



Ara Institute of Canterbury Limited

(the Company)

MEETING OF THE BOARD OF DIRECTORS

Date: 27 April 2021

Time: 9.30am

Venue: Room TA210, Boardroom, Timaru 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. | Karakia |
| 2. | Welcome/Apologies/Notices |
| 3. | Conflicts of interest |
| 4. | Call for and discussion of minor items not on the Agenda |
| 5. | Confirmation of Meeting Minutes (Public) – meeting 30 March 2021 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List |
| 6. | Discussion Items 6.1 Chief Executive Report <ul style="list-style-type: none"> • EFTS Performance • Financial Performance • Graduation 2021 • Te Ōhaka 6.2 Deputy Chief Executive Reports 6.3 Kaiārahi Report 6.4 Chair Report |
| 7. | Information Items [For noting] 7.1 Sub-Committee Reports <ul style="list-style-type: none"> a Audit and Risk Committee [no meeting held April 2021] b Campus Redevelopment Committee [no meeting held April 2021] 7.2 Academic Committee Report 7.3 Ara Board Work Programme 7.4 Media Report |
| 8. | General Business |

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. | Confirmation of Meeting Minutes (Public Excluded) - meeting held 30 March 2021 9.1 Approval of Meeting Minutes 9.2 Matters Arising 9.3 Action List | [s9(2) (f), (i), (j)] |
| 10. | For Discussion 10.1 CE Report <ul style="list-style-type: none"> • Health, Safety and Wellbeing • Strategic Developments – Key Priority Themes • South Island Chairs and Chief Executives Meeting • TKM Structure Development • Targeted Evaluation Report | [s9(2) (f), (i), (j)] |
| 11. | For Information [For noting] 11.1 Trustees <ul style="list-style-type: none"> a OEDT 11.2 Sub-Committee Reports <ul style="list-style-type: none"> a Audit and Risk Committee [no meeting held April 2021] b Campus Redevelopment Committee [no meeting held April 2021] <ul style="list-style-type: none"> • OF Building, Oamaru Campus [FOR DECISION] c Health, Safety, Wellbeing Leadership Group (Minutes) | [s9(2) (f), (i), (j)] |
| 12. | General Business | |

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)

NOTE: The Ara Board and Executive will host a stakeholder function at 12.30pm in STARZ Restaurant.

2021 Register of Disclosure of Conflicts of Interest

Last update as of 30 March 2021

Ara Board of Directors

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

Ara Board Officers

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



Ara Institute of Canterbury Limited
(the Company)

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

30 March 2021 at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 30 March 2021 in Room G202, Te Kei, City Campus.

1 Karakia The Deputy Chair opened the meeting with a Karakia.

2 Welcome

Directors present: Thérèse Arseneau (Chair), Murray Bain, Jane Cartwright, Maryann Geddes, Nettles Lamont, Melanie Taite-Pitama (Deputy Chair) 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), Karen Te Puke (DCE, Customer Engagement and Experience), Belinda De Zwart (DCE, People and Culture) and Christina Yeates (Ara Executive Officer).

Apologies Andrea Leslie [Director].

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) One amendment was recorded to the existing Register of Disclosures of Conflicts of Interest as detailed:
Thérèse Arseneau [*Chair*] - *Removal of Christchurch Symphony Orchestra* (Chair and Trustee).

4 Items not on the Agenda Nil.

5 Confirmation of Meeting Minutes

5.1 Minutes of Committee Meeting – 23 February 2021

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 23 February 2021 (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/M Taite-Pitama

Carried

5.2 Matters Arising Nil.

5.3 Action List

- a) AP25 – Marae visit – due to limited availability of the Marae venues through to June, it was agreed **to canvas Board members availability via Doodle Poll** to meet at the newly refurbished Te Puna Wanaka (TPW) in **May 2021**.
- b) At the Board's request, it was agreed that the Te Puna Wanaka opening should be moved with a suggested date of 1 May 2021.
- c) AP35 – Health and Safety – Board SafePlace induction – in progress with HSWLG; currently concentrating on induction elements for Learners.
- d) AP46 – Student leaders' lunch with the Board – agreed for May Board.
- e) AP49 – Health and Safety – Colleague Wellbeing table accuracy check – completed.

6 Items for Discussion

6.1 Chief Executive (CE) Report

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

- a) Visual of the EFTS of the placemat/ dashboards. and potential deep dive update provided.
- b) Financial performance YTD 2021-
 - no particular areas of concern; tracking as expected for the year-to-date period
 - impact of strong recruitment numbers offsetting some of the downside of the absence of international student numbers
 - noting allocation of 6 Ara students as part of the 57 allocation to Te Pūkenga, from the 1000 total allocation via the government in-bound international student initiative
 - funding from Te Pūkenga will be key when Ara reforecasts EFTS for 2021. Some concern on the impact of the uplift of enrolments and whether the quantum increase experienced by the subsidiaries will be in excess of the available funds.
- c) Agreed that growth in numbers is about delivering against demand and ensuring quality of product.
- d) Rollout of more support for learners and specific increased learning support is already in place and being further developed
- e) **Teaching/pastoral care costs** – discussion on revenue that does not go straight to the bottom line i.e. spend relating to careful matching of cohort groups with learner support and pastoral care. **Board to be kept updated of how this is tracking.** Estimated 50% of revenue to go to direct costs associated with supporting the Learner. **[AP50 CE]**
- f) Discussion on resources for roles required, ability to recruit and current challenges in the market, and the opportunities that will come from teaching and learning colleagues' flexibility.

- g) Of note, Māori colleagues very pleased with the current levels of pastoral support.
- h) Scholarships – consistently underbudget but impacted by free fees training. Past scholarships had focused on tuition fee support, but with the introduction of free fees and the results of a review, (previously requested by the Ara Council), there had been a reorientation of scholarship criteria. This is still a work in progress and requires further review especially given the introduction of TTAF at the end of 2020.
- i) Te Ōhaka is gaining traction and becoming increasingly embedded in Ara; it was agreed the model is a great opportunity for Te Pūkenga in general. Looking for opportunities as an institute to lead innovation and entrepreneurship in the sector, there is discussion with Wintec and their relationship with Soda (an equivalent of the Ministry of Awesome). Exciting start-ups involving students in research and providing dollar contributions into the newly established Ara research hub. The Board is keen to support Te Ōhaka and its embedding across Ara with innovation opportunities in each Ara department.
- j) Internationalisation – Noting the Ara Chief Executive is still leading this for Te Pūkenga working closely with Education New Zealand.

There had been the first live virtual session with students in China for the first year of the Bachelor of Nursing degree, studying at Liongyang University and this worked well. The Board are keen to see key points of the Internationalisation Strategy shared in the future and it was agreed the challenge is in the future focus for the sector.

- k) OIA Complaints Data Reporting – noted by the Board, with no issues for Ara.

6.2 Health and Safety

The report was taken as read.

- a) The following items were noted:
 - i. Overview – key issues - clarification was provided to Item 2.1b (i) prevent inbound travel **from outside of the region** for visitors and colleagues
 - ii. The CE provided a brief update on the key work Ara is involved in with Te Papa Hauora – influential in broad health communications for the Christchurch communities; developing future leaders across the health sector, supported by colleagues at Ara (24 learners across partner institutions).
 - iii. **Safety Observations table** – the Board would like to see more information included here. **[AP51 CE]**
 - iv. **Health and Safety Systems – visibility is required on the split between campuses.** Important for the Board to have assurance that the uptake for the new Health and Safety system (SafePlace) is across **all** campuses. **[AP52 CE]**
 - v. **Internal Audit Process** – the Board sought assurance from the CE that actions are followed up on and completed when issues arise. It was agreed **the CE would provide a summary to the Board of any written reports** received as a result of Ara's internal processes [noting **reporting on closeout of actions will be available in SafePlace once embedded – timeframe to be advised to the Board.**] **[AP53 CE]**

- vi. Discussion on sharing best practise within the sector (noting Ara's membership on the Health and Safety Business Leaders Forum) within the Te Pūkenga framework.
- vii. The Board noted the excellent progress to date and congratulated all those involved in the tremendous amount of work that has taken place in the development of Safety, Health and Wellbeing at Ara
- viii. Wellbeing - raising "at risk" issues were discussed e.g. bullying, harassment and the internal processes available to colleagues and learners. **It was agreed to provide a one-page summary to the Board for the April meeting which addresses these issues and reviews the policy and processes in place.** There are multiple avenues for raising issues and it was noted in SafePlace, that the health and wellbeing category has an area for colleagues to report at risk issues. It was further agreed to consider these types of questions when preparing for the next Wellbeing Survey. **[AP54 CE]**
- ix. The Board congratulated those colleagues who participated in the Aotearoa Bike Challenge.

6.3 Chair Report

The Chair provided a verbal update as follows:

- a) Autumn Graduation Ceremony – 26 March 2021 – congratulations to all those involved, noting three cohorts of graduands in one day. **The Board requested a copy of the student speeches as they were both considered exemplary. [AP55 Board Secretary]**
- b) South Island Chairs hui taking place on 13 April 2021 at SIT with CEs in attendance. Noting, CE and DCE COO also meeting with SIT at this time, to discuss a number of activities, including Trade's delivery and SIT2LRN distance learning.
- c) 27 April Board meeting – Timaru arrangements to be finalised. Stakeholder engagement is taking shape with a number of attendees confirmed.

7 Information Items

7.1 Subcommittee Reports

- a) The meeting minutes of the Ara Board Audit and Risk Committee from 22 March 2021 were taken as read; an update on items of business is provided in the Public Excluded section of this meeting.
- b) The meeting minutes of the Ara Board Campus Redevelopment Committee from 4 March 2021 were taken as read; an update on items of business is provided in the Public Excluded section of this meeting.

7.2 Ara Board Work Programme

- a) The contents of the work programme were noted.

7.3 Media Report

The report was taken as read.

8 General Business

Nil.

Closure

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

Dated:

Signed as a correct record

Chairperson

[note: signed via electronic signature]

DRAFT

Ara Board Minutes - Action List as of 30 March 2021

| Number | Date When Action Arose | Agenda Item | Topic | Action | Board Responsibility | Status | Due Meeting date |
|--------|--------------------------------|-------------|---|---|----------------------|--------------|------------------|
| AP25 | 29 Sept: updated 30/3/21 | 6.4d | Kaiārahi Report | Marae visit – due to limited availability of the Marae venues through to June, it was agreed to canvas Board members availability via Doodle Poll to meet at the newly refurbished Te Puna Wanaka (TPW) in May 2021 | Board Secretary | Completed. | 27 April 21 |
| AP35 | 27 Oct updated 23/2/21 | 6.1p (v) | CE Report – Health and Safety | Induction to SafePlace and reporting to be added to the Ara Board work programme 23/2/21: in progress with HSWLG prior to Board induction. | CE/Board Secretary | In progress. | Early 2021 |
| AP50 | 30 Mar | 6.1(e) | CE Report – Teaching / Pastoral Costs | Board to be kept updated on revenue that does not go straight to the bottom line i.e. spend relating to careful matching of cohort groups with learner support and pastoral care. | CE | In progress. | Ongoing |
| AP51 | 30 Mar | 6.2(iii) | Health and Safety – Safety Observations Table | More information needed | CE | In progress. | 27 April 21 |
| AP52 | 30 Mar | 6.2(iv) | Health and Safety – Systems | Visibility on the split between campuses is required | CE | In progress. | 27 April 21 |
| AP53 | 30 Mar | 6.2(v) | Health and Safety – Internal Audit Process | Summary to be provided of any written close out reports received by the CE | CE | In progress. | 27 April 21 |
| AP54 | 30 Mar | 6.2(vii) | Health and Safety – Wellbeing | One-page summary to be provided addressing policy and processes for handling “at risk” issues. | CE | In progress. | 27 April 21 |
| AP55 | 30 Mar | 6.3(a) | Chair Report – Graduation | Copy of the student speeches to be sent to the Board. | Board Secretary | In progress. | 27 April 21 |

| | | | |
|------------------------------------|---------------------|-----------------|-------------------------|
| Ara Board 27 April 2021 | Agenda Item | | 6.1 |
| | Decision Item | Discussion Item | Information Item |
| PUBLIC | Presented by | | Tony Gray |

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

Chief Executive's Report

Public Meeting

1 Ara Performance – EFTS Overview as at 15 April 2021

| | Enrolments (EFTS) | |
|---------------------------------------|-------------------|------------------|
| | Actual | Target |
| SAC Level 3+ | 5,030 | 5,846 |
| SAC Level 1-2 | 113 | 127 |
| ACE | 23 | 86 |
| Trade Academy | 190 (567 places) | 153 (570 places) |
| Youth Guarantee | 70 | 83 |
| ITO | 55 | 99 |
| Other | 37 | 109 |
| Total Domestic EFTS | 5,518 | 6,502 |
| Total International EFTS | 273 | 509 |
| Total EFTS (including eCampus) | 5,791 | 7,011 |
| Levels 1-2 | 343 | 491 |
| Levels 3-4 | 1,914 | 2,521 |
| Levels 5-6 | 1,067 | 979 |
| Level 7 | 2,395 | 2,938 |
| Levels 8-9 | 72 | 81 |

Summary

- 1.1 As at 15 April 2021, Ara Global has enrolled 5,791 EFTS against a target of 7,011 EFTS – 82.6% of target enrolled
- 1.2 Including potential EFTS Ara Global has enrolled 6,445 EFTS
- 1.3 3.2% growth against same time last year
 - i SAC 3+ have enrolled 86.0% of target
 - ii SAC 1-2 have enrolled 89.4% of target
 - iii Trade Academies have enrolled 567 students, 99.5% of target places
- 1.4 Ara Domestic has enrolled 5,517.9 EFTS
 - i 84.9% of target
 - ii 12.9% year to date growth compared to same time last year
- 1.5 In total there have so far been 14,604 domestic applications for places at Ara in 2021

2 Financial Performance Report

- 2.1 As of 31 March 2021, the year-to-date reported deficit before Abnormal Items is \$3.9m, compared to an expected deficit of \$7.2m. The deficit after the Transformation Programme (Abnormal Items) is \$4.1m compared to an expected deficit of \$8m.
- 2.2 Overall Government Funding year-to-date is \$0.2m greater than the \$12.7m year-to-date budget due to increased domestic demand predominantly in the SAC Funding Level 3+ category. This is an improvement on the prior month at which time the overall Government Funding year-to-date was \$0.9m less than the \$6m budget. Discussions with Te Pūkenga and TEC are underway to confirm that the increase in domestic delivery will be fully funded as it is expected to exceed the automatically funded tolerance level.
- 2.3 Domestic Fee Income is currently \$311k less than budget year-to-date. Usage of related Scholarships and Discounts is under budget by \$1.1m year-to-date, which currently more than offsets the variance in fee income. The demand for Scholarships and Discounts has reduced due to the Targeted Training and Apprenticeship Fund (TTAF) and Fees-Free initiatives.
- 2.4 Overall EFTS delivered to end of March are largely on budget (Actual 1,342 EFTS v Budget 1,327 EFTS), however, the position varies at a department level. Trades have out-performed budget expectation in the SAC 3+ category by 55 EFTS. From an income perspective this is significant as Trades EFTS receive a higher than Ara average rate of Government Funding, however, Trades Domestic Fees are less than half of the Ara average. This results in SAC 3+ Funding currently outperforming budget while Domestic Fees are underperforming.
- 2.5 International Fee Income less related Commissions and Discounts exceed budget by \$545k (16.6 EFTS) above budget. The budgeting assumption was that there would be an increase in international EFTS in Semester 2, however, it is expected that Semester 1 performance will not be sufficient to offset the impacts of the continued border closure by year-end.
- 2.6 Overall, Student Tuition Fees Income less related Scholarships/Commissions and Discounts exceed budget year-to-date by \$1.4m.
- 2.7 Other Teaching Income is \$24k below budget year-to-date.
- 2.8 Interest income is below budget by \$103k which is due to two factors. Firstly, the assumption at budget setting was that the average interest rate would be 1.22%, however, the interest rates offered by the counterparty banks has been 0.61% on average. Due to the poor interest rates and in response to Te Pūkenga's Treasury Policy there has been a higher-than-average balance held in the operational account. Other Revenue is less than budget year-to-date by \$24k.
- 2.9 Teaching Costs are currently below budget by \$264k largely due to the phasing of the casual contracts in the budget. As the year progresses the variance is likely to be reduced.
- 2.10 Non-Teaching costs are tracking marginally under budget.
- 2.11 Net Annual Leave Personnel expenses begin the year substantially in credit due to the high amount of annual leave taken in January, especially by teaching staff prior to the semester start. At present the level of annual leave taken in the early part of the year is higher than

anticipated. The expectation is that across the full year net annual leave will be approximately zero.

- 2.12 Occupancy Costs are \$69k under budget year-to-date largely within energy costs.
- 2.13 The Finance Lease Charge is in line with budget.
- 2.14 General Operating Expenditure is \$728k below budget year-to-date. The most significant savings are in media resources (\$83k), printing (\$70k), and other services (\$320k). Department managers have indicated that some costs are delayed and are unlikely to eventuate in savings.
- 2.15 Depreciation is \$112k under budget year-to-date due to change in depreciation rates required by Te Pūkenga which took effect after the budget was set.
- 2.16 Transformation Costs are \$611k under budget year-to-date, with the exception of committed personnel resources, some of the more significant projects have yet to be incepted and costs incurred.
- 2.17 The Academic, Research and Innovation Division are \$1.7m favourable to the division's budgeted contribution. Actual contribution being \$7.6m compared with the budgeted expectation of \$5.8m. Total Revenue is \$493k higher than the budgeted amount of \$19.1m. Personnel costs are \$1.2m less than budget of which \$846k is due to Annual Leave. Other Expenses are \$94k favourable to budget.
- 2.18 The Corporate Services Division is \$353k favourable to the budgeted expectations; it had been budgeted to be a net cost to Ara of \$7.6m. Revenue is \$124k less than the \$471k budget. Personnel costs are \$169k less than the \$2.1m budget and Other Expenses are \$307k less than the \$5.9m budget.
- 2.19 The Customer Experience and Engagement Division is \$883k favourable to the budgeted expectations; it had been budgeted to be a net cost to Ara of \$3.9m. Revenue is \$326k greater than the \$1.3m budget. Personnel costs are \$154k less than the \$3.5m budget and Other Expenses are \$403k less than the \$1.7m budget.
- 2.20 The People and Culture Division is \$6.7k favourable to the budgeted expectations; it had been budgeted to be a net cost to Ara of \$590k. Revenue is \$19k arising from the recharge to Te Pūkenga for seconded Ara employees. Personnel costs are \$44k greater than the \$502k budget; Other Expenses are \$32k less than the \$88k budget.
- 2.21 Revenue Received in Advance is currently high at \$29m, this is typical for this time of year as fees have been invoiced and the revenue is allocated to the associated delivery periods. Other than the main enrolment periods (February/March and July), this figure will progressively decline each month as income is recognised.
- 2.22 The overall Cash and Investments position is strong at \$85m as a high proportion of fees income is received early in the year. As with Revenue Received in Advance, outside of main enrolment periods this will typically decline each month.
- 2.23 There are no other items of note in the Financial Position or Cash Flows for March.

**Statement of Financial Performance
for the year to 31 March 2021**

| | Year to Date | | | Full Year | |
|--|--------------------|--------------------|---------------|--------------------|--------------------|
| | Actual | Budget | % var | 2021 Budget | 2020 Actual |
| Government Funding | | | | | |
| SAC Funding Level 3+ | 11,378,401 | 11,026,409 | 3.2% | 56,682,478 | 53,645,330 |
| SAC Funding Level 1-2 | 236,144 | 269,924 | -12.5% | 1,144,295 | 1,839,428 |
| ACE Funding | 53,718 | 89,227 | -39.8% | 393,055 | 578,954 |
| Youth Guarantee Funding | 131,516 | 140,638 | -6.5% | 1,060,780 | 3,018,869 |
| CTC funding | 543,951 | 522,178 | 4.2% | 2,625,324 | 2,305,665 |
| Other Non-EFTS grants | 683,591 | 742,986 | -8.0% | 2,971,944 | 3,064,783 |
| Total | 13,027,320 | 12,791,363 | 1.8% | 64,877,876 | 64,453,029 |
| Student Tuition Fees | | | | | |
| Domestic Fee Income | 6,139,923 | 6,451,112 | -4.8% | 32,869,962 | 32,354,452 |
| less Scholarships/Discounts | (429,205) | (1,569,166) | -72.6% | (1,990,950) | (1,643,780) |
| International Fee Income | 1,260,273 | 873,622 | 44.3% | 9,091,956 | 15,401,956 |
| less Commissions/Discounts | (85,291) | (243,846) | -65.0% | (1,055,196) | (1,404,957) |
| Total | 6,885,699 | 5,511,722 | 24.9% | 38,915,772 | 44,707,671 |
| Other Teaching Income | 218,944 | 243,813 | -10.2% | 2,341,608 | 2,054,908 |
| Other Income | | | | | |
| Interest | 136,029 | 238,652 | -43.0% | 915,335 | 1,489,124 |
| Other Revenue | 1,228,692 | 1,252,230 | -1.9% | 5,914,491 | 4,400,883 |
| Total | 1,364,720 | 1,490,883 | -8.5% | 6,829,826 | 5,890,007 |
| Total Revenue | 21,496,683 | 20,037,781 | 7.3% | 112,965,082 | 117,105,614 |
| Personnel Costs | | | | | |
| Teaching | 8,638,197 | 8,902,844 | -3.0% | 36,565,697 | 36,369,282 |
| Net Annual Leave - Teaching | (778,642) | (401,373) | 94.0% | - | 216,611 |
| Non-Teaching | 9,037,680 | 9,129,348 | -1.0% | 37,480,506 | 36,252,092 |
| Net Annual Leave - Non-Teaching | (374,421) | (118,432) | 216.1% | - | 124,615 |
| Total | 16,522,813 | 17,512,387 | -5.7% | 74,046,203 | 72,962,599 |
| as % of Revenue | 76.9% | 87.4% | | 65.5% | 62.3% |
| Other Costs (except Depreciation) | | | | | |
| Occupancy/Property costs | 2,173,850 | 2,243,129 | -3.1% | 10,054,815 | 9,515,524 |
| Finance Lease Charge | 344,927 | 344,927 | 0.0% | 1,373,256 | 1,389,636 |
| General Operating Expenditure | 3,557,128 | 4,285,441 | -17.0% | 19,293,187 | 17,211,391 |
| Total other costs | 6,075,905 | 6,873,497 | -11.6% | 30,721,258 | 28,116,551 |
| Depreciation | | | | | |
| All Depreciation | 2,766,154 | 2,878,644 | -3.9% | 11,346,495 | 12,472,593 |
| Total Expenses | 25,364,871 | 27,264,528 | -7.0% | 116,113,956 | 113,551,743 |
| Surplus/(Deficit) excl Abnormal | (3,868,189) | (7,226,747) | -46.5% | (3,148,874) | 3,553,871 |
| as % of Revenue | -18.0% | -36.1% | | -2.8% | 3.0% |
| Abnormal Items | | | | | |
| Transformation Costs | (211,589) | (822,512) | -74.3% | (3,300,000) | (1,743,725) |
| Demolition Costs | - | - | - | - | (1,086,026) |
| Share of Associate Surplus/(Deficit) | - | - | - | - | 18,065 |
| Total Abnormal Items | (211,589) | (822,512) | -74.3% | (3,300,000) | (2,811,687) |
| Total Surplus/(Deficit) | (4,079,778) | (8,049,259) | -49.3% | (6,448,874) | 742,184 |
| as % of Revenue | -19.0% | -40.2% | | -5.7% | 0.6% |

Statement of Financial Position as at 31 March 2021

| | Actual 31-Mar-21 \$000 | Budget 31-Dec-21 \$000 | Actual 31-Dec-20 \$000 |
|--------------------------------------|------------------------------|------------------------------|------------------------------|
| ASSETS | | | |
| Current Assets | | | |
| Cash and Cash Equivalents | 9,842 | 2,140 | 7,635 |
| Loans and Receivables | 2,962 | 2,000 | 1,676 |
| Inventories | 802 | 1,027 | 702 |
| Prepayments | 2,453 | 2,291 | 2,329 |
| Short Term Investments | 46,876 | 34,095 | 33,919 |
| Residual Insurance Proceeds | 28,281 | 22,905 | 28,281 |
| Total Current Assets | 91,217 | 64,458 | 74,542 |
| Non-Current Assets | | | |
| Property Plant and Equipment | 305,883 | 310,385 | 306,948 |
| Intangible Assets | 1,059 | 1,506 | 1,193 |
| Investment in Associate | 1,169 | 1,151 | 1,169 |
| Total Non-Current Assets | 308,111 | 313,043 | 309,310 |
| TOTAL ASSETS | 399,328 | 377,501 | 383,852 |
| LIABILITIES | | | |
| Current Liabilities | | | |
| Trade and other payables | 5,231 | 5,000 | 5,736 |
| Finance leases | 694 | 1,233 | 683 |
| Employee Benefit Liabilities | 3,666 | 3,157 | 3,615 |
| Revenue Received in Advance | 28,977 | 11,800 | 8,895 |
| Total Current Liabilities | 38,569 | 21,190 | 18,928 |
| Non-Current Liabilities | | | |
| Finance leases | 24,801 | 25,092 | 24,886 |
| Employee Benefit Liabilities | 228 | 238 | 228 |
| Total Non-Current Liabilities | 25,029 | 25,330 | 25,114 |
| TOTAL LIABILITIES | 63,598 | 46,520 | 44,043 |
| NET ASSETS | 335,730 | 330,981 | 339,809 |
| EQUITY | | | |
| Retained Earnings | 232,362 | 227,199 | 236,442 |
| Asset Revaluation Reserve | 103,367 | 103,782 | 103,367 |
| TOTAL EQUITY | 335,730 | 330,981 | 339,809 |

Statement of Cash Flows for the year to 31 March 2021

| | Year to Mar 2021 \$000 | 2021 Budget \$000 | 2020 Final \$000 |
|---|------------------------------|-------------------------|------------------------|
| Cash Flows from Operating Activities | | | |
| Cash was Provided from: | | | |
| Government Grants | 12,048 | 64,878 | 62,882 |
| Student Tuition Fees | 26,863 | 38,916 | 36,028 |
| Other Teaching Revenue | 219 | 2,342 | 2,055 |
| Other Revenue | 931 | 5,890 | 6,048 |
| Interest | 230 | 915 | 1,701 |
| Total | <u>40,291</u> | <u>112,941</u> | <u>108,714</u> |
| Cash was Applied to: | | | |
| Employees and Suppliers | 22,931 | 102,698 | 99,772 |
| Net Cash Effect of Abnormal Items | 212 | 3,300 | 2,830 |
| Total | <u>23,142</u> | <u>105,998</u> | <u>102,602</u> |
| Net Cash Flows from Operating Activities | <u>17,149</u> | <u>6,943</u> | <u>6,112</u> |
| Cash Flows from Investing Activities | | | |
| Cash was Provided from: | | | |
| Sale of Fixed Assets | 2 | 26 | 57 |
| Total | <u>2</u> | <u>26</u> | <u>57</u> |
| Cash was Applied to: | | | |
| Purchase of Other Financial Assets | | | |
| Purchase of Fixed Assets | 493 | 5,114 | 2,992 |
| Campus Capital Plan Spending | 917 | 5,547 | 4,158 |
| Total | <u>1,410</u> | <u>10,661</u> | <u>7,150</u> |
| Net Cash Flows from Investing Activities | <u>(1,408)</u> | <u>(10,635)</u> | <u>(7,093)</u> |
| Cash Flows from Financing Activities | | | |
| Cash was Provided from: | | | |
| Equity | - | - | 25 |
| Total | <u>-</u> | <u>-</u> | <u>25</u> |
| Cash was Applied to: | | | |
| Finance Lease Payments | 577 | 2,399 | 2,296 |
| Total | <u>577</u> | <u>2,399</u> | <u>2,296</u> |
| Net Cash Flows from Financing Activities | <u>(577)</u> | <u>(2,399)</u> | <u>(2,321)</u> |
| Total Net Cash Flows | <u>15,165</u> | <u>(6,091)</u> | <u>(3,302)</u> |
| Opening Cash, Bank & Short Term Investments | 69,835 | 65,231 | 73,138 |
| Closing Cash, Bank & Short Term Investments | <u><u>85,000</u></u> | <u><u>59,140</u></u> | <u><u>69,835</u></u> |

3 Graduation 2021

- 3.1 Following months of cancellations and postponements we celebrated the achievements of Ara's 2019 and 2020 graduands with two Christchurch graduation ceremonies on 26 March 2021; these ceremonies were the largest in the institution's history and provided a wonderful return to one of the most important events on the Ara calendar.
- 3.2 On 27 April 2021 we will be celebrating our South Canterbury graduands' achievements at the Timaru graduation ceremony.

4 Te Ōhaka

- 4.1 On 21 April 2021, Te Ōhaka held a showcase with approximately 100 invited internal/external guests. The event was opened by the Ara Board Chair.
- 4.2 Te Ōhaka has 26 start-ups in the incubation programme with another two in the pipeline who presented to the recruitment panel in the week beginning 19 April 2021. To date, incubated start-ups have raised \$5.8m in seed funding, added an additional 90 jobs to the city, and been invited to take part in five national and international accelerator programmes. We believe this makes Te Ōhaka one of the most prolific incubators in the country.
- 4.3 During 2021 eleven Ara students have been working with seven start-ups going through the incubator. Two of these students are now fully employed with start-ups as Chief Technology Officers, and one of these has a shareholding in the start-up Moover.
- 4.4 The Te Ōhaka Showcase on 21 April 2021 presented seven of the 26 start-ups and the Ara learners and colleagues completing capstone projects, internships, and research for the start-ups.
- 4.5 One of the booths was dedicated to the work of the new Ara Research Hub and a project that is commercialising Dr Grant Bennett's research time to Kelpn. There was also Learner Panel interviews. All these Ara learners and graduates who are connected to Te Ōhaka talked about its impact on their Ara learner experience and journey to employment and business ownership.
- 4.6 Overleaf is a list of booths that were present at the Showcase. Highlighted in green are the Ara colleagues and learners and their association with the start-ups.

| Start-up | Description | People |
|---------------------------|---|--|
| Kelpn | Bio-tech Start-up creating soft plastic packaging alternative that is truly compostable | Dr Grant Bennett – Ara Academic Leader APS |
| Sustainability 360 | Tech start-up helping make business sustainability simple | Yutaka Kawakawmi – Ara Graduate (Full Stack Developer) Alliah Czariella Calla – Ara Graduate (Full Stack Developer) Kylie White – Ara Student (Designer) |
| Pyper Vision | Aerospace start-up focusing on fog dispersal in airports | Tyler Culling – Ara Graduate (Project Manager) Cindy Wang – Ara Student (Data Scientist) |
| Moover | Agri-tech start-up focusing on dairy system automation | Chris Wordsworth – Ara Student (Technical Lead) Chris Evans – Ara Student (Full Stack Developer) |
| YieldTec | Agri-tech start-up enabling growers to automate harvest and yield management | Laurence Gresham – Ara Graduate (Chief Technical Officer) Dayle Freemantle – Ara Student Lindsey Alton – Ara Academic Staff member EAS Rob Dantzer – Ara Academic Staff member EAS |
| Ara Research Hub | Ara Research Hub aims to create opportunities for Ara colleagues and learners to support industry R&D and research commercialisation. | Dr Michael Shone – Ara Research Manager Elizabeth Sinclair – Ara Research Co-ordinator Dr Bernard Otinpong – Ara Academic Staff member, EDI Barbara Dolomore – Ara Academic Staff member, APS |
| Flowatch | Ara student start-up which enables consumers to be more conscious in their water usage. | Manpreet Narang – Ara graduate (Full Stack Developer) Amit Sarkar – Ara Academic Staff member EDI |

Safety and Wellbeing Walkabout Conversations

Date: 30/03/21. Hairdressing

It was great to be able to come see where you worked at:

Here are two things I liked:

- 1 awesome friendly environment
- 2 students know where first aid kits are 😊

What you might consider in the future:

Thanks for a better understanding of your work and your contribution to improving safety and wellbeing at Ara.

Safety and Wellbeing Walkabout Conversations

Date: 30/03/21. Bakery level 4. B1

It was great to be able to come see where you worked at:

Here are two things I liked:

- 1 clean and organised
- 2 staff understand safety requirements

What you might consider in the future:

—

Thanks for a better understanding of your work and your contribution to improving safety and wellbeing at Ara.

Safety and Wellbeing Walkabout Conversations

Date: 30/03/21. KI

It was great to be able to come see where you worked at:

Here are two things I liked:

- 1 Great supervision by tutors.
- 2 Students have all received basic knife skills

What you might consider in the future:

Thanks for a better understanding of your work and your contribution to improving safety and wellbeing at Ara.

Safety and Wellbeing Walkabout Conversations

Date:

Training Bar 312.

It was great to be able to come see where you worked at:

Here are two things I liked:

- 1 Well organised in a small space
- 2 Student could answer questions on H-S

What you might consider in the future:

Thanks for a better understanding of your work and your contribution to improving safety and wellbeing at Ara.

Bakey ~~at~~ B1.

Safety and Wellbeing Walkabout Conversations

Date: 30/3/21.

It was great to be able to come see where you worked at:

Here are two things I liked:

- 1 Codewords for steam c focus on H+S.
- 2 Tidiness, organisation

What you might consider in the future:



Thanks for a better understanding of your work and your contribution to improving safety and wellbeing at Ara.

Cookery K1.



Safety and Wellbeing Walkabout Conversations

Date: 30/3/21.

It was great to be able to come see where you worked at:

Here are two things I liked:

- 1 Discussed accidents - minor cuts etc ✓ experienced
- 2 Equipment all in place + convenient

What you might consider in the future:

Thanks for a better understanding of your work and your contribution to improving safety and wellbeing at Ara.

Barista



Safety and Wellbeing Walkabout Conversations

Date: 30/3/21.

No students around,

It was great to be able to come see where you worked at:

Here are two things I liked:

1. Enthusiasm about explaining 4+5 to learners

2.

What you might consider in the future:

Thanks for a better understanding of your work and your contribution to improving safety and wellbeing at Ara.

Safety and Wellbeing Walkabout Conversations

Date: 30/03/21 Barista Room. U.324.

It was great to be able to come see where you worked at:

Here are two things I liked:

- 1 Beautiful room, very clean + tidy
- 2 knowledgeable baristas 😊

What you might consider in the future:

Thanks for a better understanding of your work and your contribution to improving safety and wellbeing at Ara.

Safety and Wellbeing Walkabout Conversations

Date: 30/03/21 . *Marsyfe* .

It was great to be able to come see where you worked at:

Here are two things I liked:

- 1 *small group class*
- 2 *good explanation of H.S.*

What you might consider in the future:

Thanks for a better understanding of your work and your contribution to improving safety and wellbeing at Ara.



CUSTOMER EXPERIENCE AND ENGAGEMENT – REPORT FOR ARA BOARD

Executive Summary

Marketing

- Brand Research – continued positive results with increased front of mind awareness.
- Website – maximising functionality of new web platform.

Engagement

- Delivery of successful recruitment events with increased participation and enquiries in all areas of Ara provision
- New technology initiatives with a number of Canterbury High School's.
- Pilot with Ministry of Social Development.

Central Administration

- Work associated with significant increase in domestic applications.
- Online Enrolment Project updating to ensure go-live timeframes.

Learner Transition, Residential accommodation

- Increased participation of learners at events
- Occupancy down on previous years due to no international learners

Learner (Pastoral) Support

- Scholarships – 94 awarded (year to date) across 11 scholarship categories
- Completion of Domestic Code of Practice self-review and submission to NZQA

Health Centre

- Vaccination campaigns underway for MMR, COVID and Influenza.
- Resourcing increased demand for counselling services.

| Key strategic information | | | | | | | | | | | | | |
|----------------------------------|---|----|---|-----|------------------------------|-----|---|---|--|----|--|-----|--|
| Marketing | <p>Brand Research</p> <ul style="list-style-type: none"> The latest results show that Ara's front of mind recall has increased from 23% to 27% with overall brand awareness remaining high at 86%. The research continues to suggest that Ara's Advantage You marketing strategy is having a positive impact on raising brand awareness. <p>Graduation</p> <ul style="list-style-type: none"> After Covid-19 related delays it was very pleasing to be able to celebrate our learners' achievements with graduation held in Christchurch on 26 March. Over 1,200 graduates and their guests attended, the largest Ara has ever had. <p>Website</p> <ul style="list-style-type: none"> With the new website embedded, the team are now looking to maximise the opportunities that the Episerver platform provides. One key element is the personalisation of specific content is presented depending on the user; domestic versus international users would be an example. The marketing team is looking into how to further personalise content to meet individual user needs. | | | | | | | | | | | | |
| Engagement | <ul style="list-style-type: none"> 2021 has started well with a range of engagement/recruitment events and activities delivered. Several were cancelled due to COVID-19 Level 2 restrictions; however, the team have continued to ensure a variety of experiences have been available to support prospective learners, employers, and schools to connect with Ara: <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="text-align: center; vertical-align: top;">19</td> <td>Targeted recruitment events including: <ul style="list-style-type: none"> - Ara Open Day - Pūhoro Whanau Day - Whae Wheako ki Ara – Timaru - Polyfest and SpacPac Expo - SuperSmash and Beach Cricket events </td> </tr> <tr> <td style="text-align: center; vertical-align: top;">159</td> <td>Individual learner referrals</td> </tr> <tr> <td style="text-align: center; vertical-align: top;">100</td> <td>Individual employer and industry visits</td> </tr> <tr> <td style="text-align: center; vertical-align: top;">3</td> <td>Business breakfasts (CHC, ASH and TIU)</td> </tr> <tr> <td style="text-align: center; vertical-align: top;">82</td> <td>School visits and subject specific presentations</td> </tr> <tr> <td style="text-align: center; vertical-align: top;">860</td> <td>Registrations for Experience Ara activities year to date</td> </tr> </tbody> </table> <ul style="list-style-type: none"> The Young Enterprise Scheme in Christchurch has had a great start to the year with: <ul style="list-style-type: none"> ➤ 19 schools registered for 2021 (2 new schools from 2020) | 19 | Targeted recruitment events including: <ul style="list-style-type: none"> - Ara Open Day - Pūhoro Whanau Day - Whae Wheako ki Ara – Timaru - Polyfest and SpacPac Expo - SuperSmash and Beach Cricket events | 159 | Individual learner referrals | 100 | Individual employer and industry visits | 3 | Business breakfasts (CHC, ASH and TIU) | 82 | School visits and subject specific presentations | 860 | Registrations for Experience Ara activities year to date |
| 19 | Targeted recruitment events including: <ul style="list-style-type: none"> - Ara Open Day - Pūhoro Whanau Day - Whae Wheako ki Ara – Timaru - Polyfest and SpacPac Expo - SuperSmash and Beach Cricket events | | | | | | | | | | | | |
| 159 | Individual learner referrals | | | | | | | | | | | | |
| 100 | Individual employer and industry visits | | | | | | | | | | | | |
| 3 | Business breakfasts (CHC, ASH and TIU) | | | | | | | | | | | | |
| 82 | School visits and subject specific presentations | | | | | | | | | | | | |
| 860 | Registrations for Experience Ara activities year to date | | | | | | | | | | | | |

CUSTOMER EXPERIENCE AND ENGAGEMENT

| | |
|--|--|
| | <ul style="list-style-type: none"> ➤ 582 learners registered to participate ➤ 100+ employer/industry representatives volunteering their time and expertise to mentor participants <ul style="list-style-type: none"> • The Youth and Community Development Team have implemented new initiatives to support both Rangiora High School and Waitaki Boys High School with their technology delivery. • The Business Development Team are finalising a pilot programme with the MSD to run in two of their Connected sites (Linwood and Rangiora) for a six-week period starting in May. Ara provides Career guidance, course counselling, Job Seeker workshops for MSD clients. This work will be funded through the MSD. |
| <p>Central Administration</p> | <p>Applications There has been 17.7% overall increase in applications in 2021 compared to 2020.</p> <ul style="list-style-type: none"> • With the significant increase in domestic applications processing resource was moved from the international admissions team to the domestic team. • Whilst there has been a significant drop in international application numbers, there has been considerable work undertaken to ensure connection with applicants on order to support possible entry once borders re-open. <p>Online enrolment project</p> <ul style="list-style-type: none"> • Next stage development for the project has been completed. • Capacity of key staff assigned to the project to ensure that go-live planned for October 2021 has been reviewed and agreed. |
| <p>Learner Transition, Accommodation and Activities</p> | <p>Learner Events and Activities</p> <ul style="list-style-type: none"> • 34 events were delivered as part of the Orientation programme, 'Freshies'. The largest event, 'Student Services Carnival', attracted over 1000 participants and the 'Big Inflate' interactive event, over 800 participants. <p>Accommodation</p> <ul style="list-style-type: none"> • 14 events have been delivered to support new residents to establish a positive and connected community. The establishment of a Community Development Coordinator position has significantly enhanced the support for, and development of, the Resident Assistant Team, and the focus on the morale and wellbeing of Residents. • Usually at full occupancy at this time of the year, Ōtautahi House currently has 10 vacancies. This has been affected by: <ul style="list-style-type: none"> ➤ No international learners. Normally 10 places are reserved for exchange students of which there are none this year. |

CUSTOMER EXPERIENCE AND ENGAGEMENT

| | <ul style="list-style-type: none"> • A review has been instigated to assess the 24/7 model of support for Ōtautahi House to respond to the current trends relating to the wellbeing of learners. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|----------|------------|-------|---------|--|-----------------|-------|---------|------|----|---|---|------|-----|----|---|-------------------|--|--|--|--|--|--|-------|--------|------------|-------|---------|------|---|---|---|---|---|------|----|----|----|---|---|
| Learner (Pastoral) Support | <ul style="list-style-type: none"> • Four additional scholarships have been provided from external entities: <ul style="list-style-type: none"> ➢ Canterbury Masonic Charitable Trust ➢ Graduate Women Canterbury ➢ Inde Technology ➢ Rama Family Trust • Completed the Domestic Code of Practice self-review and action plan. This has been shared with Targeted Review Evaluators and the NZQA Code Administrator as requested. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Health Centre | <p>Covid Testing</p> <ul style="list-style-type: none"> • Covid testing has continued as per Ministry of Health Guidelines with 55 tests undertaken from the Ara community year to date. <p>Counselling</p> <ul style="list-style-type: none"> • Demand for counselling remains high compared to the same time as last year; this in part reflects increases in learner numbers across Ara <p>Counselling support comparison between 1 January – to 31 March 2021</p> <table border="1" data-bbox="707 783 2018 940"> <thead> <tr> <th colspan="4">All Ages</th> </tr> <tr> <th></th> <th>Total (*visits)</th> <th>Māori</th> <th>Pacific</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>91</td> <td>6</td> <td>1</td> </tr> <tr> <td>2021</td> <td>193</td> <td>19</td> <td>1</td> </tr> </tbody> </table> <table border="1" data-bbox="707 971 2018 1128"> <thead> <tr> <th colspan="6">15 – 17-Year-olds</th> </tr> <tr> <th></th> <th>Nurse</th> <th>Doctor</th> <th>Counsellor</th> <th>Māori</th> <th>Pacific</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>6</td> <td>1</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>2021</td> <td>38</td> <td>15</td> <td>19</td> <td>7</td> <td>0</td> </tr> </tbody> </table> <p>Vaccine Programmes</p> <p>2021 Influenza Programme has begun, and the MMR (mumps, measles, and rubella) catch-up programme continues.</p> | All Ages | | | | | Total (*visits) | Māori | Pacific | 2020 | 91 | 6 | 1 | 2021 | 193 | 19 | 1 | 15 – 17-Year-olds | | | | | | | Nurse | Doctor | Counsellor | Māori | Pacific | 2020 | 6 | 1 | 1 | 0 | 0 | 2021 | 38 | 15 | 19 | 7 | 0 |
| All Ages | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Total (*visits) | Māori | Pacific | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 | 91 | 6 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 | 193 | 19 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 – 17-Year-olds | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Nurse | Doctor | Counsellor | Māori | Pacific | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 | 6 | 1 | 1 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 | 38 | 15 | 19 | 7 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



CORPORATE SERVICES DIVISION – REPORT FOR ARA BOARD

Executive Summary

- A pay by plate new parking strategy is being introduced. This allows four different methods of paying for carparking on the Madras St campus. Implementation is planned for term two 2021.
- The transformation programme proposals for 2021 have been completed with a strong alignment to Te Pūkenga and Ara strategic directions and priority themes.
- Progressing project and change management for Online Enrolments, along with a tactical initiative to ensure wider organisational planning, management processes, definition and data quality of 2022 curriculum is sufficient to support the requirements of the Online Enrolments solution.
- Closed out remaining activities on the old website platform, which has now been decommissioned.
- Planning work to refresh the Regional Master Plan for Board presentation at the end of June is progressing including:
 - updated engineering and economic assessments of NS and O Blocks informing a recommendation to upgrade or replace.
 - continuing development of Better Business Case for future investment in the Timaru Campus.
 - review and document summary of intentions for all buildings under 67% of NBS for consideration by TKM and CRC.
 - ongoing engagement with Historic Building specialists to develop a business case for the restoration of Te Aranga House.
- The inaugural Business Systems Council (BSC) meeting has taken place. The purpose of the group is to provide oversight on behalf of Ara and Te Kāhui Manukura (TKM) of all information systems, including their data, and associated ICT initiatives, along with the underpinning digital strategy and architectures. The BSC will ensure Ara's Strategic Focus Areas and Key Priorities are at the heart of all activities and initiatives under its governance.
- The Facilities Management team have won the 2021 Community Pride Garden Awards for the Madras St campus. This is an annual award acknowledging those who contribute towards maintaining Christchurch as the Garden City.

PEOPLE AND CULTURE – REPORT FOR ARA BOARD



Executive Summary

Key focus areas this reporting period

- Upon the resignation of the Ara Chief Executive, a Communications Plan was devised with underpinning messages of confidence in Ara's strategic direction and leadership.
- SafePlace was introduced to students and work continues to support the embedding of the tool with colleagues.
- Talent Growth activities around talent mapping and reviewing the impact of Valuable Conversations continued.
- In anticipation of the Ara Board approval of the investment plan, preliminary planning work is underway for the People and Culture projects.

Actions and Outcomes during the reporting period

Key Operational Delivery Information

Safety and Wellbeing

- There were no notifiable or significant harm incidents/events during the reporting period.
- Ara remains in Covid-19 Alert Level 1. We continue to message Level 1 protocols and are reviewing how we support Covid-19 vaccinations.
- 17 colleagues (or family members) accessed our EAP service in March.
- SafePlace continues to be embedded with effort being applied to supporting the skills of leaders to complete actions, evolve how we report on Health and Wellbeing events and continue to form how we operationalise reporting through interfacing SafePlace and Power BI.

Systems, Policies, and Processes

- A review of all Ara People and Culture policies and guidelines continues; this includes a review of the 'HR Delegations' schedule.
- The People and Culture Business Partners and Employment Relation Lead met with the Academic Head of Departments to discuss scenarios within employment types and how to grow consistency of application across departments. The group have agreed they will meet regularly.
- The recruitment process for the Head of Department, Engineering and Architectural Studies concluded with an external appointment engaged.
- A Professorial Appointment Working Group was established to enable an inaugural Ara Professor/s to be announced in the final quarter 2021.
- The People and Culture Employee Experience team optimisation review has concluded with role clarity communicated and recruitment commencing for two Administration replacement positions.
- The Allied TIASA (Business Support colleagues) Performance Recognition Process is being reviewed, improved and implemented.
- The TIASA collective was ratified via Zoom and agreements being put into action, including the pass-over provision.

- HRIS work included leave liability reporting and recommendations, Fidelity insurance reporting, tightening security and work commenced on reshaping the tool to enable the ability to capture ethnicity information.
- The Ara Orientation Whakatau for 14 new colleagues was held.

Key Strategic/Transformational Delivery Information

Safety and Wellbeing

- A Safety and Wellbeing plan for 2021 has undergone consultation with all Health, Safety and Wellbeing Leadership Group members.
- Mentoring has been provided to the Student Advisor, Wellbeing on a draft Student Wellbeing strategic plan.

Internal Communications and Te Pūkenga transition

- A communications plan (internal and external) was quickly shaped and implemented upon the resignation of the Ara Chief Executive being underpinned with key messaging of confidence in Ara's future, leadership and strategic direction.
- There is active canvassing of all campuses for 'good news stories' to increase the profile and celebrate achievement outside of main city campus.
- Ara colleagues continue to be prompted and linked into Te Pūkenga Operating Model co-design communication platforms.

Organisational Culture and Team Building

- A Southern Campus Employee Experience Group has been initiated, led by the Campus Manager and will meet 6 weekly. This was initiated on the back of feedback the DCE People and Culture had gleaned from one-to-one interviewees with a sample of colleagues about their experience.
- A renewal of Ara's contract with Gallup for annual engagement surveys is currently being negotiated.

People and Culture Team Approach

- The capability approach is shifting to a more intentional commitment to agile and future skills focus, cultivating internal and external collaborative approaches, partnerships and networks, and promoting a more diverse range of learning activity centred around the [70-20-10 model](#).

Talent Growth

- **Talent mapping** continues to be introduced to Tier 3 leadership providing a tool for a planned and collective approach to growing capability.
- The review of **Valuable Conversations** impact continues with a suite of recommended tactics for further embedding in its final draft stage.

Induction

- **Induction** process and tools are being refined and further developed to ensure we are supporting new colleagues and those new to leadership roles. A new teacher toolkit, for Department mentors (Pou Toko) to support new tutors is to be published shortly.

Leadership

- Work is underway on providing solutions for the high-level needs identified in the **Leadership Impact report** conducted in 2020 namely: Management Fundamentals, Leading in Change and Courageous Conversations. A needs analysis via a co-design process with internal subject matter leaders is underway. A contractor is being engaged to design the solution which will match the skills and knowledge identified.

Framework for Māori Achievement

- Collaboration continues with the Office of the Kaiarahi with meetings around implementation plans with key activities to support Cultural Intelligence capability, support for Maui te Taura, wellbeing, and co-design of employee experiences for Māori through recruitment processes.

Diversity and Inclusion

- A draft diversity and inclusion strategy is being shaped, resulting from a collaborative design process involving nearly 100 Ara colleagues.

Digital Capability

- Resources and tools are being consolidated and curated to support digital capability and Ara systems tools (both self-directed and collaborative learning activities) are being made available on Waituhi. Communities of practice, capability streams and networking collectives are emerging.
- Engagement with Open Polytechnic on their digital solutions for training colleagues has provided insight into what else is possible.

People and Culture Systems and Processes improvement

- The People and Culture Employee Experience team workshopped an improved system for letter templates with an aim to lift the employee experience.
- Improved recruitment resources for Managers were developed and uploaded onto Waituhi.

Future Deliverables

- Support the transition and forming of the Ara Executive team that will lead Ara through to 2022/2023.
- Further shaping the tactical plans around the People and Culture transformation/transition investment projects.
- More purposeful connection of Ara colleagues to the Ara Purpose through celebrating contribution to learner success stories via internal communication channels. Additionally, more integration of Ara Values, Strategic Priorities and the Framework for Māori Achievement in Comms.
- Strategic direction for HRIS to be developed, looking at HCM options, HRIS data cleanse, management information in the HR Kiosk and functionality improvement such as capturing Training and Development information.
- Design how we can 'touch base' with the 'pulse' of the organisation that aligns with the Te Pūkenga change survey that will be conducted in May.
- Safety and Wellbeing induction is being updated and further developed. A range of new approaches are being embedded into induction: mentoring, collaborative learning groups (leaders), and wellbeing sessions.
- Finalise roll-out of the new approach to Academic Promotions.

| | |
|--|--|
| Ara Board 27 April 2021 | Agenda Item Ara Board/27 April 2021/Page 37 of 45 |
| | Information Item |
| PUBLIC | Presented by T Gray |

| ARA COUNCIL REPORT SUMMARY | |
|---------------------------------------|---|
| TITLE OF REPORT | Academic Committee |
| BACKGROUND AND PURPOSE | <p><i>A summary report to the Ara Board from Academic Quality of:</i></p> <ul style="list-style-type: none"> • <i>The Ara Academic Committee meeting was held on the 25 February 2021.</i> <p><i>The Academic Committee role is to:</i></p> <ul style="list-style-type: none"> • <i>Advise the Ara Board, and recommend where appropriate, on the academic strategic direction and practices of the institution.</i> • <i>Develop, monitor, review and maintain policies on academic matters including research conducted by staff.</i> • <i>Consider proposals for new programmes.</i> • <i>Approve programmes.</i> • <i>Manage sub-committees as required, including:</i> <ul style="list-style-type: none"> • <i>Defining delegations, roles, Terms of Reference (ToR) and membership.</i> • <i>Receiving and acting on reports.</i> • <i>Reviewing performance and effectiveness.</i> • <i>Consider and report on any other academic matters which are referred to it by the Ara Board or CE, or which the Board believes are of significant importance.</i> |
| RECOMMENDATION(S) | 1. That the Academic Committee report be received. |
| LINK TO ARA STRATEGY | High Performing Organisation. |
| KEY ISSUES IDENTIFIED | Nil. |
| FINANCIAL IMPLICATIONS FOR ARA | Nil. |
| RISK IMPLICATIONS FOR ARA | Nil. |
| RATIONALE FOR EXCLUDING PUBLIC | N/A |

1 Academic Policy

The Terms of Reference for the following Academic Committee sub-committees were presented and approved. The majority of edits related to membership changes to ensure a relevant and varied mix of personnel.

- Teaching and Learning
- Portfolio Assurance and Academic Risk
- Evaluation and Review

2 External Degree monitoring

Degree Monitoring reports were received for the following programmes:

- Bachelor of Broadcasting Communications
- Bachelor of Applied Management
- Bachelor of Language (Japanese)
- Graduate Diploma in Tertiary Teaching and Learning
- Graduate Diploma in Laboratory Technology
- Bachelor of International Tourism and Hospitality Management
- Graduate Certificate in Information Design/
Graduate Diploma in Information Design and Management

These reports had positive feedback with recommendations linked to improved outcomes for learners. It was acknowledged that the Bachelor of Language (Japanese) was not taking new enrolments in 2021 therefore there would no monitoring of the programme this year.

Academic Quality reported that a stocktake was occurring of degree monitors to ensure the guidelines of a maximum of three years per monitor was being adhered to. This will result in a small number of programmes changing monitors.

3 Evaluation and Review Committee

The Programme Self-Assessment report was tabled. This included a summary under each NZQA key evaluation question and identification of next steps which will be discussed with each delivery department. The 2021 workplan for the committee was also received.

Ara Institute of Canterbury Ltd

Board of Directors

2021 Work Programme

as at 27 April 2021

| Month | Topics | Notified Non-availability |
|-----------|---|---------------------------|
| January | 26 Board Meeting – Strategy Planning Session (Christchurch) | |
| February | 17 Audit and Risk Committee | M Geddes 23/2 |
| | 18 Graduation (Timaru – Parade 12 noon, Ceremony 2 pm) <i>[Note: Cancelled due to COVID-19]</i> | |
| | 23 Board Meeting (Christchurch) | |
| March | 4 Campus Redevelopment Committee | A Leslie 30/3 |
| | 8 Audit and Risk Committee | |
| | 22 Audit and Risk Committee | |
| | 26 Autumn Graduation (Christchurch) (10am & 2pm) | |
| | 30 Board Meeting <ul style="list-style-type: none"> Annual Report | |
| April | 27 Board Meeting (Note: Anzac Day 26 April) Timaru Stakeholder Engagement Function | |
| May | 3 Remuneration Committee | |
| | 25 Board Meeting (Christchurch) <ul style="list-style-type: none"> Report on Affixing of Common Seal | |
| June | 2 Campus Redevelopment Committee | |
| | 9 Audit and Risk Committee | |
| | 29 Board Meeting (Christchurch) | |
| July | Remuneration Committee | |
| | 27 Board Meeting (Christchurch) <ul style="list-style-type: none"> Fee Setting | |
| August | 31 Board Meeting (Woolston) <ul style="list-style-type: none"> Pacific Strategy Report | |
| September | 1 Campus Redevelopment Committee | |
| | 6 Audit and Risk Committee | |
| | 17 Spring Graduation Ceremony (10am and 2pm) | |
| | 28 Board Meeting (Christchurch) [Note: 27 Sept S Canterbury Anniversary Day] <ul style="list-style-type: none"> 2022 Budget | |

| | | | |
|----------|----|---|--|
| October | 26 | Board Meeting (Christchurch) note: 25 October Labour Day | |
| | | <ul style="list-style-type: none"> Report on Affixing of Common Seal 2022 Budget Sign Off | |
| | | Remuneration Committee | |
| | | Academic Committee | |
| November | 1 | Audit and Risk Committee | |
| | 30 | Board Meeting (Christchurch) | |
| | | <ul style="list-style-type: none"> Annual Report 2021 – content/format | |
| December | 15 | Board Meeting (Christchurch) (if required) | |

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, Boardroom, Te Kei, Christchurch City Campus

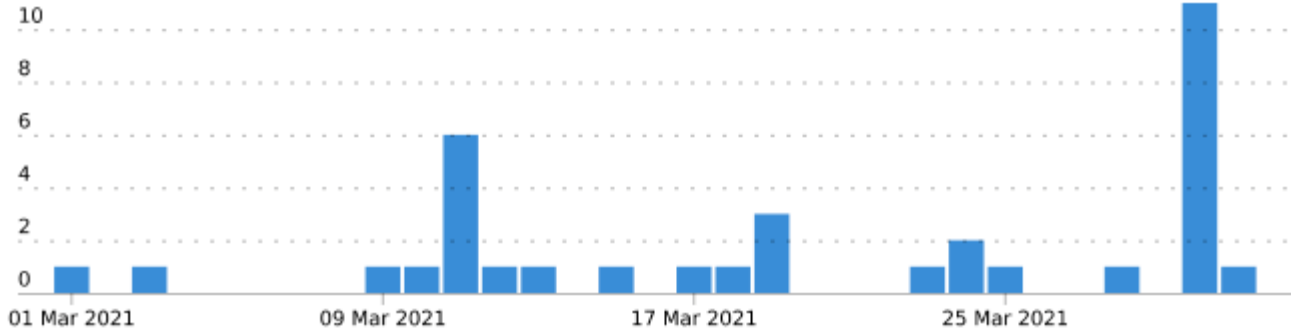
Timaru – Room TA210, Boardroom, Timaru Campus

Waitangi Day – Observed Mon 8th February
 Otago Anniversary – Mon 22nd March (Oamaru campus closed)
 Good Friday – Fri 2nd April
 Easter Monday – Mon 5th April
 Easter Tuesday – Tues 6th April
 ANZAC Day observance – Observed Mon 26th April
 Queen’s Birthday – Mon 7th June
 South Canterbury Anniversary Day (Timaru campus closed) – Mon 27th September
 Labour Day – Mon 25th October
 Canterbury Anniversary/Show Day (Christchurch campuses closed) – Fri 12th November

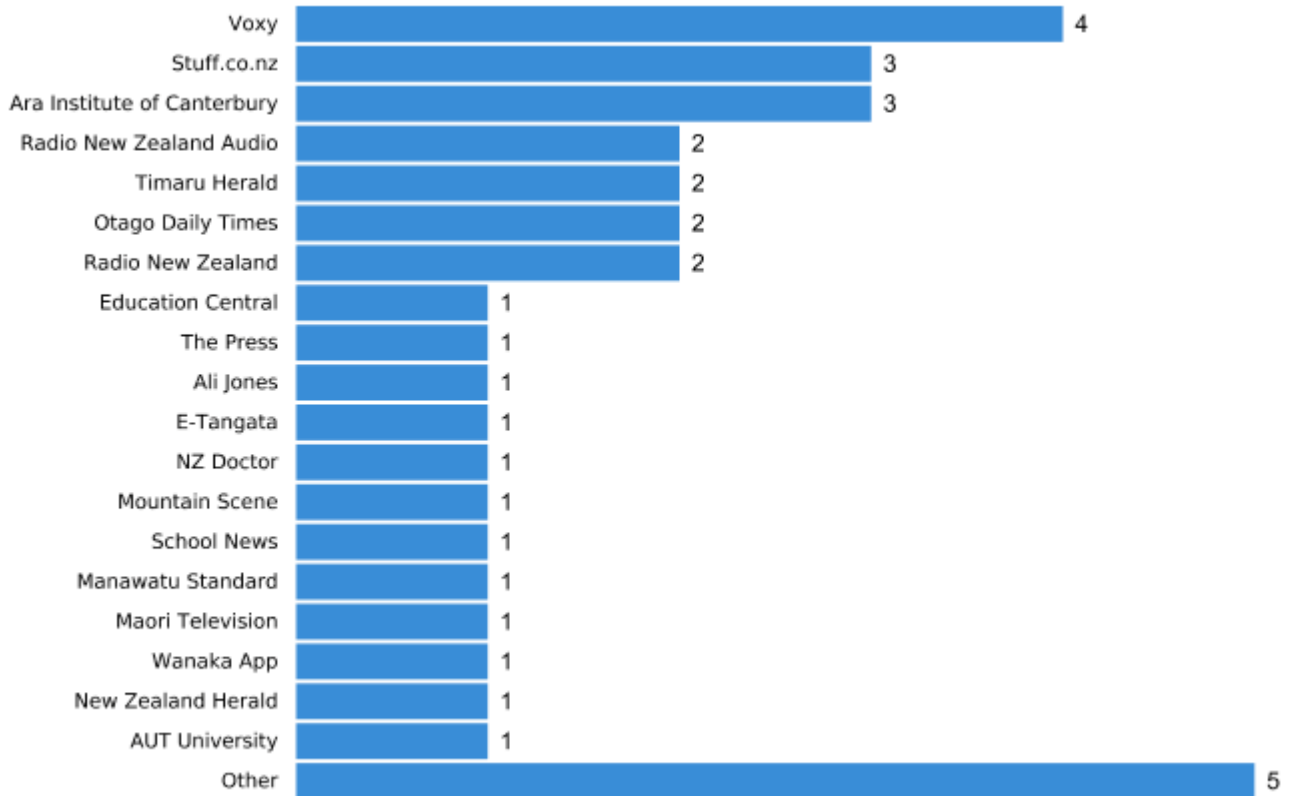


MEDIA REPORT MARCH 2021

Volume



Sources



Content Types



1. EXTERNAL CONTENT:

[New govt initiative targets lack of Maori and Pasifika midwives](#)

From RadioNZ, AUT, Voxy, NZ Govt, Stuff, Ali Jones PR, Māori Television, NZ Herald,
Published 12:30 30/03/2021
Keywords Ara, Skills, Technology, New Zealand Institute

[Driving simulator in schools helps next gen drivers](#)

From School News, Transport Talk, Fulton Hogan
Published 10:30 30/03/2021
Keywords Ara Institute's

[A vein in our bodies](#)

From E-Tangata
Published 10:30 30/03/2021
Keywords Christchurch Polytech

[Infectious diseases, Covid-19 and vaccine talk in Timaru](#)

From Timaru Herald
Published 14:40 24/03/2021
Keywords Canterbury, Ara Institute

[6 leading Kiwi designers on the fashion industry, gender equality and feminism](#)

From Stuff.co.nz
Published 11:24 24/03/2021
Key Words Ara Institute

[The Sampler: Jed Parsons, Jordan Gavet, Shame](#)

From Radio New Zealand Audio, Otago Daily Times
Published 19:40 23/03/2021
Key Words Christchurch Polytechnic

[Miranda Easten's 'Country Boy' Takes You Back To Early Love](#)

From Music.net.nz
Published 12:58 19/03/2021
Key Words Canterbury, Ara Institute

[Syrian refugee spent a year trapped at an airport before new life in NZ](#)

From Stuff
Published 05:16 17/03/2021
Key Words Ara polytechnic

[Surge in apprentices being taken on in South Canterbury and North Otago](#)

From Timaru Herald
Published 17:53 15/03/2021
Key Words Canterbury, Ara Institute

[Blewitt blows away best NZ downhillers](#)

From Mountain Scene
Published 12:54 13/03/2021
Key Words Christchurch's Ara

[Ara's Pride Week profile boosted by Ara staff involvement In transgender film funding](#)

From Education Central, Voxy
Published 08:52 12/03/2021
Key Words Ara, Ara staff

[Ara maintains leading nursing employment rate](#)

From NZ Doctor, Voxy
Published 11:20 11/03/2021
Key Words Ara, Canterbury. Ara, Ara students

[Te Ao Tapatahi: Flag Flying](#)

From Te Ao Māori Television
Published 10:24 11/03/2021
Key Words Canterbury, Ara Institute

[Enrolments up at Canterbury's universities despite dramatic drop in international students](#)

From The Press
Published 18:03 10/03/2021
Key Words Canterbury, Ara Institute

[Sue James-Moore works on one of her Central Oil jackets. Fashion business is the good oil](#)

From Wanaka App
Published 06:44 09/03/2021
Key Words Christchurch Polytechnic

[Call to fly Maori flag at Otago Polytechnic](#)

From Otago Daily Times
Published 06:16 03/03/2021
Key Words Canterbury, Ara Institute

[Shakespeare still in the sights of budding Manawatū performer](#)

From Stuff, Manawatu Standard
Published 14:47 01/03/2021
Key Words Singing, Dramatic Arts, National Academy

[2. INTERNAL CONTENT:](#)

[Ara Finds Innovative Ways to Deliver Course Content To International Partners](#)

From Ara News
Published 30/03/2021

[Ara Art Graduates Past and Present Contribute To The City's Street Art Scene](#)

From Ara News

Published 17/03/2021

[Ara Dominates the New Zealand Hot Cross Bun Competition 2021](#)

From Ara News

Published 11/03/2021

[Ara maintains leading nursing employment rate](#)

From Ara News

Published 11/03/2021

[Ara's Pride Week Profile Boosted by Ara Staff Involvement In Transgender Film Funding](#)

From Ara News

Published 11/03/2021

[Ara To Fly All Eight Pride Flags During New Zealand's Pride Week](#)

From Ara News

Published 02/03/2021

[Ara Enterprise & Digital Innovation Department offers local businesses services from its new 'Tech Colab'](#)

From Ara News

Published 01/03/2021