whānau AND anchor KM and MM experts in key positions to ensure we realise the first two focus areas with authenticity and collective impact.

## TACTICS & PROGRESS

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Generally speaking, our principal tactic is to support each department and division develop their own respective FMA Implementations plans (noting: more than one plan will often be required within any one given department or division to reflect and respond to their respective contexts and circumstances).

### 1. CURRICULUM DEVELOPMENT

- As previously reported, our tactic has been to adopt a staged approach to begin with and focus on a select few number of programmes only, drawing upon colleagues from within Te Puna Wānaka (5 x 0.2 FTE) to support and progress this endeavour.
- Our experience however has been that Te Puna Wānaka does not currently have the right capacity and capability to support this endeavour, and we have had to second Hemi Hoskins into my Office to help us progress.
  - The full team at present is Tate Tiatia, Hemi Hoskins, Heperi Harris (Manager TPW) and myself.
- Additionally, we have experienced more demand for our support than the limited number of programmes of study we had initially identified, highlighting the need for greater resource (capacity and capability) sooner than we had previously planned for.
- We have met now with two departments (EAS and ASP) and one division (Student Academic Support teams) to guide and support the development of their respective FMA Implementation Plans which will include – at least for the departments – a plan to progressively integrate KM and MM into their programmes of study.
- We envisage a sharp focus at the beginning of any learning journey (within any given programme of study) on generic KM and MM. That content can then be shared across all departments (a “101 for all” type approach) and will only require a limited number of KM and MM tutors with generic CQ expertise.



- As the learner progresses through their programme of study, more contextualised and granular focus will arguably be required on KM and MM relevant to that field of study. This will require tutors with specific KM and MM expertise relevant to that field of study.

## 2. MĀORI STUDENTS' SUPPORTS

- In order to influence and guide the design and delivery of student support services (academic and pastoral) so that they respond well to the needs, realities and aspirations of our Māori students, we have invested and prioritised the design and development of a Māori Student Mentoring programme we are calling Māui Te Taurira.
- This initiative has been managed by Humarie Chick and sponsored by Hemi Hoskins from within his department (Humanities) given both that it has been Hemi's 'brain-child' and there is very limited KM and MM capacity and capability within our student support services teams. There is, for example, no Kaupapa Māori leadership in level 300 or 400 (i.e decision making) positions across the CEE directorate.
- It is important to note that all kaupapa Māori initiatives will require kaupapa Māori leadership in order to ensure that they are designed, developed and delivered authentically (which is essential if it is to resonate with Māori learners). We had, in an earlier version of our FMA, sort to highlight this need by including the First Principle "Nothing about us without us", but ultimately gave that away to prioritise other first principles instead.
- The Maui Te Taurira Pilot was launched in Semester 2 of this year and our experiences over the past few months are helping us re-shape the programme so that it can have as much impact as possible.
- One of the key learnings to date has been that students will tend to 'drop-off' over time if it is felt to be an "add-on" to their other workload. We have experienced this too with our He Toki (Māori Trades Training) students and have concluded that kaupapa Māori initiatives to support our students achieve are best anchored within the programme of study. This has the added benefit of enabling students who do want/need extra supports before the course begins to access their studylink funds.

## 3. WORKFORCE CAPABILITY & CAPACITY

We recognise the need to build our CQ capacity and capability ("101 for all, experts on call") in order for us to realise the equitable outcomes we seek. We also recognise the need to use our human resources efficiently, given the size of our subsidiary and large geographic spread. In response, we have identified a number of tactics.

### TACTIC 1

- Establish a **Centre of Excellence (COE) in Kaupapa and Mātauranga Māori** within Te Puna Wānaka, changing the core focus of their business from essentially just te reo and tikanga

tuition for students who enrol in te reo and tikanga courses, to a core focus on the integration of KM and MM within and across all programmes of study at Ara through a “Business Support” model (much like that which now exists in the P&C directorate). Members of the TPW Center of Excellence would in effect become the “Experts on call” as and when required to support the implementation of FMA across Ara.

- Thought will be required around how best to structure such a CoE within our organisation so that there is clear line of sight by, and accountability back to the Office of the Kaiārahi.
- This shift in ‘core business’ will require increased capacity and capability within TPW, noting at the same time:
  - that our colleagues are primarily te reo and tikanga experts and are not necessarily skilled or experienced (or even willing) to facilitate the transformation of mindsets and behaviours that is arguably required at this point; but
  - that our TPW colleagues do already “teach-in” to a number of courses and qualifications (albeit in an ‘add-on’ type approach) and do, therefore, have existing established relationships and some experience in this type of role.

#### TACTIC 2

- Progressively recruit new KM and MM capability through a review of our recruitment processes and policies (including how we draft JDs and advertise for positions so as to ensure we recognise KM and MM skills, experiences and expertise and put ourselves in a stronger position to attract them).

#### TACTIC 3

- Review our PLD (Professional Learning Development) policies and practices to enable and fast-track the upskilling of our workforce in terms of their CQ (cultural intelligence).
- As previously noted, we have identified a suite of five subject areas that we believe will provide colleagues with a sound (“101”) baseline of appreciation and understanding in te ao māori to give them the confidence (and enough competence) to engage more positively and meaningfully with Māori learners and their whānau. They are:
  - Te Reo me ōna Tikanga (Māori language and customs)
  - Te Tiriti o Waitangi
  - Ngāi Tahutanga (Understanding who our local iwi and hapū are)
  - The Māori Economy
  - Raising Racial Consciousness
- We are currently looking to develop these as micro-credentials and recognise that there is good reason to collaborate with all other subsidiaries within the Ngāi Tahu takiwā to design, develop and deliver (as appropriate) these courses.

#### TACTIC 4

- Enable staff who have KM and MM insights and experience, but who may not have roles/responsibilities in those regards, to legitimately support the growth of KM and MM at Ara. This may require a review and refocus of their JDs.

## IN SUMMARY

1. Te Pūkenga’s Te Tiriti o Waitangi Excellence Framework (Te Pae Tawhiti) is a good start in that it will require each subsidiary to self-reflect on what they are doing to connect with iwi/hapū/whānau/Māori (‘Demonstrable Te Tiriti o Waitangi Partnerships’).
2. It identifies ‘Inclusivity and Equity’ as the other key outcome area, but the 5 goals that stand in between the two overarching outcomes need further interrogation.
3. By contrast, our Framework for Māori Achievement focusses on equitable outcomes for Māori and not Te Tiriti excellence per se.
  - a. We understand that the pathway to equitable outcomes for Māori in education is “achievement”, hence the focus areas of our FMA.
  - b. We also have a strong and long relationship with Ngāi Tahu (over 20 years) through Tokona Te Raki (formerly Te Tapuae o Rehua) which has been voiced through the Kaiārahi and representation on the Ara Board.
4. With the progressive devolution of resources and responsibilities from Ngāi Tahu’s iwi authority (Te Runanga o Ngāi Tahu) to Ngāi Tahu’s regional rūnanga entities, we have begun to develop more nuanced relationships with 3 of those regional entities (noting that there are 18 in total, and that 10 of them are located within our Ara catchment area).
5. Our efforts to increase achievement for Māori at Ara are focussed strategically on three key areas:
  - Embed KM and MM within all curriculum
  - Design, resource and deliver culturally responsive Māori students supports
  - Workforce capability and capacity
6. The task of ‘sizing’ the workforce resource required is progressing and is focussed on:
  - The establishment of a Centre of Excellence for KM and MM (“experts on call”); and
  - Identifying where other “experts” will be required (e.g. within our student support services teams; within our current and future kaupapa Māori initiatives like He Toki Māori Trades Training)

# **Ara Board Audit and Risk Committee**

## **Minutes**

### **29 June 2020**

Minutes of a meeting of the Ara Board Audit and Risk Committee held on Monday 29 June 2020 at 12.00pm in Room G202, Te Kei, City Campus.

#### **Welcome**

The Chair opened the meeting welcoming all to the inaugural meeting of the Ara Institute of Canterbury Ltd Board Audit and Risk Committee.

#### **1 Meeting Business**

##### **1.1 Attendance**

###### **a Voting Members**

Nettles Lamont (Chair), Murray Bain and Andrea Leslie (via videoconference).

###### **b Non-Voting Members**

Tony Gray, Darren Mitchell and Christina Yeates (Minute Secretary).

###### **c In Attendance**

Thérèse Arseneau (Board Chair), Emma Henshall (Ara Finance Manager), Michael Rondel (MR) (Independent Advisor) and John Mackay (AuditNZ).

##### **1.2 Apologies**

Nil.

#### **2 Future Meeting Dates and Work Programme for 2020**

- 2.1** It was agreed to revisit the work programme for 2020 after the inaugural meeting and that a draft would be provided for review and approval at the next meeting. The Committee also noted that there is a meeting planned for 14 July for the purpose of approving the annual accounts from 1 January to 31 March 2020.

#### **3 Public Excluded**

12.05pm

*It was **resolved** that the public be excluded from the remainder of the meeting.*

N Lamont

Carried

The general subject of the matters considered while the public was excluded was:

3.3	Final Audit Management Report from 2019 Annual Accounts	[s9(2)(i)]
3.4	Disestablishment Audit Update	[s9(2)(i)]
3.5	Treasury Report	[s9(2)(i)]
3.6	Report on Fraudulent Invoice	[s9(2)(i)]
3.7	Ara Board and CE Delegations	[s9(2)(i)]
3.8	Risk Register	[s9(2)(i)]
3.9	Schedule of Policies	[s9(2)(i)]

This resolution was made in reliance on s48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interests protected by s9 of the Official Information Act 1982 which would be prejudiced by the holding of the proceedings of the meeting in public. The section of the Official Information Act which applies is shown beside each item considered while the public was excluded:

- *Matters involving confidential information about an identifiable person*  
[s9 (2)(a)] – Protect the privacy of natural persons, including that of deceased natural persons
- *Submissions to Parliament and other formal advice*  
[s9(2)(f)] – Maintain confidential conventions which protect political neutrality, and the confidentiality of communications and advice tendered by officials
- *Commercially sensitive financial data*  
[s9(2)(i)] – The Crown or any Department or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities
- *Negotiations in progress with other organisations*  
[s9(2)(j)] – Enable a Minister of the Crown or any Department or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

The Committee moved back into open meeting.  
There being no further business the meeting closed at 1.30pm.

**READ AND CONFIRMED**

Chair: .....

Date:

<b>Ara Board 27 October 2020</b>	<b>Agenda Item</b>	<b>7.4</b>
		<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>	T Gray

<b>ARA COUNCIL REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	<b>Affixing of the Common Seal (27 May 2020 to 27 October 2020)</b>
<b>BACKGROUND AND PURPOSE</b>	<ul style="list-style-type: none"> <li>Public record of the quarterly report provided to the Ara Board recording the number and type of document to which the common seal has been added. This includes the list of degree and diploma documents signed and sealed by the Ara Council Chair and Chief Executive and awarded for the 2020 Spring Graduation and includes the number of early qualifications awarded (if any) outside of the graduation. [Note: the Graduation ceremony scheduled for 18 September 2020 was cancelled due to COVID-19 restrictions.]</li> </ul>
<b>RECOMMENDATION(S)</b>	That the Ara Board receive and note the contents of the report provided.
<b>LINK TO ARA STRATEGY</b>	N/A
<b>KEY ISSUES IDENTIFIED</b>	N/A
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	N/A
<b>RISK IMPLICATIONS FOR ARA</b>	N/A

## Common Seal

The Ara policy on affixing the common seal calls for a quarterly report to the Ara Board recording the number and type of document to which the common seal has been added.

This report covers the period from 27 May 2020 to 27 October 2020 and includes the list of the degree and diploma documents signed and sealed by the Council Chair and Chief Executive for the Spring 2020 Graduation. [Note: The Graduation ceremony scheduled for 18 September 2020 was cancelled due to COVID-19 restrictions].

### **Graduation documents carrying the Ara Institute of Canterbury Ltd Common Seal issued for Graduation 18 September 2020.**

Qualification Title	Quantity Awarded
Bachelor of Applied Management	24
Bachelor of Applied Science	2
Bachelor of Broadcasting Communications	3
Bachelor of Construction	1
Bachelor of Design	1
Bachelor of Engineering Technology	11
Bachelor of Information and Communication Technologies	24
Bachelor of International Tourism and Hospitality Management	5
Bachelor of Language (Japanese)	1
Bachelor of Nursing	100
Bachelor of Performing Arts	1
Diploma in Accounting	1
Diploma in Broadcasting Communications	3
Diploma in Business	21
Diploma in Computing	1
Diploma in Environmental and Outdoor Leadership	1
Diploma in Human Resource Management	6
Diploma in Marketing	1
Graduate Diploma in Accounting	4
Graduate Diploma in Applied Management	31
Graduate Diploma in Business Information Systems	1
Graduate Diploma in Business Transformation and Change	1
Graduate Diploma in Computer Aided Design	18
Graduate Diploma in Construction Management	22
Graduate Diploma in Hospitality Management	10
Graduate Diploma in Human Resource Management	6
Graduate Diploma in Information and Communication Technologies	20
Graduate Diploma in Laboratory Technology	18

<b>Qualification Title</b>	<b>Quantity Awarded</b>
Graduate Diploma in Marketing and Sales	4
Graduate Diploma in Nursing	26
Graduate Diploma in Operations and Production Management	10
Graduate Diploma in Project Management	9
Graduate Diploma in Quantity Surveying	17
Graduate Diploma in Supply Chain Logistics	30
Graduate Diploma in Tertiary Teaching and Learning Level 7	2
New Zealand Diploma in Agribusiness Management (Level 5)	15
New Zealand Diploma in Applied Science (Level 5)	7
New Zealand Diploma in Applied Science (Level 6)	3
New Zealand Diploma in Architectural Technology (Level 6)	2
New Zealand Diploma in Business (Level 5)	30
New Zealand Diploma in Construction (Level 6)	16
New Zealand Diploma in Cookery (Advanced) (Level 5)	14
New Zealand Diploma in Engineering (Level 6)	10
New Zealand Diploma in Enrolled Nursing (Level 5)	31
New Zealand Diploma in Hospitality Management (Level 5)	5
New Zealand Diploma in Hospitality Management (Level 6)	2
New Zealand Diploma in Information Technology Technical Support (Level 5)	3
New Zealand Diploma in Systems Administration (Level 6)	6
New Zealand Diploma in Web Development and Design (Level 5)	5
Postgraduate Diploma in Health Practice	3
Postgraduate Diploma in Health Science	5
<b>TOTAL</b>	<b>593</b>

As per Ara policy, the Ara Board should also note that the Ara Chief Executive approved 3 early qualifications conferred outside of the normal Graduation Ceremony.

Tony Gray  
**Chief Executive**



# Ara Institute of Canterbury Ltd

## Board of Directors

### 2020 Work Programme

**as at 21 October 2020**

Month	Topics	Notified Non-availability
January	28 <b>Council Meeting (Christchurch)</b>	
February	11 RoVE Response Programme Committee (RRPC)	
	13 Graduation (Timaru – Parade 12 noon, Ceremony 2 pm)	
	17 Council Audit and Risk Committee	
	18 Chief Executive Remuneration and Performance Review Committee	
	24 RoVE Response Programme Committee (RRPC)	
	25 <b>Council Meeting (Christchurch)</b>	
March	9 Council Audit and Risk Committee	
	17 Council Campus Redevelopment Committee	
	24 Council Audit and Risk Committee	
	27 Christchurch Autumn Graduation (10.00 am and 2.00 pm ceremonies) CANCELLED	
	31 <b>Council Meeting (Christchurch)</b>	
April	2 <b>Ara Institute of Canterbury Ltd inaugural Board Meeting (via Zoom)</b>	
	17 <b>Ara Board Interim Catch-up Meeting (via Zoom)</b>	
	28 <b>Board Meeting (via Zoom)</b> • Regional Master Plan Presentation	
May	7 Full Academic Board	
	26 <b>Board Meeting (Christchurch)</b> • Tribal Group : Performance Benchmarking Presentation • Report on Affixing of Common Seal	
June	29 Audit and Risk Committee Meeting	
	30 <b>BOARD WORKSHOP – “FUTURE OF THE SECTOR”</b>	
July	24 Chief Executive Remuneration Committee	
	28 <b>Board Meeting (Christchurch)</b> • Board Orientation (City Campus) • Fee Setting	
August	5 Campus Redevelopment Committee Meeting	
	25 <b>Board Meeting (Christchurch)</b> • Pacific Strategy Report • NZIST Council Policies	
September	18 CANCELLED Spring Graduation Ceremony (10am and 2pm)	3-12 Sept (M Geddes)
	29 <b>Board Meeting (Woolston)</b> [Note: 28 Sept S Canterbury Anniversary Day] • 2021 Budget	
	Chief Executive Remuneration and Performance Review Committee	

October	6	Campus Redevelopment Committee Workshop	
	22	<b>NZIST CE Roadshow</b> <b>[Ara Board Meeting with Te Pūkenga Chair and CE]</b>	
	27	<b>Board Meeting (Christchurch) note: 26 October Labour Day</b> <ul style="list-style-type: none"> <li>• Report on Affixing of Common Seal</li> <li>• 2021 Budget Sign Off</li> </ul>	
	29	Academic Committee	
November		Audit and Risk Committee Meeting	
	24	<b>Board Meeting (Christchurch)</b> <ul style="list-style-type: none"> <li>• Annual Report 2020 – content/format</li> </ul>	
	26	Academic Committee	
December	15	<b>Board Meeting (Christchurch) (if required)</b>	

**Ara Board meeting timings**

9.00am – 9.30 am Board only time

9.30 am – 1.30 pm Board meeting

**Ara Board and Committee meeting venues**

Christchurch – Room G202, Council Room, Te Kei, Christchurch City Campus

Timaru – Room TA210, Council Room, Timaru Campus

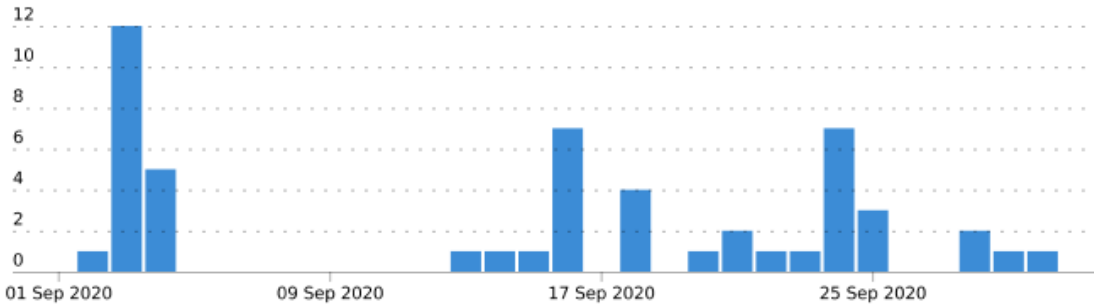
Waitangi Day – Thursday 6 February  
 Otago Anniversary – Monday 23 March  
 Good Friday – 10 April  
 Easter Monday – 13 April  
 Easter Tuesday – 23 April  
 ANZAC Day observance – Monday 27 April  
 Queen's Birthday – Monday 1 June  
 South Canterbury Anniversary Day (Timaru campus closed) – Monday 28 September  
 Labour Day – Monday 26 October  
 Canterbury Anniversary/Show Day (Christchurch campuses closed) – Friday 13 November



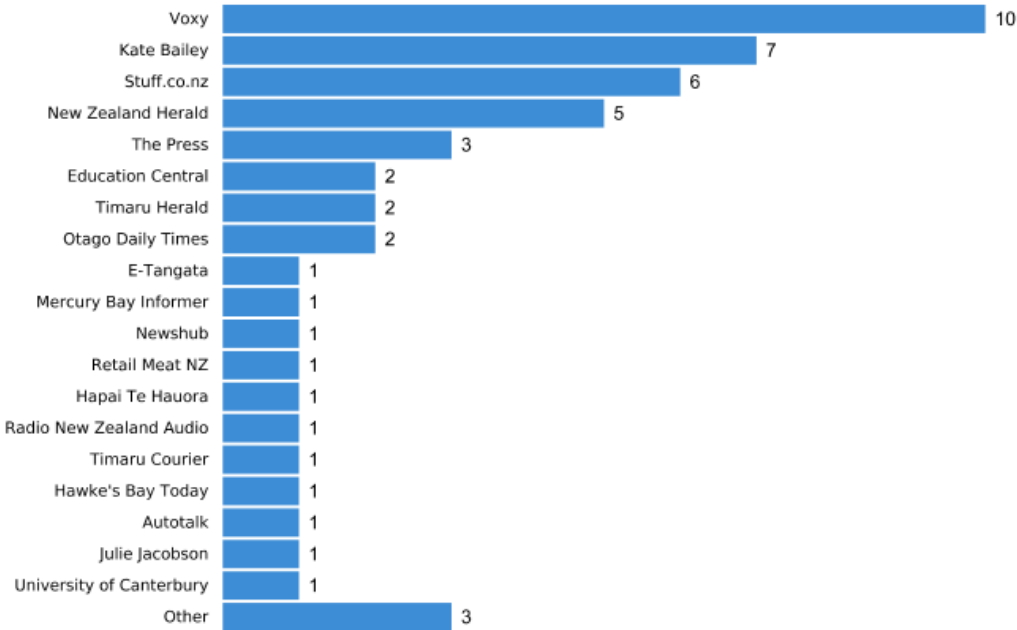
### MONTHLY MEDIA REPORT SEPTEMBER 2020

#### 1. EXTERNAL CONTENT:

#### Volume



#### Sources



#### Content Types



### [Are kids missing out on the outdoors?](#)

From Radio New Zealand Audio

Published 12:46 30/09/2020

He's a Sustainability and Outdoor Education Programme Leader at *Ara Institute of Canterbury's* Timaru campus.

### [Newsletter: Naumai ki te Atea - Hapai Te Hauora](#)

From Hapai Te Hauora

Published 10:04 29/09/2020

On Tuesday September 1st, *Ara Institute of Canterbury* was host to speakers from ParaFed Canterbury and to Cody Everson, co-captain of the Wheel Blacks, who were invited to speak to students from the sport and exercise science specialisation within Ara's Bachelor of Applied Science at the Madras campus.

### [Watch: Virtual reality simulations for aspiring health students](#)

From Otago Daily Times

Published 13:54 28/09/2020

Also from [Otago Daily Times](#)

Canterbury and Otago universities, *Canterbury DHB, Ara*, the Defence Force and St John took part and explained how they use simulation and why this rapidly evolving field is so important.

### [Is Christchurch Our New Start-up Boom Town?](#)

From NZEntrepreneur

Published 28/09/2020

...the city seems awash with a population hellbent on ambitious innovation resulting in some early stage startup successes such as Partly, Komodo, and Pyper Vision to name a few.

### [William 'Ross' Parkes remembered as someone who saw the best in everyone](#)

From Timaru Herald

Published 15:14 25/09/2020

These include his role in the formation of the South Canterbury Community College (later, *Aoraki Polytechnic* and then *Ara*); as a member of the South Canterbury Museum Development Trust; as a volunteer at the South Canterbury Hospice and Timaru Civil Defence; and as a senior staff member providing orthodontic care at Timaru Hospital.

### [Otautahi Christchurch universities rally Aotearoa New Zealand](#)

From University of Canterbury

Published 09:33 25/09/2020

Also from [Voxy](#) and [The National Tribune](#)

The University of Canterbury (UC) and Lincoln University (LU) will co-host a series of three online hui culminating in a summit workshop in September 2021, supported by *Ara Institute of Canterbury* and the Christchurch City Council.

### [Grass fires in Christchurch likely started by passing train](#)

From [Stuff.co.nz](#)

Published 16:56 24/09/2020

An *Ara Polytech* spokesperson said there was no threat to its Woolston campus, located near the Brougham St and Ensors Rd intersection.

### [Grass fires in Christchurch possibly started by train](#)

From [Stuff.co.nz](#)

Published 16:54 24/09/2020

An *Ara Polytech* spokesperson said there was no threat to its Woolston campus, located near the Brougham St and Ensors Rd intersection.

### ['Record amounts raised with help of Ara barbering students'](#)

From Kate Bailey, Ara Institute of Canterbury

Published 14:15 24/09/2020

Also from [Voxy](#)

*Ara Institute of Canterbury* supplied the barbering expertise in the form of 18 Level 4 professional commercial barbering students who accompanied Tutors Anji Glentworth and Paul Skidmore to the College, where students were assembled during their lunch time, ready to part with their hair as a way to raise funds for the charity.

### [Election 2020: Ilam candidates for local MP](#)

From [Stuff.co.nz](#)

Published 13:38 24/09/2020

Pallett moved to Christchurch in 2004 and is a midwifery lecturer at *Ara Institute of Technology*, having previously worked as a community midwife.

### [Students' horizons widened about what it means to be an athlete - Ara](#)

From Kate Bailey, Ara Institute of Canterbury

Published 12:49 24/09/2020

Also from [Voxy](#)

On Tuesday September 1st, *Ara Institute of Canterbury* was host to speakers from ParaFed Canterbury and to Cody Everson, co-captain of the Wheel Blacks, who were invited to speak to students from the sport and exercise science specialisation within Ara's Bachelor of Applied Science at the Madras campus.

### [Election 2020: Selwyn candidates for local MP](#)

From [Stuff.co.nz](#)

Published 10:50 23/09/2020

Since completing a degree at the *New Zealand Broadcasting School*, Davidson has had more than 20 years' experience as a producer in the arts and broadcasting industries on projects showcasing and reflecting New Zealand's identity and culture.

### [New health centre to open in Whitianga](#)

From Mercury Bay Informer

Published 21:58 22/09/2020

She realised early on in her nursing career that she wanted an advanced nursing role in rural primary health care and has focused on that goal ever since she graduated from *Christchurch Polytechnic Institute of Technology*.

### ['Ara students impress at 2020 NZIPP Photography Awards'](#)

From Kate Bailey, Ara Institute of Canterbury

Published 14:35 21/09/2020

Also from [Voxy](#) and [Foreign Affairs](#)

Three *students* from *Ara's* Art and Design department have dominated the student category at New Zealand's NZIPP/NIKON Iris Professional Photography Awards, each receiving accolades for their respective entries. ... Both runner-up places in the Student Category were also awarded to *Ara students* with Bridie Mckenna gaining 'Silver with Distinction', 'Silver' and 'Bronze' for her entries and Hamish Hobbs a 'Gold' and 'Bronze' for two pieces. ... We are proud of their achievements and I'm also proud of the hard work our *Ara tutors* put into helping and supporting the students."

### [Open letter to the University of Waikato Council](#)

From E-Tangata

Published 09:46 20/09/2020

Alan Smith, ICT Systems Administrator - *Ara Institute of Canterbury* Ltd ... Mark McEntyre, Senior Academic Lecturer - *Ara Institute of Canterbury* Ltd ... Sarah Pallett - *Ara Institute of Canterbury*

### [Budding racer/engineer wins Beca scholarship](#)

From Autotalk

Published 14:23 18/09/2020

*Ara Institute of Canterbury* Bachelor of Engineering Technology student Timothy Richards who plans to become a race car driver/engineer has won the 2020 Beca scholarship worth \$2500.

### [Ara Institute of Canterbury helps to re-imagine Red Cross charity event](#)

From Kate Bailey, *Ara Institute of Canterbury*

Published 11:37 18/09/2020

Also from [Voxy](#), [Education Central](#)

On September the 4th, *Ara Institute of Canterbury* Visual Communications and fashion design students took their re-imagined, re-crafted and re-fined works of art to the people for an event held at Tūranga in the central city for 2020's Red Cross appeal event 'Retooled'. ... They decided to collaborate with *Ara Institute of Canterbury* and create a novel 'op shop expo' that celebrates second-hand shopping and the sustainable ethos of re-using and re-applying existing textiles and other materials.

### [Record price, \\$80m, paid for an office building in Christchurch](#)

From The Press

Published 19:07 16/09/2020

It houses more than 2000 *Ara nursing*, midwifery and medical imaging students along with Canterbury District Health Board education and development staff and University of Canterbury staff.

### [Christchurch celebrates the top price for an office building, about \\$80m](#)

From The Press

Published 16:09 16/09/2020

Also from [The Press News](#)

The building, except the top floor, is leased by Manawa, a health research and education partnership between the Canterbury District Health Board, *Ara polytechnic* and the University of Canterbury.

### [Ara included in new CoVE to deliver excellence in food and fibre sectors](#)

From Kate Bailey, Ara Institute of Canterbury

Published 09:23 16/09/2020

Also from [Voxy](#)

This includes *Ara Institute of Canterbury* Ltd and other several education providers, as well as industry associations, tertiary providers, Māori, employers, employees, and standard-setting bodies. ... While the Consortium will be based at the Eastern Institute of Technology (EIT) in Hawke's Bay, the inclusion of *Ara* recognizes Canterbury's place as New Zealand's largest and consistently high-performing agricultural region; one that contributes significantly to New Zealand's reputation as global powerhouse of agricultural exports, agritech innovation and the production of merino wool. ... There is a natural connection between the primary sector and *Ara* through the Institute's delivery of programmes from towns and cities set within a strong rural heartland, including in Timaru where *Ara* looks to work closely with the SCCC and Venture Aoraki to improve economic development and awareness in the region.

### [Ara Institute student wins Beca engineering prize](#)

From Kate Bailey, Ara Institute of Canterbury

Published 09:10 16/09/2020



Also from [Voxy](#)

Big dreams to work in motorsport mechanics, and a clear talent for engineering have secured Timothy Richards the annual Beca scholarship, awarded to an *Ara Institute of Canterbury* Bachelor of Engineering Technology student. ... *Ara Institute of Canterbury* and Beca have an ongoing relationship through Beca's active membership of the Employer Programme Advisory Campaign (EPAC).

### [Kei hea ngā kaimahi Māori? Where are the Māori at Three?](#)

From Newshub

Published 11:22 15/09/2020

The average number of Māori students at the *NZ Broadcasting school* is 13 percent.

### [Lower North Island butchers sharpen up for competition](#)

From Retail Meat NZ

Published 12:38 14/09/2020

*Ara Institute of Canterbury*, School of Food and Hospitality, Cnr Ferry Rd & Madras St, Christchurch

### [Aotearoa in 20: A robotics engineer turned organic farmer](#)

From [Stuff.co.nz](#)

Published 06:36 13/09/2020

When I returned to New Zealand, I studied graduate diplomas in project management and production management at *Ara Institute of Canterbury*.

### [Employment for 21 heavy vehicle operator students in past year](#)

From Timaru Herald

Published 16:47 04/09/2020

The NZQA approved qualification is the result of a collaboration between South Canterbury's transport and logistics industry operators, and is facilitated by Venture Timaru with *Ara Institute* contracted to deliver the course at its Timaru campus.

### [Driver pulled over at police checkpoint for brushing teeth](#)

From New Zealand Herald

Published 13:30 04/09/2020

The told the judge her teaching job at *Christchurch Polytechnic* Institute of Technology had "more or less gone" after the earthquake and she had been upset at the time about family problems.

### ['Ara At Heart of New ConCoVE'](#)

From Kate Bailey, Ara Institute of Canterbury

Published 10:26 04/09/2020

Also from [Voxy](#), [Education Central](#)

*Ara Institute of Canterbury* Ltd Part of NZ's Construction Future as Education Minister announces Construction Centre of Vocational Excellence ... The Accord's Graham Burke, President of Specialist Trade Contractors Federation and Chair of the NZ Construction Industry Council and Bill Newson, National Secretary of E Tū, engaged with *Ara Institute of Canterbury* Ltd, Manukau Institute of Technology, Unitec, Te Wānanga o Aotearoa, BCITO, The Skills Organisation, NZ Construction Industry Council, Vertical Horizonz and Connexis to bring 'ConCOVE' into being. ... *Ara Institute of Canterbury* Ltd is well-placed to supply conCOVE with valuable insights, as the Institute's trades programmes deliver qualifications that are nationally recognised and endorsed by over 160 industry partners.

### [Fall in international pupils 'big thing for all schools'](#)

From Timaru Courier

Published 18:00 03/09/2020

*Ara Institute of Canterbury* international director *Beth Knowles* said *Ara* continued to receive many queries and applications from overseas. ... "We are supporting students to get offers of place for 2021 so they will be ready and able to attend classes at *Ara* once the [Government's] student entry protocol is agreed upon. ... *Ara's* 2019 annual report stated 980 international EFTS were enrolled, significantly higher than in 2017 or 2018.

### [Building apprenticeships may start at school](#)

From New Zealand Herald

Published 12:25 03/09/2020

Also from [NZ Herald Technology](#), [New Zealand Herald National](#), [Hawke's Bay Today News](#), [Newstalk ZB](#), [NZ Herald Education](#)

The centre of excellence consortium includes MIT, Unitec, Te Wānanga o Aotearoa, *Ara Institute of Canterbury*, the Building and Construction Industry Training Organisation (BCITO), the Skills Organisation, the Construction Sector Accord, the Construction Industry Council, Vertical Horizonz and Connexis.

### **[Construction Sector Accord part of consortium to lead ConCoVE - MBIE](#)**

From Ministry of Business, Innovation and Employment

Published 12:09 03/09/2020

Also from [Voxy](#)

The successful consortium included the Accord, Manukau Institute of Technology, Unitec, Te Wānanga o Aotearoa, *Ara Institute of Canterbury*, BCITO, The Skills Organisation, New Zealand Construction Industry Council, Vertical Horizonz and Connexis.

### **[Construction CoVE to take on big issues - Jenny Salesa](#)**

From Julie Jacobson, Labour Party, NZ Government

Published 11:22 03/09/2020

Also from [Voxy](#)

The successful consortium, announced by Education Minister Chris Hipkins today, includes the Construction Sector Accord, Manukau Institute of Technology, Unitec, Te Wānanga o Aotearoa, *Ara Institute of Canterbury*, BCITO, The Skills Organisation, New Zealand Construction Industry Council, Vertical Horizonz and Connexis.

### **[Married at First Sight, Bachelor NZ star Bel Clarke suffers traumatic brain injury while walking her dog](#)**

From [Stuff.co.nz](#)

Published 08:33 03/09/2020

She was sad about the breakup, but life was looking up: After a career working in the tourism industry, she was excited about starting a social work course at *polytech Ara*.

### **[Op shopping expo to go ahead in central library on Friday](#)**

From Otago Daily Times

Published 11:04 02/09/2020

Students from *Ara Institute of Canterbury*, in collaboration with the New Zealand Red Cross, will be holding the Retooled expo at the TSB Event Space in Tūranga Library from 3.30pm to 7.30pm.

## **2. INTERNAL CONTENT:**

### **Meet: The Beat reporters**

From Ara News

Published 30/09/2020

Ara's news and events video series has two new student reporters that can't wait to scope out some exciting stories.

### **Ara NZBS Students Get Canterbury Tuning In To Catchy Country Music**

From Ara News

Published 25/09/2020

It might seem surprising that International Country Music Day was somewhat of a big deal in Canterbury this year, but a team of NZBS radio students are determined to make country New Zealand's hottest new genre.

### **Ara Leaders Line Up To Shave For Charity And Raise Over \$2000**

From Ara News

Published 25/09/2020

On Wednesday September 23rd, Ara's barbering students had the opportunity to get up close and personal with many of the Institute's leadership figures, as eight of them chose to put their beards on the line for charity.

### **Parafed and BAppSci Inclusivity**

From Ara News

Published 24/09/2020

On Tuesday September 1st, Ara Institute of Canterbury was host to speakers from ParaFed Canterbury and to Cody Everson, co-captain of the Wheel Blacks, who were invited to speak to students from the sport and exercise science specialisation within Ara's Bachelor of Applied Science at the Madras campus.

### [Christ's College Charity Shave A Massive Success: Record Amounts Raised With Help of Ara barbering students](#)

From Ara News

Published 23/09/2020

A group of Christchurch Colleges students braved the brisk spring weather to have their luxuriant locks shorn off in order to raise money for Leukemia and Blood Cancer New Zealand on September 17th.

### [Ara students dominate national photography awards](#)

From Ara News

Published 22/09/2020

Three students from Ara's Art and Design department have dominated the student category at the NZIPP/NIKON Iris Professional Photography Awards, each receiving awards for their respective entries.

### [Retooled Red Cross Charity Event](#)

From Ara News

Published 22/09/2020

On September the 4th, Ara Institute of Canterbury Visual Communications and fashion design students took their re-imagined, re-crafted and re-fined works of art to the people for an event held at Tūranga in the central city for 2020's Red Cross appeal event 'Retooled'.

### [New CoVE to deliver excellence in food and fibre sectors](#)

From Ara News

Published 18/09/2020

The new Food and Fibre Centre of Vocational Excellence (CoVE) announced on September 3rd is a wide-ranging collaboration involving 54 organisations with expertise spanning across the entire food and fibre sector.

### ["You're in Urinetown!" with NASDA's latest play](#)

From Ara News

Published 14/09/2020

Urinetown: A place where you must pay to pee. A drought-stricken land where water restrictions are so bad that only public toilets are permitted, and if you can't pay you'll be sent away....

### [Getting motors running with Beca scholarship win](#)

From Ara News

Published 14/09/2020

Big dreams to work in motorsport mechanics, and a clear talent for engineering have secured Timothy Richards the annual Beca scholarship, awarded to an Ara Institute of Canterbury Bachelor of Engineering Technology student.

### [NZIST Visits](#)

From Ara News

Published 08/09/2020

On Monday, Ara Institute of Canterbury Ltd. welcomed NZIST Council members to the Madras Street campus with a mihi whakatau.

### [Minister announces Construction Centre of Vocational Excellence](#)

From Ara News

Published 03/09/2020

On September the 3rd the Government announced that the 'ConCOVE' consortia has been successful in its bid to form the 'Centre of Vocational Excellence' for the construction and infrastructure industries.