Office of the Council Secretary
Telephone +64-3-940 7542
Email tracey.mcgill@ara.ac.nz

Notice of Meeting

A meeting of the Ara Council will be held:

on **Tuesday 26 June 2018**

at **11.00am**

in **Room V140, Woolston Campus.**

Tracey McGill
Council Secretary

COUNCIL MEETING AGENDA

Tuesday 26 June 2018
11.00am*
Room V140, Boardroom, Woolston Campus
**Note: Ara Council only time 10.30am to 11.00am*

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

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

1) Meeting Attendance	11.00am	**1.1 Welcome and Apologies**		
2) Strategic Topics for Discussion	11.05	**2.1 Transformation Agenda Update** **2.2 Workshop Outcomes**	[s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)]	
3) Meeting Business	12.05	**3.1 Meeting held Tuesday 1 May 2018 (Public Excluded)** • **Approval of minutes** • **Matters arising** • **Action List** **3.2 Correspondence – Public Excluded**	 [s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)]	Attached Attached
4) For Discussion	12.10	**MONTHLY REPORTS** **4.1 Chief Executive – Public Excluded** **4.2 Ara and Ministry of Awesome Start Up And Innovation Hub** **4.3 Risk Register**	 [s9(2) (i), (j)] [s9(2) (i), (j)] [s9(2) (i), (j)]	 Attached Attached Attached
5) For Decision	12.30	**5.1 Fee Setting** **5.2 HREF Sublease**	[s9(2) (i), (j)] [s9(2) (i), (j)]	Attached Attached
6) For Information	12.40	**MONTHLY REPORTS** **6.1 Council Audit and Risk Committee – Public Excluded** **a) Financial Delegations** **6.2 Council Campus Redevelopment Committee – Public Excluded** **6.3 Council Remuneration Committee – Public Excluded** **OTHER** **6.4 Internationalisation Report**	 [s9(2) (i), (j)] [s9(2) (i), (j)] [s9(2) (i), (j)] [s9(2) (i), (j)]	 Attached Verbal Verbal Attached
7) General Business	12.55			
Campus Tour	1.00	**Health and Safety Tour – Woolston Campus** **David Currie – Ara Health and Safety Manager**		

Ara Council Public Meeting			
8) Meeting Business	1.30pm	**8.1 Karakia : Ara Waiata**	Te Marino
		8.2 Apologies	
		8.3 Disclosure of Conflicts of Interest	Attached
		8.4 Meeting held Tuesday 1 May 2018 • **Approval of minutes** • **Matters arising** • **Action List**	Attached
		8.5 Correspondence	Attached
		8.6 Ara Statute	Attached
9) For Discussion	1.45	**MONTHLY REPORTS** **9.1 Chief Executive** **a) Health and Safety - Ara Health and Safety Manager in attendance** **OTHER** **9.2 Pasifika Strategy Update (Director, Student Services in attendance).**	Attached Attached
10) For Information	2.15	**MONTHLY REPORTS** **10.1 Chair Report** **10.2 Trustees** **10.3 Sub-Committee Reports** **a) Academic Board** **b) Council Audit and Risk Committee** **c) Council Campus Redevelopment Committee** **OTHER** **10.4 2018 Council Work Programme** **10.5 Media Report**	Verbal Verbal Attached Attached Attached
11) General Business	2.50	**Key Messages**	Verbal
12)	3.00pm	**Poroporoaki**	
Note: 3pm HREF Tour for Council members with representatives from the Ara Project Management Office			

Tracey McGill
Council Secretary

Ko te pae tawhiti
Whāia kia tata.
Ko te pae tata
Whakamaua kia tina

Seek distant horizon to reach
your potential

Haere mai e te iti
Haere mai e te rahi

Come one,
Come all

Kia inu ai tātou
I te puna Māori
I te puna Wānaka

So that you may drink
from the nourishing
spring that is Te Puna Wānaka

Hei tikitiki mōhou
Mō tātou e

To strive for excellence
for all

Haere mai kia kapohia
ngā kai a ngā tīpuna

Come and take hold of
the knowledge of our ancestors

Kua tau tō waka ki Ara e

You have arrived in our midst.

Ara Council **26 June 2018**	**Agenda Item**	**8.3**
		Information Item
PUBLIC	**Presented by**	T McGill

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	**2018 Register of Disclosure of Conflicts of Interest**
BACKGROUND AND PURPOSE	• To provide an accurate and up to date register of disclosures of conflicts of interest of the Ara Council members.
RECOMMENDATION(S)	N/A
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

2018 Register of Disclosure of Conflicts of Interest

as at 26 June 2018

Council Members

Janie Annear Deputy Chair *[Term: 01/01/16 - 30/04/19]*	• Janie Annear Consulting (Director) • Local Government Commissioner • Specialised Structures Advisory Board (Director) • Westhills Forestry Ltd (Shareholder) • Rosehill Trust (Trustee) • Timaru Holdings (Partner)	• Lottery Community Facilities (Fund member) • Lottery Significant Projects (Fund member) • Injury Management (Owner) • South Canterbury District Health Board (P Annear -Board Member)
Thérèse Arseneau (Chair) *[Term: 01/05/17 - 30/04/21]*	• ChristchurchNZ (Chair and Director) • Christchurch Symphony Orchestra (Chair and Trustee) • J Ballantyne and Company Ltd (Director) • Elder Family Trust (Trustee)	• Therese Arseneau Consulting Ltd (Director and Shareholder)
Jeremy Boys *[Term: 01/01/16 - 30/04/19]*	• Opuha Water Ltd (Director) • JW&AM Boys Family Trust (Trustee)	
Jane Cartwright *[Term: 01/05/14- 30/04/19]*	• Ara Foundation (Trustee) • Brackenridge Estate Limited (Chair) • Health Practitioners Disciplinary Tribunal (Member) • Nurse Maude Association (Deputy Chair and Finance and Audit Committee Member)	• Canterbury Clinical Network (Independent Advisor) • Cartwright-Newton Family Trust (Trustee) • JC Ltd (Director)
Stephen Collins *[Term: 01/05/13- 30/04/19]*	• Basileus Investments Ltd (Director and shareholder) • Canterbury Employers' Chamber of Commerce (Board member) • Christchurch Heritage Trust (Board member) • Christchurch Heritage Ltd (Director) • Collins Davies Trust (Trustee) • Collins Real Estate Ltd (Director and shareholder)	• S J Collins Family Trust (Trustee) • Oxford 210 Ltd (Director and shareholder) • Rebekah Collins Trust (Trustee) • Ripponvale Investment Ltd (Director) • Samuel Collins Trust (Trustee) • Westwood Ltd (Director and shareholder) • Central City Business Group (CCBG) (Trustee)
Elizabeth Hopkins *[Term: 01/05/14- 30/04/19]*	• Ara Foundation (Trustee) • INNATE Immuno Therapeutics Ltd (Director) • Hi-Aspect (Chair)	• Hopkins Partnership (Director and Shareholder) • University of Canterbury (Consultant)
John Hunter CCRC Chair *[Term: 01/05/14- 30/04/19]*	• Hunter York Family Trust (Trustee) • Nelson Bays Primary Health (Chair) • PowerHouse Ventures (Director) • PHO Alliance (Executive member)	
Melanie Taite-Pitama *[Term: 01/03/17- 28/02/21]*	• Tuahiwi Education Ltd (Director/Shareholder) • Tuahiwi School Board of Trustees (Member) • Taite Family Trust (Trustee)	

Council Officers

Tony Gray Chief Executive	• TANZ Ltd (Director) • Ōtautahi Education Development Trust (Trustee) • Ara Foundation (Trustee) • TANZ Accord (Chair) • Hurford Trust
Te Marino Lenihan Kaiārahi	• k4 Cultural Landscape Consultants Ltd (Director) • Centre of Contemporary Art (CoCA) (Board of Trustees) • Ngā Aho (National Network of Māori Design Professionals) (Executive) • Kaiapoi Pā Trust
Tracey McGill Council Secretary	• Nil
George Tylee Deputy Council Secretary	• Nil
Christina Yeates Governance and Strategy Unit Senior Administrator	• Nil

Ara Institute of Canterbury

Council Minutes

1 May 2018

Minutes from the Ara Institute of Canterbury Council meeting held on Tuesday 1 May 2018 at 1.40pm in Room G202, City Campus.

8 Statutory Requirements

8.1 Karakia/Mihi

The meeting commenced with the Ara Waiata led by the Chief Executive.

8.2 Attendance

a **Present**

i Voting Members

Thérèse Arseneau (Chair), Janie Annear (Deputy Chair), Jane Cartwright, Stephen Collins, Elizabeth Hopkins, John Hunter and Melanie Taite-Pitama.

ii Non-Voting Officers

Tony Gray (Chief Executive), Tracey McGill (Council Secretary), Te Marino Lenihan (Kaiārahi) and Christina Yeates (Minute Secretary).

b **Apologies**

i Voting Members

Jeremy Boys.

ii Non-Voting Officers

Nil.

iii Management

Darren Mitchell (Chief Financial Officer, CFO/Corporate Services Director).

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8.3 Disclosure of Conflicts of Interest [Pages 18/Ara Council/05/559-561]

a **Additions/Alterations to the Disclosures of Conflicts of Interest Schedule**

Elizabeth Hopkins advised that University of Canterbury (Consultant) now needs to be added to her disclosures.

Declarations of interest for items on today's agenda

Nil.

8.4 Confirmation of Minutes [Pages 18/Ara Council/05/562-568]

a **Minutes of Committee Meeting – 27 March 2018**

*It was **resolved** that the minutes of the ordinary meeting of the Ara Council held on 27 March 2018 (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 Hunter/ J Cartwright *Carried*

b **Action List of Committee Meeting – 27 March 2018**

The action list of the 27 March 2018 meeting was received and noted. Specific updates are recorded below:

- Action 1851 – Ara Statute - pending any change to legislation.
- Action 1852 – CPP102 Disclosures Policy – this is scheduled for review toward the end of the year.
- Action 1863 – Early Learning Centre (Risks) – the Council Secretary reminded Council that the Risk Register area on Diligent holds this information and an update was uploaded to include the Early Learning Centre as of the March Council meeting. Action completed.
- Action 1868 – Academic Board – safety of students – the Chief Executive advised this can be marked as complete and is on the Academic Board agenda.

c **Matters Arising**

Nil.

9 For Discussion

9.1 Chief Executive Report [Pages 18/Ara Council/05/569-583]

The report was taken as read. The Chief Executive provided the following verbal summary:

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a Ongoing financial performance and ytd figures are tracking with a deficit, normal at this point in the year with relative timing of income and costs.

b Workload allocation tool – still have a little way to go with this tool but it will provide the data to be making informed decisions. The Chief Executive officially thanked colleagues Emma Henshall and Hemi Hoskins for their work with the launch of the workload allocation tool across departments as this has involved a fair amount of work outside of normal business hours. There has been particular support across Humanities with colleagues testing the tool. At this stage, it is noted that there are huge inconsistencies within the levels of programmes and the types of delivery and research.

c EFTS – at this stage, it was advised that the forecast for full year is likely to be around 7,000EFTS against a full year budget of 7,308 EFTS. The proportional gap for this year can be dealt with, but going forwards, we will need to look at resizing the mix of provision.

d The reforecast based on EFTS going forward has been delayed due to the implementation of the new FMIS system and the way the cost centres are arranged within this.

e Some complexity around the business area. There should be a saving of 10 FTE's but it is impossible to save more than 2 FTE's due to cross delivery. This is now being redesigned. The Chief Executive reassured Council that for every new course a small business case is completed and sent through to TKM with costings attached to it.

f The figures for Computing were discussed – it was noted that the costs have increased yet have a reduced number of EFTS. This issue is being incorporated into the general reviews.

g It is difficult to know whether the free fees will bump up EFTS for the second half of the year. The new dashboards that are being worked on will pick this up. These should be ready for the August meeting and at some point, these will also be available to access on phones through Power BI.

*It was **resolved** that the Chief Executive's report and its contents be received and noted.*

T Arseneau *Carried*

9.2 Health and Safety

Student Incident –

a The Chief Executive spoke at length in relation to the assault on one of Ara's Bachelor of Nursing students in the Hagley park area whilst walking to her car following an afternoon shift. As a result the following actions have been and are being worked on:

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i Ara has a tight working relationship with the CDHB. A meeting has been set up for 21 May with David Meates, Chief Executive of CDHB, to discuss what we can jointly do to mitigate any events of this nature. The Chief Executive has also discussed the matter with Stella Ward (Acting Executive Director Allied Health) from the CDHB. He also expressed a wish for David Meates to join him for a walk around the areas in question, specifically looking at safe zones and lighting. Council requested that the Chief Executive stress to the CDHB that action needs to be taken and that the current situation is unacceptable for our students.

ii Council were advised that each Ara student currently has a briefing by their clinical placement tutor and by the CDHB; all students have security cards; whilst working with the CDHB, an overview on health and safety issues in general and around the clinical areas they are working in is provided. Ara, in general, also tutors every student on 'safe routes'.

iii The Chief Executive reviewed the incident and our processes with colleagues from the Department of Nursing, Midwifery and Allied Health and is satisfied that all that could have been done has been done.

iv It was agreed that car parking around the hospital is not an easy resolution but there is increased pressure to find a safe solution to parking for our students.

b This also relates to the discussions that Council had at their March meeting involving health and safety for Ara students in work related learning and there is ongoing work on developing what Ara can do in this respect.

c Council discussed the above issues in relation to HREF. This is likely to relate to business hours rather than safety at night-time, however, as it develops it was agreed we will see more in context of the relatable hours.

d Student transfers between the Ara campus and HREF were discussed, especially given that the library and common facilities are based at City Campus. The Chief Executive advised that he has a meeting scheduled with the Chief Executive of ECan to discuss bus routes. Council discussed an interim option of Ara providing transport and Stephen Collins agreed to get a price from one of his clients who runs a private bus company in Christchurch.

Action: *Stephen Collins to feedback on price for bus run.*

[AP1871 Stephen Collins]

DRAFT

e It was confirmed the decant to HREF of approximately 1500 students will likely take place mid-July.

f Council advised the Chief Executive that, in the final table on the health and safety report, the 70% completion rate for placements (to develop processes that address placements and placement location), is unacceptable. In general there is slow completion activity in this table and this leaves Ara exposed. The Chief Executive confirmed he will look more closely into this.

Action: *Chief Executive to work to improve completion rates for health and safety activities.*
[AP1872 Chief Executive]

10 For Information

10.1 Chair Report

a The Chair thanked those Council members who attended the March Graduation ceremony.

b The Chair advised that she continues to be involved in the sector issues attending related meetings on an ongoing basis.

10.2 Trustees

a Elizabeth Hopkins and Jane Cartwright provided an update on the Ara Foundation.
- i There is now an improved application process with peer review;
- ii It was agreed to produce a two page annual report;
- iii The Foundation is in the process of trying to sell an investment building (15% code)
- iv Elizabeth was pleased to advise that her concern in regard to costs v awards has been taken on board by the Committee.

b Other – Stephen Collins advised Council of a discussion with Ara that had arisen with a $20m investment opportunity; the potential had been investigated but it was agreed that it was not prudent to take any further at this stage due to the time it would have taken to get into a positive cash flow.

10.3 Sub-Committee Reports

a) Academic Board

[Pages 18/Ara Council/05/584-586]

The report was taken as read.

The Chief Executive highlighted the new policy APP809 Honorary Awards to Council, for information. There is some work to be done on raising Ara's profile through this on a national and international scale. There is no academic significance but we could definitely benefit.

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b) Council Audit and Risk Committee [Pages 18/Ara Council/05/587-591]

The unconfirmed minutes from the meeting of the Council Audit and Risk Committee of 6 April 2018 were received and contents noted.

c) Council Campus Redevelopment Committee

The unconfirmed minutes from the meeting of the Council Campus Redevelopment Committee of 17 April 2018 were received and contents noted.

10.4 Common Seal Report [Pages 18/Ara Council/05/592-595]

The report was taken as read.

*It was **resolved** that the Ara Council approve the report of the Common Seal from 1 November 2017 to 1 May 2018.*

J Cartwright/ E Hopkins *Carried*

10.5 2018 Council Work Programme [Pages 18/Ara Council/05/596- 597]

The programme was taken as read and the Council Secretary advised that the health and safety walkabouts have now been added, the June meeting will take place at Woolston campus and a draft agenda has been prepared for the 29 May Council workshop. It was agreed that the August meeting in Timaru will not involve an overnight stay.

10.6 March Media Report [Pages 18/Ara Council/05/598-600]

The report was taken as read and Council were pleased with the new format, with a request to check with Marketing that all the links are working before distribution.

11 General Business

a Key messages – these were discussed and Council agreed the following highlights: activities from the Kaiārahi relating to alignment with Ngai Tahu; completion of the annual report; health and safety comment from the Chief Executive and the Chair's active engagement in the current sector review.

b Discussion on contractors in Auckland and the potential for our students. The Chief Executive advised we have to be careful about out of region delivery when looking at service provision for Trades in Auckland, however, it could be interesting in the micro-credential space.

The meeting concluded at 2.50pm.

READ AND CONFIRMED Chair: …… ……

26 June 2018

DRAFT

Ara Council Minutes

Action List as of 1 May 2018

# (yr/#)	Date when Action Arose	Agenda Item	Topic	Action	Council Responsibility	Status	Due Meeting date
1822	25.07.17	3.2d	Health and Safety	Overview assurance paper required – can be circulated via email and placed on Diligent for reference purposes. As of the October Council meeting, the Health and Safety Manager is currently working on this. As of 30/1/18 pending H&S Objectives to be set.	Chief Financial Officer	Carried forward	For email distribution and placed on Diligent.
1851	30.01.18	8.1	Council Documentation Review – Ara Statute	a) Statute - it was agreed the changes will be refreshed and changes made in line with any new legislation and the updated competency matrix to be included when received from the Council subcommittee.	Council Secretary		28 Aug 18
1852	30.01.18	8.2e	CPP102 Disclosures and Management of Conflicts of Interest Policy	Refresh and rewrite in line with IOD disclosures policy and the office of AuditNZ. As of February Council meeting, it was agreed to extend the due meeting date to the latter part of this year.	Council Secretary		27 Nov 18
1871	1.05.18	9.2d	Health and Safety	Stephen Collins agreed to get a price from one of his clients who runs a private bus company in Christchurch.	Stephen Collins	In progress	26 June 18
1872	1.05.18	92f	Health and Safety – completion rates	The Chief Executive agreed to improve the completion rates of various health and safety activities.	Chief Executive	In progress	26 June 18

DRAFT

Office of Hon Chris Hipkins

MP for Rimutaka
Minister of Education
Minister of State Services
Leader of the House
Minister Responsible for Ministerial Services

14 JUN 2018

RECEIVED

18 JUN 2018

Ms Thérèse Arseneau
Chair
Ara Institute of Canterbury
P O Box 540
Christchurch Mail Centre
CHRISTCHURCH 8140

Dear Ms Arseneau

Thank you for submitting the Ara Institute of Canterbury (Ara) 2017 annual report. I have now presented this in the House.

It was pleasing to read of Ara's achievements and successes in 2017, including the continued post-merger performance, in particular the expansion of programmes at South Canterbury campuses. I also note Ara's strong international linkages and partnerships.

Finally, I wish to congratulate Ara on a productive year and on the solid results it has delivered in a number of areas. I look forward to seeing the staff and students of Ara build on these achievements in 2018.

Yours sincerely

Chris Hipkins
Minister of Education

Cc: Tony Gray – Chief Executive

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Office of Hon Chris Hipkins

MP for Rimutaka
Minister of Education
Minister of State Services
Leader of the House
Minister Responsible for Ministerial Services

07 MAY 2018

Dr Therese Arseneau
Chair
Ara Institute of Canterbury
P O Box 540
Christchurch Mail Centre
CHRISTCHURCH 8140

Dear Therese

I am pleased to inform you that I have reappointed Elizabeth Hopkins as a council member of the Ara Institute of Canterbury.

Elizabeth's appointment is a one-year term effective from 1 May 2018 and has been made under section 222AA(1)(a) of the Education Act 1989.

I have written to Elizabeth to advise her of my decision and provide details of her appointment. A copy of the letter is enclosed.

Yours sincerely

Hon Chris Hipkins
Minister of Education

cc: Tracey McGill, Council Secretary, Ara Institute of Canterbury
encl: Letter to Elizabeth Hopkins

STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga

28 May 2018

Dr Therese Arseneau
Chairperson
Ara Institute of Canterbury
PO Box 540
Christchurch 8140

Dear Therese

NEW CONFLICTS OF INTEREST MODEL STANDARDS FOR THE STATE SERVICES

Attached is a copy of new model standards that outline how we, as a Public Service, can demonstrate best practice in reporting and management of conflicts of interest.

I am issuing these model standards using my powers under Section 57(4) of the State Sector Act 1988. The standards set out the key elements for identifying, disclosing and managing conflicts of interest. They also provide information about supporting people to speak up when they have concerns.

Public Service chief executives, please forward a copy of the standards to your Crown Entity Board Chairs for their information.

We have prepared the model standards in consultation with the Office of the Auditor General, the Public Service Association, a selection of Crown Entity Board chairs, and Public Service chief executives. Thank you very much to all of those who provided feedback.

Any questions about the new model standards can be directed to Catherine Williams, Deputy Commissioner (catherine.williams@ssc.govt.nz).

Kind regards

Debbie Power
Deputy State Services Commissioner

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ACTING IN THE SPIRIT OF SERVICE

Conflicts of Interest

STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga

> New Zealanders need to have confidence that public servants work to the highest standards of integrity in everything they do. Public servants need to exercise a high standard of judgement around the management of conflicts of interest.
>
> — Peter Hughes, State Services Commissioner

New Zealand is held in high regard for the standards of honesty, openness, transparency and integrity in the State services, but our reputation depends upon our ability to be impartial in our decision making, and to exercise a high standard of judgement in relation to real and perceived conflicts of interest.

In a small country like New Zealand, conflicts of interest in our working lives are natural and unavoidable. The existence of a conflict of interest does not necessarily mean that someone has done something wrong. But organisations need good policies and processes to deal with conflicts of interest appropriately and staff need to be alert to the possibility of conflicts of interest and notify any conflicts promptly.

These model standards outline the State Services Commissioner's minimum expectations for staff and organisations in the State services to support effective reporting and management of conflicts of interest. The standards should be read alongside other relevant rules and standards (for example, the Crown Entities Act 2003 and the Office of the Auditor-General's guidance).

All State services organisations should ensure that these standards are integrated into policies and processes for managing conflicts of interest within their human resource, employment relations, and operational management systems.

SCOPE OF THE STANDARDS

A conflict of interest means a conflict between a public duty and private and/or personal interests. Personal interests can be financial or relate to family, friends or associates. Conflicts of interest may be actual, potential or perceived. There are three key elements to these standards:

1. **Getting the foundations right from the start:** organisational commitment to leadership, raising awareness, and supporting staff and managers through regular communication and training.
2. **Making sure processes are robust:** ensuring systems are in place for monitoring, reporting and managing conflicts of interest.
3. **Supporting staff when issues arise:** ensuring there are channels in place for people to raise concerns about how their declared conflict(s) of interest are being managed or breaches of the conflicts of interest policy.

GETTING THE FOUNDATIONS RIGHT FROM THE START

Organisational commitment, leadership and culture

There is a range of policies and guidance which all public servants, including chief executives, need to be aware of and comply with.

Each agency will have policies to cover such situations.

Model standards:

- Organisations need regular statements from senior leadership of their expectations of people within the organisation to act honestly and ethically, and to fully and openly disclose conflicts of interest.

Appointment and engagement

Organisations need to ensure that people who are applying for a role or contract (including those applying for senior leadership roles, casual or contract staff, secondees, consultants, board members or volunteers) are alert to the possibility of conflicts of interest and disclose these prior to appointment. Organisations may need to take a potential conflict of interest into account when considering an individual's suitability for a role.

Model standards:

- Organisations ensure that candidates are alert to the possibility of conflicts of interest and its expectations that people will act honestly and ethically, and fully and openly disclose actual and potential conflicts of interest and this is formally recorded.
- Organisations have procedures to allow candidates to review and disclose potential conflicts of interest as part of the pre-selection process.
- Expectations relating to conflicts of interest are explicitly referred to and recorded in contractual agreements; individuals are required to sign that they have read and understood the expectations and accept responsibility for identifying and recording their relevant private interests.

Training and awareness

It is important that people have access to good information and training that is regularly reviewed and updated so they are clear about what to do if they think they have a conflict of interest at any stage, and fully understand their responsibility to identify and disclose it.

Policies and procedures for full disclosure are the foundation of good management. It is a continual process as interests and conflicts change over time. Active management by the organisation is also needed to ensure that people regularly review their own interests and fully disclose any conflicts as early as possible.

Model standards:

- There are processes in all organisations for ensuring that existing and potential staff understand and are alert to the possibility of conflicts of interest and the requirement to disclose them.
- Training on recognising and disclosing conflicts of interest is covered in induction for staff and contractors, as well as following any changes to policies or procedures, supported by regular reminders of individuals' responsibility to identify and disclose.
- Training for managers includes receiving and dealing with disclosures of conflicts of interest, knowing how and when to access professional advice and support, and handling complaints or breaches of the policy.
- There are designated people or teams that staff can talk to when they think they may have a conflict of interest.
- All conflicts of interest disclosed to an organisation are assessed and either avoided or actively managed in a timely way.

MAKING SURE PROCESSES ARE ROBUST

Roles, responsibilities and accountability

Organisations need to have in place effective conflict of interest policies and processes that support robust and timely decision-making and foster public confidence in their integrity, the integrity of officials and public decision-making.

Everyone working in the State services has a duty to put the public interest above their personal or private interests when carrying out their official duties.

Appointment and Engagement

- Do you require individuals to sign an acknowledgement accepting responsibility for disclosing interests?
- Are candidates required to disclose potential conflicts as part of pre-selection?

Ongoing Disclosure

- Do your managers encourage teams to be alert to conflicts of interest?
- Do you have designated people or teams that staff can talk to when they think they may have a conflict of interest?

Managing Conflicts

- Is there a central mechanism in place for recording conflicts of interest?
- Is there support in place to assist managers receiving and managing conflict of interest situations?

Raising Concerns

- Do you have processes in place where people can raise concerns about the management of their disclosure?
- Can people find information on how to raise a concern, such as the 'Speaking Up' standards?

Senior leaders

Those in senior roles (such as Board members or senior managers) are expected to set an example in identifying and disclosing any interests relevant to their work, given their level of influence on decisions about matters of public significance or value and their higher public profile.

Partnerships with other stakeholders

When working with other stakeholders, including contractors, consultants and service providers, organisations need to take care to communicate expectations, identify potential conflict of interest areas before the contract starts, and develop and document appropriate responses to manage risks to all parties in a potential conflict situation.

Model standards:

- Internal policies and processes designate clear roles and responsibilities and are readily available for people to access.
- Internal policies provide clear rules that define inappropriate conflicts, such as involvement in the appointment of a family member.
- There is a mechanism for recording private interests that may give rise to a conflict of interest, which is frequently updated and monitored while appropriately protecting privacy.
- The policy makes it clear that the disclosure of a private interest does not in itself resolve a conflict and measures to resolve or manage the conflict must be considered.
- When a conflict of interest is suspected to involve criminal activity, organisations will report the matter to the Police or the Serious Fraud Office.

POLICIES, PROCESSES AND CHANNELS

The main goal of identifying and managing conflicts of interest is to ensure that all operational decisions are made – and are seen to be made – legitimately, justifiably, independently and fairly.

Integrated management processes and internal controls will support timely and appropriate identification and management of any risk.

Managing conflicts

Processes for managing conflicts of interest need to be robust, understood by people in the organisation, actively managed and fit together as a whole within the organisation's framework of management policies and internal controls. Conflicts of interest need to be well managed so that public trust and confidence in the individual or the organisation is not undermined.

Assessing a situation to identify whether a conflict of interest exists and must be avoided or is able to be managed, involves weighing up the interests of the organisation, the public interest, and the legitimate interests of the individual concerned, as well as other factors such as the position the individual holds and the nature and seriousness of the conflict.

Disclosure of conflicts of interest is a continuous process as interests change and new conflicts may emerge in the course of day to day business. An example of this is where it becomes apparent before or at a meeting that an attendee has a conflict of interest with regard to an item on the agenda.

Model standards:

- There are policies and processes in place for disclosing, recording and responding to conflicts of interest. Policies and processes reflect the organisation's particular functions, context and statutory requirements.
- There is a process for managing conflicts of interest which includes what constitutes a conflict, options for managing it (including considering whether or not an individual should continue to be involved with work in the potential area of conflict), who makes decisions, and potential consequences of non-compliance.
- There are clear and documented responsibilities and actions for managers receiving, assessing, managing and monitoring disclosed conflicts of interest.
- There are support mechanisms for assisting managers in reviewing and improving their skills in identifying and avoiding or managing conflicts.
- The arrangements for dealing with conflicts are clearly recorded in formal documents to enable the organisation concerned to demonstrate, if necessary, that a specific conflict has been appropriately identified and managed.
- Decision-making processes at all stages can be audited and justified.

Monitoring and evaluating

Organisations' ability to understand the nature of conflicts of interest in their operational environments relies on their ability to identify particular at-risk areas for potential conflict of interest situations, track and monitor any risks, and learn from them.

Centralised tracking and monitoring requires that managers, supervisors and other designated people to whom conflicts of interest are made are able to log and provide auditable details.

Model standards:

- All conflicts of interest are centrally recorded and organisations have designated people responsible for tracking, monitoring and reporting to senior leadership.
- Conflicts of interest are included in organisation's risk management programmes and reporting, including any internal or external risk and assurance committees.
- There are training and systems in place to enable centralised tracking, monitoring, auditing practices and continuous improvement of policies and processes.
- The conflict of interest register is regularly reviewed, updated and included as part of the organisation's audit programme.
- Monitoring agencies regularly review Crown entities' conflict of interest policies, procedures and registers.

SUPPORTING STAFF WHEN ISSUES ARISE

Raising concerns

It is important that people have a channel to make a complaint about how the organisation is managing their declared conflict(s) of interest.

People must also be able to raise concerns about wrongdoing, including suspected impropriety in relation to disclosure/non-disclosure of interests or the management of declared interests.

The State Service Commissioner's model standards for organisations to support staff on speaking up in relation to concerns about wrongdoing can be found here.

Model standards:

- Internal policies and processes include mechanisms to allow individuals to raise concerns about how the organisation is managing their declared interest.
- All concerns raised about management of declared interests are assessed, recorded and acted on in a timely way.
- There is appropriate separation of duties and well defined roles that underpin organisations' processes in relation to concerns raised by individuals.

USEFUL LINKS

- Office of the Auditor-General's guidance
- Crown Entities Act 2004 (sections 31 and 62)
- SSC's Board Appointment and Induction Guidelines

Ara Institute of Canterbury Council

Statute Number 2010/2

for the Council Appointment of Members to the Council of Ara Institute of Canterbury

Ratified 25 May 2010

Past Revisions:	February 2012, February 2014, February 2018
Review Cycle:	Every two years
Applies From:	February 2012

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1 Statute Purpose

1.1 By an amendment to the Education Act 1989 and all subsequent amendments ("the Act") effective on 1 March 2010, every polytechnic council is required to have in place statutes providing for the appointment of members by the Council under Part 15A, section 222AA(1)(b) of the Act.

1.2 This Statute provides for the appointment of members to the Ara Council (Council) under section 222AA(1)(b) and otherwise in accordance with the provisions of sections 222AA to 222AI of the Act.

2 Application of Statute

2.1 The Council shall be entitled to appoint four persons as members of the Council in accordance with this Statute.

2.2 This Statute shall apply to all Council appointments of Council members made after the date that this Statute is approved by the Council.

2.3 This Statute shall be given effect so that the first members of Council appointed in accordance with its terms shall commence their terms of office on and from 1 May 2010.

2.4 All relevant sections of the Act apply in relation to any appointments made under this Statute.

3 Persons Eligible for Appointment

3.1 A person is not eligible for appointment as a member of the Council:

a as specified in section 222AA(2) of the Act; or

b if he or she is an enrolled full-time student at Ara; or

c if he or she holds the position of Chief Executive of Ara; or

d if he or she is an employee of Ara; or

e if she or he is an Officer of the Council**.** An Officer of the Council means a person who holds the position of Chief Executive of the institution, Kaumātua/Kaiārahi, Executive Secretary/Council Secretary or Minute Secretary, or any other person who is appointed by resolution of the Council to serve it as an officer. Officers of the Council may speak at meetings but not vote. Officers of the Council may remain at meetings after the public has been excluded.

3.2 Members will be appointed for their knowledge, skills or experience in accordance with section 222AD(3)and as stipulated in the Council Members' Competencies Schedule and following a skills and knowledge assessment in accordance with section 6.

4 Matters to be considered when making appointments

4.1 When making appointments or calling for nominations under section 6, the Council shall give priority to those persons who will ensure that the Council membership overall:

a includes at least one person who is Māori; and is appointed through a process agreed between the Council and Ngāi Tahu

b so far as is possible, reflects the ethnic, gender and socio-economic diversity of the community served by Ara, and

c comprises people who (in the Council's opinion):

i have relevant knowledge, skills, or experience in accordance with the Competencies Schedule and

ii are able and available to fulfil their individual duties as members of the Council and the functions, duties, and responsibilities of the Council as determined by Council and specified in sections 181 and 222AH of the Act.

5 Term of Office

5.1 In accordance with section 222AE of the Act, the term of office of any member of the Council appointed under clause 3.2 shall be no more than four years, provided, however, that any member is eligible to be appointed for a second or later term.

5.2 Pursuant to Part 2 Transitional Matters 19(3) of the Education (Polytechnics) Amendment Act 2009, the term of office of appointments made by Council prior to 1 May 2011 shall cease on 30 April 2011.

6 Appointment Processes

6.1 Appointment of a member in consultation with Ngāi Tahu

a At least two months before expiry of the term of office of a Council member appointed in consultation with Ngāi Tahu, the Chair of Council shall consult with Ngāi Tahu and, through a process agreed between the Council and Ngāi Tahu, receive any nomination(s)/recommendation(s). The process will take into consideration the required skills, attributes and knowledge described in the Competencies Schedule.

b For appointments made pursuant to clause 4.1a of this statue, the Council members of any sub-committee shall comprise the Chair, at least one of the two members elected to the Selection Committee by Council under section 6.2a and the Kaiārahi as an Officer of the Council.

c The Council or subcommittee shall consider any nomination(s)/ recommendation(s) and, after making such further enquiries as it considers appropriate, the Council shall make an appointment.

d Should the Council have serious misgivings as to whether the preferred

candidate meets the relevant criteria it may request the review of such a recommended appointee by a process agreed between the Council and Ngāi Tahu.

6.2 Appointment of other members

a The Council shall establish a Selection Committee, comprising the Chair and two members elected by Council.

b The Selection Committee will review and update the Competencies Schedule annually. Following the review, Council will vote to approve the updated Schedule.

c Six months prior to a vacancy, or upon being advised of an impending vacancy if the vacancy occurs at less than six months notice, the Selection Committee will conduct an assessment of Council members against the Competencies Schedule to identify any skill and knowledge gaps that should be sought in a new member

d The results of the assessment will then be used by the Selection Committee to determine the competencies required to fill the vacancy. The vacancy will be widely advertised, and the organisations, bodies or groups from Schedule Two identified which shall be invited to make nominations of candidates who meet the requirements. Following the receipt of all applications and nominations the Selection Committee may interview each candidate to determine his or her suitability for appointment.

e Following the assessment of applications and/or nominations in the case of an appointment to be made by the Council, a recommendation shall be put to the Council for its approval. The Council may require the Selection Committee to make further enquiries or to consider further nominees before the Council votes on the appointment.

f In the case of an appointment to be made by the Minister, the Council Chair, in consultation with the Appointments Committee, shall write to the Minister setting out the Council's requirements and the name or names of any nominee or nominees that Council believes fit the identified skill and knowledge requirements.

6.3 Re-appointment processes

Beyond 01 May 2011 any member who is eligible and willing to be appointed for a further term shall be considered for re-appointment to Council in accordance with the processes governing his or her previous appointment.

6.4 Transition arrangements

a In order to facilitate the transition to the reconstituted Council in 2010, re-appointment of current Council members who meet the requirements laid out in the Competencies Schedule will be considered by Council through a process agreed by Council.

b Such appointments can be made for any period up to 30 April 2011 in

accordance with section 5.2 of this Statute.

c Where vacancies cannot be appropriately filled by reappointment of current Council members, the Selection Committee will proceed in accordance with section 6.2c–e of this Statute.

7 Removal of Members

7.1 The Council may, subject to the principles of natural justice and a proper consideration of the matter, suspend or remove by resolution a member who either has become ineligible under section 222AA(2) of the Act or has, in the opinion of the Council, committed a serious breach of his or her duties under section 4.1c of this Statute, or who has otherwise brought Ara or the Council into disrepute.

7.2 **Absence without leave**

A member will be considered to have committed a serious breach in terms of section 7.1 of this Statute if the member is absent without leave of the Council; that is:

"fails to attend three consecutive meetings of the Council without having given to the chief executive prior notice of his or her inability to attend the meeting concerned;". [Education Act 1989, No 80 (as at 1 March 2010, section 174 (3)(c)]

8 General

8.1 The power of the Council shall not be affected by any vacancy in its membership

8.2 The Council shall be entitled to invite to meetings any person who, in the opinion of the Council, represents any of the skills, experience or background referred to in section 4 of this Statute which are not otherwise represented by any of the members of the Council (whether appointed under sub-section 3.2 or by the Minister). Such persons may advise, provide reports or otherwise contribute to the business of Council meetings, although without having the right to vote, and may include, for example:

a The Chief Executive
b The Chief Financial Officer
c The Chair of Academic Board and/or the Academic Director
d A person selected from Ara staff
e A person selected from Ara students
f Any other person who the Council considers may assist the Council in its deliberations and decision-making.

8.3 Matters relevant to selection and attendance will be documented in the Council Standing Orders.

8.4 This Statute is intended to be consistent with the Act and, in the event of any inconsistency; the provisions of the Act shall prevail.

9 Statute Approval

This Statute was approved by Council at its meeting on 21 April 2010 and ratified on 25 May 2010. It will be reviewed and revised where necessary every two years commencing in February 2012.

10 Definitions

In this Statute, unless inconsistent with the context:

10.1 'The Act' means the Education Act 1989 and all its amendments.

10.2 'Selection Committee' means the committee established by the Council to conduct assessments of members and Council requirements and to consult, and seek nominations, and make recommendations for the appointment of Council members by Council in accordance with this Statute.

10.3 'Council' means the Council Ara Institute of Canterbury.

10.4 'Ara' means Ara Institute of Canterbury.

10.5 'Minister' means the Minister as defined under the Act to administer Parts 13 to 24 of the Act.

10.6 'Competencies Schedule' means the Ara Council Members' Competencies Schedule as set out in Schedule One and as amended from time to time by the Council.

10.7 'Organisation' means an organisation, body, or group as set out in Schedule Two and as amended from time to time by the Council.

Schedule One to the Statute for the Appointment of Members to the Ara Council

Ara Council Members' Competencies Schedule (as of March 2018)

1. Tertiary Education

- Maori knowledge and perspectives from a Canterbury and national perspective
- Understanding and/or experience of the tertiary education sector in general and ITPs in particular
- Understanding of current education policy (tertiary and wider) and 21st century teaching pedagogy
- Commitment to the value of tertiary education.

2. Strategic and Business Skills

- A sound understanding of a Trustee's legal duties and responsibilities
- Ensure compliance with legislation, policies and procedures, and;
- The ability to contribute to an effective Council culture
- The ability to maintain effective professional and working relationships with stakeholders and the broader community
- The ability to provide senior management with directions on opportunity development
- Corporate governance
- Leadership.

3. Specific Position Requirements

- Perspectives of students at different ages
- Commitment to regional and national economic development
- Ethnic, cultural and socio-economic diversity
- Public profile in the education, business and public sector.

4. Personal Qualities

- Knowledge and commitment to Tikaka and Kawa/customs and protocols
- Ability to contribute to consensus making
- High-level business and community networks
- High-level interpersonal and communication skills, including the ability to work well with a team
- A genuine interest in the organisation, its business and its people
- Strong business acumen
- Sound and independent judgement
- A reputation for high personal and professional integrity.

Schedule Two to the Statute for the Appointment of Members to the Council of Ara Institute of Canterbury

Organisations, bodies, or groups

This list is *indicative only* and does not preclude consultation with other organisations, bodies or groups reflective of Ara's local community as decided by the Council and /or Selection Committee.

1 Local bodies/territorial authorities /District Health Boards

- 1.1 Canterbury District Health Board
- 1.2 Christchurch City Council
  - a ChristchurchNZ
- 1.3 Ashburton District Council
- 1.4 Hurunui District Council
- 1.5 Kaikoura District Council
- 1.6 Timaru District Council
- 1.7 Waimakariri District Council

2 Community Groups /Organisations

- 2.1 Christchurch Intercultural Assembly
- 2.2 Christchurch Multicultural Council

3 Employer groups

- 3.1 Business New Zealand
- 3.2 Canterbury Employers' Chamber of Commerce
- 3.3 South Canterbury Chamber of Commerce
- 3.4 Canterbury Manufacturers' Association

4 Government bodies and agencies

5 Institutes of Technology and Polytechnics

6 Non Government Organisations

- 6.1 Office of Disability Issues
- 6.2 National Assembly of People with Disabilities (DPANZ)
- 6.3 National Council of Women

7 Professional bodies/groups/unions

- 7.1 Association of Administration Professionals New Zealand Inc
- 7.2 Canterbury District Law Society
- 7.3 Canterbury Pasifika Tertiary Alliance
- 7.4 Ara Student Voice and Student Executive Council

7.5 Human Resources Institute
7.6 Institution of Professional Engineers of New Zealand(Canterbury Branch)
7.7 Institute of Chartered Accountants
7.8 LIANZA (Aoraki region)
7.9 New Zealand Association of Bridging Educators
7.10 New Zealand Chef's Association
7.11 New Zealand Company of Master Mariners (Christchurch Branch)
7.12 New Zealand Council of Trade Unions
7.13 New Zealand Educational Institute
7.14 NZ Institute of Building
7.15 NZ Institute of Management (Canterbury Division)
7.16 NZ Institute of Quantity Surveyors Inc (Canterbury Branch)
7.17 New Zealand Institute of Surveyors (Canterbury Branch)
7.18 New Zealand Nurses' Organisation (Canterbury Branch)
7.19 New Zealand Teachers Council
7.20 Pasifika Educators' Reference Group
7.21 Public Relations Institute of New Zealand
7.22 Real Estate Institute of New Zealand (Canterbury/Westland Branch)
7.23 Royal Society of New Zealand
7.24 Tertiary Education Union
7.25 Tertiary Institutions Allied Staff Association

8 Tertiary Education Organisations

Schedule Three to the Statute for the Appointment of Members to the Council of Ara Institute of Canterbury

Application and/or Nomination Requirements

These requirements may be changed as agreed at any time by Council and /or the Selection Committee.

The nominees or applicants shall provide a CV detailing how their experience and skill sets match the expectations noted under the **Ara Council Members' Competencies Schedule** and sign a **Notice of Eligibility Declaration**, attached as Appendix A, to ensure compliance with the requirements of the Act and suitability for appointment.

APPENDIX A

Notice of eligibility for appointment to the Ara Council (the Council)

Position

I declare that I am standing for appointment by the Council as a member of the Council.

Eligibility (as per Ara Statute 2010)

I declare that I am eligible for appointment in accordance with the Education Act 1989 and the requirements of this notice.

Duties and accountability for duties of members of Councils

I declare that I will fulfil the requirements as to the duties for council members as per section 222AH of the Education Act 1989.

I declare that I am aware of and accept the accountability measures for individual duties of council members as per section 174 (3) and 222AI of the Education Act 1989.

Protection of the Personal and Property Rights Act 1988

I declare that:

1 I am not subject to a property order under the Protection of the Personal and Property Rights Act 1988; or

2 there has not been made under that Act in respect of me a personal order that reflects adversely on my:
- 2.1 competence to manage my own affairs in relation to my property; or
- 2.2 capacity to make or to communicate decisions relating to any particular aspect or aspects of my personal care and welfare; or

3 I am not a bankrupt who has not obtained my order of discharge or whose order of discharge has been suspended for a term not yet expired or is subject to conditions not yet fulfilled.

Removal from office

I declare that I have not been removed from office as a member of a polytechnic council under section 222AJ of the Education Act 1989.

Conflict of interest

I declare that there is no conflict of interest for me undertaking this role, or *(delete one)*

I declare the following real or potential conflict of interest in being a member of the Council

_____

but that this would not prevent me fulfilling my duties as a Council member pursuant to section 222AH of the Education Act 1989.

I will declare any future conflict of interest as it arises.

Criminal conviction

I declare that I have never been charged or convicted of a criminal offence (this includes charges pending), or *(delete one)*

I declare the following in relation to criminal convictions (existing and charges pending).

_____

Other ITP Council membership

I declare that: *(delete as appropriate)*

I am a member of another ITP Council - *(provide details)*

_____

or

I am not a member of another ITP Council.

Name:_____

Signature:_____

Address:_____

_____

Date:_____

NB
If you are shortlisted for interview you will be required to provide the name and contact details of two people who can verify the statements contained above and you may be required to complete an authorisation form for a police check.

Please return to:
Tracey McGill
Returning Officer, ARA Council Nominations
Ara Institute of Canterbury
PO Box 540
Christchurch 8140

Ara Council **26 June 2018**	**Agenda Item**		**9.1**
	Decision Item	Discussion Item	**Information Item**
PUBLIC	**Presented by**		Tony Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	**Chief Executive's Report**
BACKGROUND AND PURPOSE	
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

1 Update

Work is underway to build on potential developments following the Council's "Future Focus" workshop. While there are strong component elements present in the existing Transformation workstreams, developing new initiatives and preparing for our Investment Plan 2019-2021 and next Strategic Plan (2020 and beyond) will benefit from the workshop.

We will be introducing a series of "Celebrating Success" events over the next 12 months; the first to be held on 26 July 2018. The intention is to identify and embrace a celebratory culture for all colleagues across the institution. Attached for your information is a copy of the "Celebrating Success" nomination form.

2 Addendum to the Strategic Plan – February 2018 – Early 2019

In addition to the work that is being developed on the transformation change programme and as we look to the future, the Ara Management wanted to ensure we also remain focussed on key priorities for 2018 as well as beginning the work to set the strategic direction for the next three years.

As a result, the attached addendum to the current Strategic Plan has been developed to inform the four outcomes and focus areas, with their associated priorities and targets that we need to meet by the end of the year.

As we consider the development of Ara's next 'Strategy" all Departments and Divisions are producing business plans which will contribute to the development of our 2019-2020 Investment Plan.

Also coming out of the Transformation Agenda are refined values and a new proposed vision for Ara. Colleagues are being asked to reflect on the addendum and consider how each individual, in their work teams and in Departments and Divisions can contribute to ensuring that these priorities underpin our work.

3 Performance Report – Overview

3.1 Financial Statements

a As at 31 May 2018, the budgeted performance was for a year-to-date deficit before abnormal items of $1.69m. The year-to-date actual deficit is $1.00m. Due to the relative timing of income and expenses a deficit is expected at this point in the year.

b Government Funding overall is $850k below budget, this is reflective of EFTS being softer than budgeted expectations. The shortfall is predominantly within two sources of funding; SAC 3+ $447k which equates to -2% of the year-to-date budgeted income and Youth Guarantee $346k which equates to -40% of the year-to-date budgeted income.

c Domestic Fee Income is $98.9k lower than budgeted. This is to a lesser degree than TEC funding which is the result of softer EFTS being primarily in courses with a lower student fee. Of the SAC level 3+ EFTS shortfall against budget, 80% are in programmes where the student fee component is less than $3,000 per EFTS, compared with an overall average student fee of approximately $5,000 per EFTS.

d International Fee Income has fallen short of budgeted expectations year-to-date by $464k, this is due to a short fall of 38 EFTS year-to-date. Within Commissions and Discounts there is a partial offsetting favourable variance of $245k. Whilst savings within Commissions are expected, supplier invoicing for this can lag behind the related income.

e Other Teaching Income is $211k less than the budgeted year-to-date expectation due largely to a contract with the Hairdressing ITO not coming to fruition and timing differences between budgeted and actual income.

f Interest income and Other Revenue are close to budget, collectively $34k ahead.

g Both Teaching Staff costs and Non-Teaching Staff costs are equivalent to budget for the year-to-date. Staffing budgets included cost savings that were to be made.

h Occupancy/Property costs are marginally over budget.

i General Operating Expenditure is $1.57m less than budget year-to-date expectation, with savings being achieved against most types of expenditure. This is primarily the result of senior management proactively managing discretionary spend across the institution.

j Depreciation expenses are currently less than budgeted. It is anticipated that depreciation expenses will be less than budgeted at year-end due to the later completion of some projects. Additionally, computer leases (which are treated as depreciation) have been re-negotiated to achieve savings.

k In Cash Flows, $187k now appears in Purchase of Other Financial Assets. This is the ongoing investment in the TANZ eCampus platform. There are no other unusual movements in the Financial Position or Cash Flows.

Statement of Financial Performance
for the year to 31 May 2018

	2018 Year to date		Full Year	
Revenue	**Actual**	**Budget**	**2018 Budget**	**2017 Actual**
Government Funding				
SAC Funding Level 3-7	19,972,619	20,419,889	52,669,650	52,625,400
SAC Funding Level 1-2	366,355	350,028	838,015	1,455,272
ACE Funding	204,677	234,088	568,882	575,670
Youth Guarantee Funding	524,202	870,355	2,257,140	3,074,064
CTC funding	881,480	883,200	2,263,000	2,199,300
Other Non-EFTS grants	1,216,793	1,258,266	2,815,962	2,991,109
Total	23,166,126	24,015,826	61,412,649	62,920,815
as % of Total Revenue	55.4%	55.8%	55.1%	56.4%
Student Tuition Fees				
Domestic Fee Income	11,049,105	11,147,971	28,541,734	26,420,851
less Scholarships/Discounts	(1,293,666)	(1,372,713)	(2,132,450)	(2,009,258)
International Fee Income	5,517,373	5,981,111	14,731,792	14,735,743
less Commissions/Discounts	(379,102)	(624,542)	(1,263,227)	(1,082,897)
Total	14,893,710	15,131,827	39,877,849	38,064,440
as % of Total Revenue	35.6%	35.1%	35.8%	33.8%
Other Teaching Income	735,216	946,106	2,556,786	2,591,464
as % of Total Revenue	1.8%	2.2%	2.3%	2.8%
Other Income				
Interest	812,424	833,335	2,000,000	2,045,086
Other Revenue	2,187,861	2,133,343	5,529,134	5,659,497
Total	3,000,285	2,966,678	7,529,134	7,704,583
as % of Total Revenue	7.2%	6.9%	6.8%	7.0%
Total Revenue	**41,795,336**	**43,060,437**	**111,376,418**	**111,281,302**

Statement of Financial Performance
for the year to 31 May 2018 (cont)

	2018 Year to date		Full Year	
	Actual	Budget	2018 Budget	2017 Actual
Expenses				
Personnel				
Teaching	13,950,726	13,967,397	34,385,784	35,564,625
Non-Teaching	14,374,416	14,385,976	34,849,139	35,237,673
Total	28,325,142	28,353,374	69,234,923	70,802,298
as % of Revenue	67.8%	65.8%	62.2%	60.9%
Other Costs (except Depreciation)				
Occupancy/Property costs	3,935,913	3,862,390	10,166,160	9,310,919
General Operating Expenditure	6,490,118	8,055,868	19,337,923	19,546,331
Total other costs	10,426,031	11,918,258	29,504,083	28,857,250
as % of Revenue	24.9%	27.7%	26.5%	27.3%
Depreciation				
All Depreciation	4,045,464	4,477,080	10,745,000	9,426,526
as % of Revenue	9.7%	10.4%	9.6%	8.5%
Total Expenses	**42,796,638**	**44,748,712**	**109,484,005**	**109,086,074**
Surplus/(Deficit) excl Abnormal	**(1,001,301)**	**(1,688,274)**	**1,892,413**	**2,195,228**
as % of Revenue	-2.4%	-3.9%	1.7%	2.0%
Abnormal Items				
Insurance Settlement/Payments	-	-	-	(1,750,085)
Transformation Costs	(228,258)	(225,000)	(1,800,000)	(125,873)
Total Abnormal Items	(228,258)	(225,000)	(1,800,000)	(1,875,958)
Total Surplus/(Deficit)	**(1,229,559)**	**(1,913,274)**	**92,413**	**319,270**
as % of Revenue	-2.9%	-4.4%	0.1%	0.3%

Statement of Financial Position as at 31 May 2018

	Actual 31-May-18 $000	Budget 31-Dec-18 $000	Actual 31-Dec-17 $000
ASSETS			
Current Assets			
Cash and Cash Equivalents	4,325	7,046	17,204
Loans and Receivables	4,944	2,046	3,918
Inventories	937	1,178	1,248
Prepayments	1,924	1,246	1,998
Short Term Investments	73,238	43,000	45,235
Total Current Assets	85,367	54,516	69,602
Non-Current Assets			
Property Plant and Equipment	284,137	300,259	284,440
Intangible Assets	2,306	2,149	2,329
Investment in Associate	947	1,517	760
Total Non-Current Assets	287,390	303,925	287,529
TOTAL ASSETS	**372,757**	**358,441**	**357,131**
LIABILITIES			
Current Liabilities			
Trade and other payables	4,104	5,931	6,663
Finance leases	802	612	802
Employee Benefit Liabilities	4,186	2,544	3,080
Revenue Received in Advance	27,426	10,822	9,103
Total Current Liabilities	36,519	19,909	19,649
Non-Current Liabilities			
Finance leases	656	396	656
Employee Benefit Liabilities	238	829	238
Total Non-Current Liabilities	894	1,225	894
TOTAL LIABILITIES	**37,413**	**21,134**	**20,543**
NET ASSETS	**335,344**	**337,307**	**336,588**
EQUITY			
Retained Earnings	233,426	235,346	234,669
Asset Revaluation Reserve	101,919	101,961	101,919
TOTAL EQUITY	**335,344**	**337,307**	**336,588**

Statement of Cash Flows
for the year to 31 May 2018

	Year to May 2018 $000	2018 Budget $000	2017 Final $000
Cash Flows from Operating Activities			
Cash was Provided from:			
Government Grants	29,061	61,413	63,000
Student Tuition Fees	25,947	39,878	38,525
Other Teaching Revenue	735	2,737	2,591
Other Revenue	2,680	5,529	3,770
Interest	661	2,000	2,173
Total	59,084	111,557	110,059
Cash was Applied to:			
Employees and Suppliers	39,840	98,823	105,597
Net Cash Effect of Abnormal Items	228	1,800	
Total	40,068	100,623	105,597
Net Cash Flows from Operating Activities	**19,017**	**10,934**	**4,462**
Cash Flows from Investing Activities			
Cash was Provided from:		-	
Sale of Fixed Assets	8	-	16
Insurance Payments	-	-	25,393
Total	8		25,409
Cash was Applied to:			
Purchase of Other Financial Assets	187	453	741
Purchase of Fixed Assets	913	5,083	6,017
Campus Capital Plan Spending	2,523	15,000	21,147
Total	3,623	20,536	27,905
Net Cash Flows from Investing Activities	**(3,615)**	**(20,536)**	**(2,496)**
Cash Flows from Financing Activities			
Cash was Provided from:			
Equity	-	-	60
Total	-	-	60
Cash was Applied to:			
Finance Lease Payments	278	775	861
Total	278	775	861
Net Cash Flows from Financing Activities	**(278)**	**(775)**	**(801)**
Total Net Cash Flows	**15,124**	**(10,377)**	**1,165**
Opening Cash, Bank & Short Term Investments	62,439	60,423	61,274
Closing Cash, Bank & Short Term Investments	**77,563**	**50,046**	**62,439**

4 Health and Safety

a During the month of May, six staff, ten students, one contractor, and one visitor incidents were recorded. The visitor injury was offsite but Ara activity related. The incidents included, three cuts, three strain, two burns, three trips, one exposure to bodily fluids, one faint, two no injury, one bumped head, and one road accident not work related. None of the injuries were serious. One strain injury resulted in three lost days.

b A contractor completing electrical work without appropriate qualification was asked to leave the site. The contractor's employer and Ara staff who engaged the contractor have been reminded of our contractor management responsibilities and procedures.

c The Timaru Health and Safety Committee met during the period.

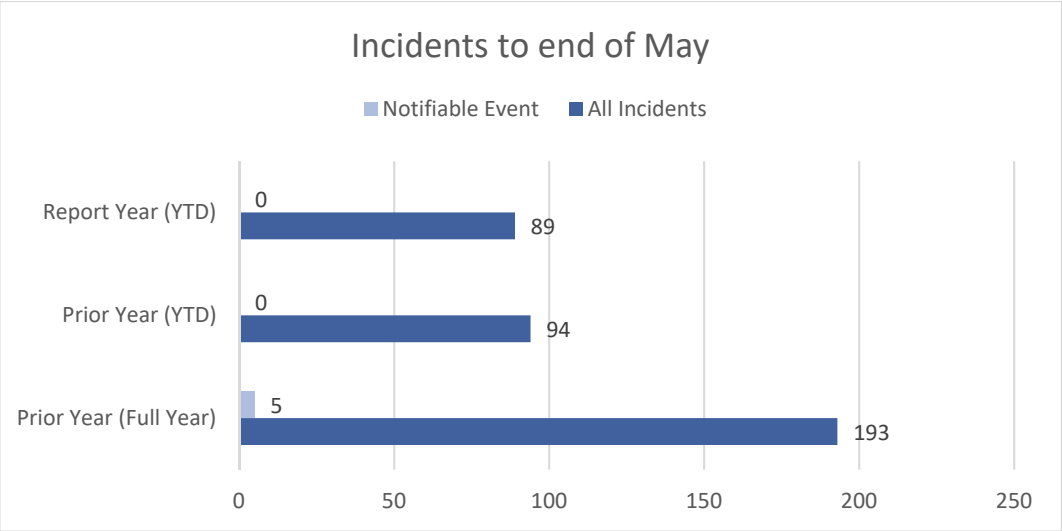
d One nomination for the vacant Health and Safety representative position for the Southern Campuses has been accepted. No election is necessary.

e Additional cleaning and asbestos in air testing has been undertaken in ST Block following concerns being raised. No asbestos was detected in the air samples.

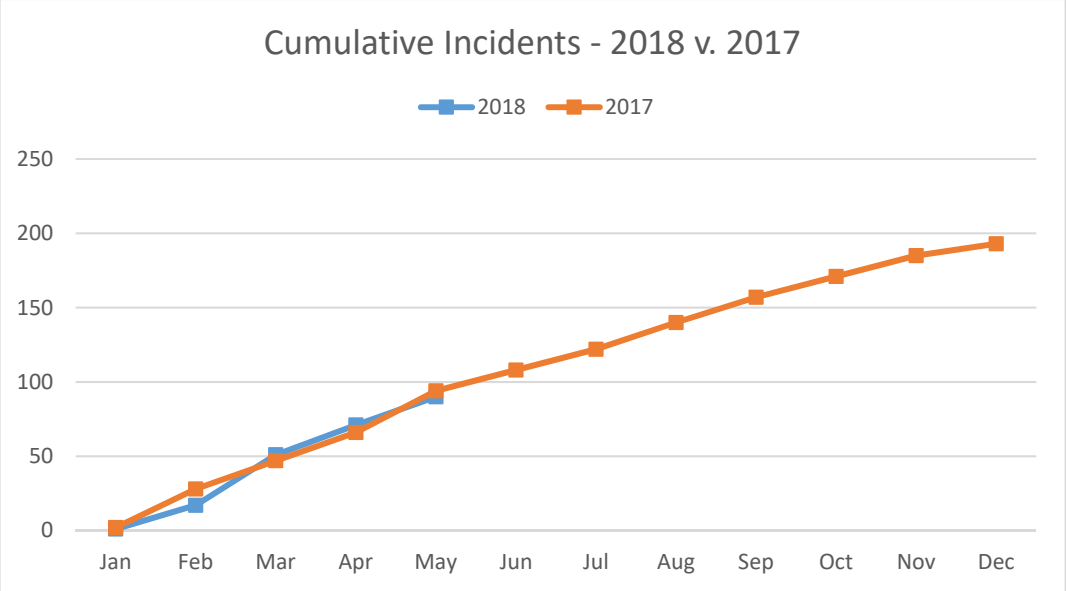
f The gas procedures at Trades have been reviewed and ratified.

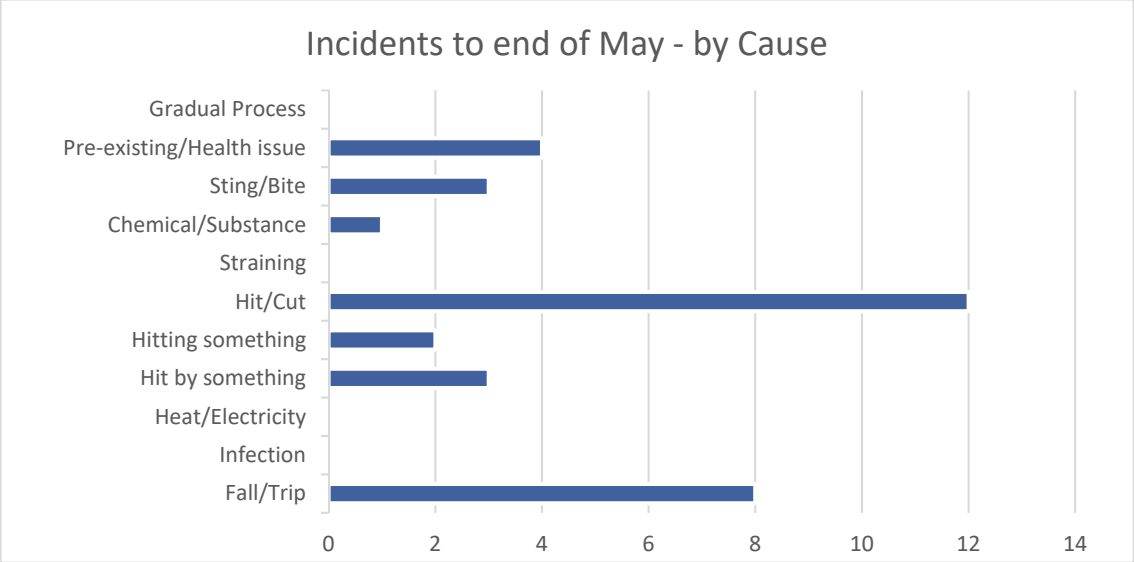
g Fire and Emergency visited our student accommodation to be assured Ara fire safety procedures are effective. This follows three false alarms in the past 12 months (one malicious, one hair spray entering smoke detector, and one burned food). The Health and Safety Manager met with the available Residential Assistants to reiterate evacuation procedures in the event of a fire alarm.

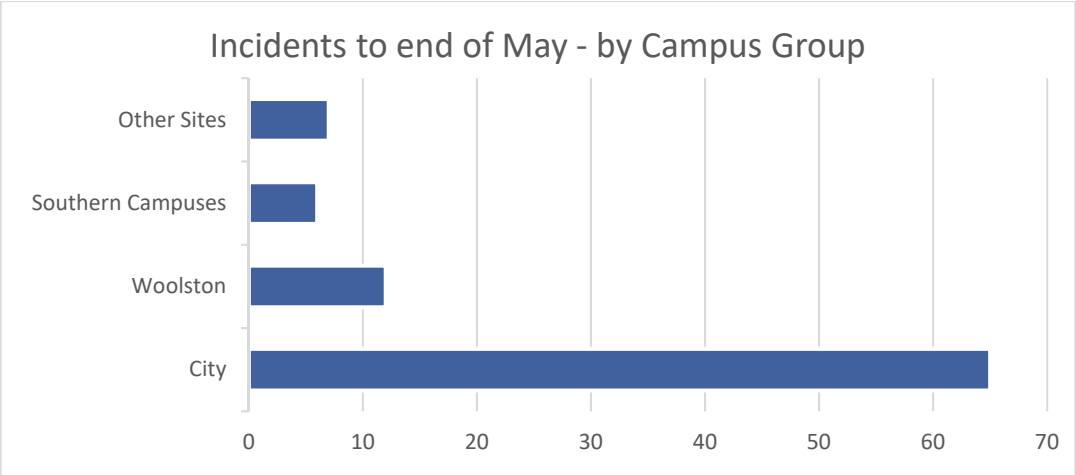
INCIDENT SUMMARY						
Person Type	**Notifiable Injury or Illness**		**Notifiable Incident**		**All Incidents**	
	This month	**YTD**	**This Month**	**YTD**	**This Month**	**YTD**
Staff	0	0	0	0	6	24
Students	0	0	0	0	10	63
Contractors	0	0	0	0	1	1
Visitors	0	0	0	0	1	1
Capital Works	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**18**	**89**
INCIDENT DETAIL (SINCE LAST REPORT)						
Refer to commentary for detail on incidents.						

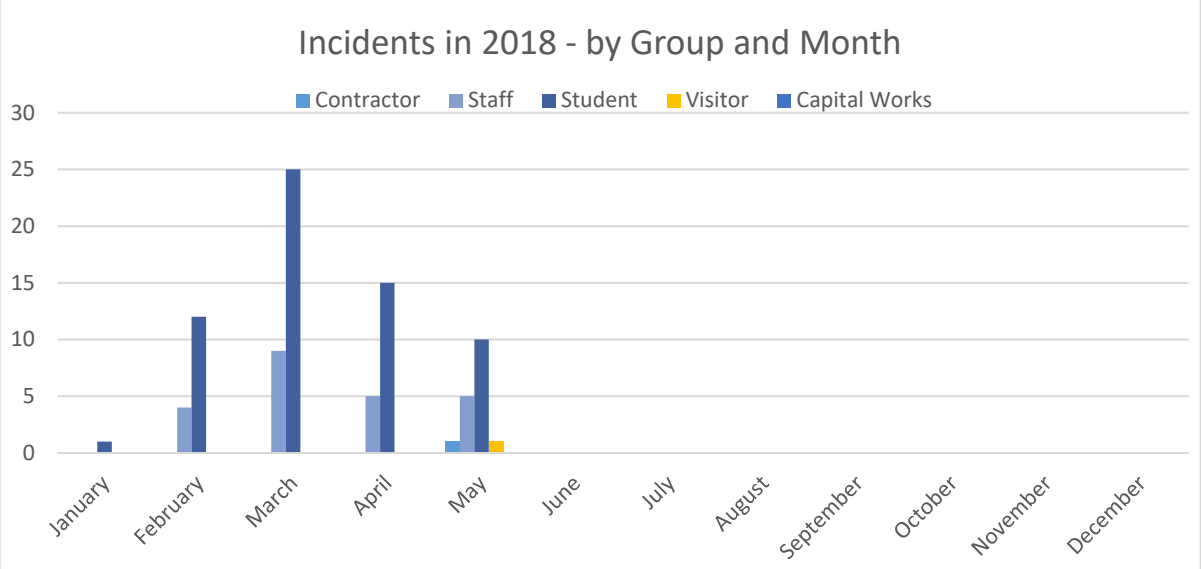


(Prior Year excludes Capital Works incidents)





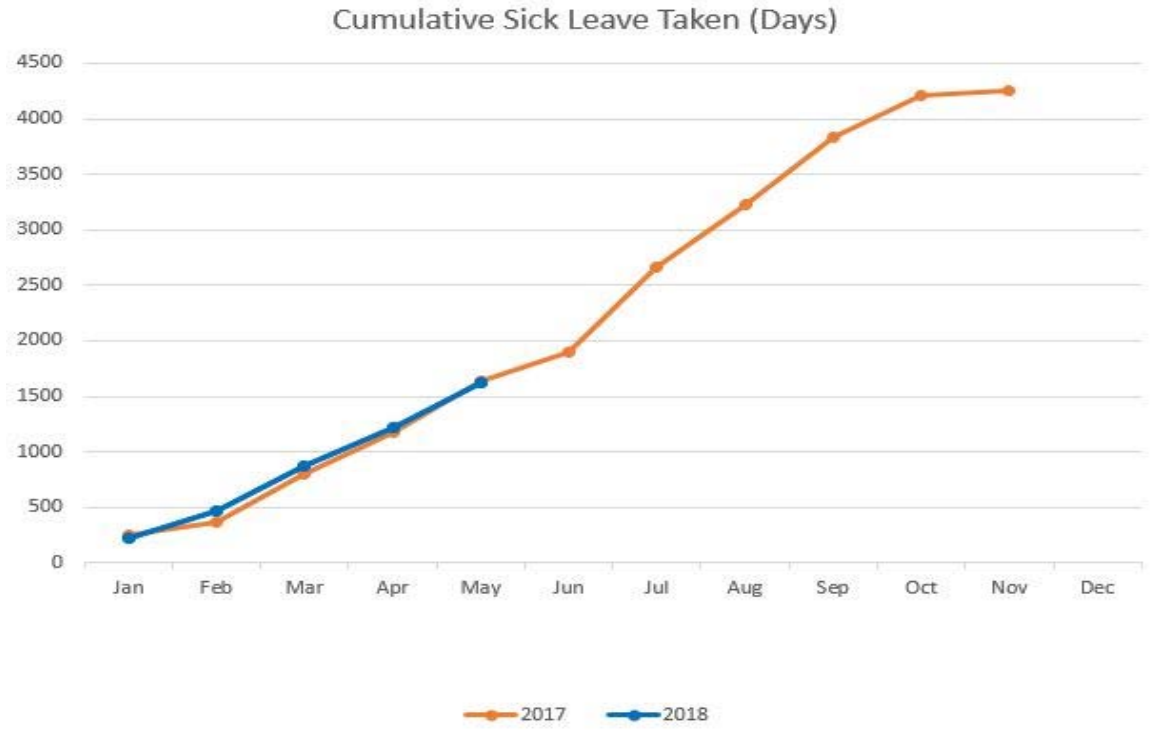




IMPROVING SYSTEMS AND PROCESSES		
Number of audits and inspections (excluding capital works programme)	0	
Staff participating in Health and Safety Oversight	36	H&S Coordinators
Number of provisional improvement notices issued	0	
Number of hazard registers past review date	0	

STUDENT WELFARE		
Number of student workplace locations reviewed	Unknown	A process is under development to collect data for this measure.

STAFF WELFARE		
Lost days due to on-site accidents	May: 3 days	I staff member suffered a strain lifting a food mixer.
Lost days due to work related off-site accidents	May: 0 days	Nil
Lost days due to sickness	May: 363 YTD: 1,625	Full time equivalent days. Five persons required more than five days consecutive sick leave. 35 days total. YTD 15 people have taken 280.6 days.
ACC compensation days.	YTD.	58 days work related 96.2 non work related



Number of new staff (excluding casual) that completed their health and safety induction process.	3 of 4 full time staff who started in May	75% The remaining staff member has been given a reminder
Number of staff on a return to work plan	1	1 non-work related.
Employee Assistance Programme May		
New clients	2	YTD 25
Sessions	8	YTD 74

CAPITAL WORKS PROGRAMME	
Audits Completed	Nil. No capital construction works in progress during May.
Audit Action Items	

OTHER
• Our Incident Management Team text messaging system was tested during May. • 43 Managers and H&S coordinators were provided training on the H&S Management system. One more session planned. • One fire event occurred in May. Rags used to wipe linseed oil onto timber began to spontaneously combust. The smoke was noted after hours by our security guard and a fire averted. The guard's effort was acknowledged and they were presented with a double pass to Visions on Campus Restaurant – 17 events YTD. • No contractors were inducted during May – 32 YTD. • Two workstation assessments completed – 8 YTD. • One staff member attended first aid training – 56 YTD.

HEALTH AND SAFETY ACTIONS UNDERWAY			
Action Description	**Owner**	**Due Date**	**% Complete**
Consideration of new supporting policies – Drug and Alcohol	TKM H&S Manager P&D Manager	June 2017	95 Draft has been reviewed incorporating changes. Draft to be tabled at TKM for ratification.
Training and Skills Development Plan prepared	P&D Manager H&S Manager	August 2017	100 People & Development have implemented a means of recording obligatory H&S certifications, licences and qualifications. Information is being gathered from Departments.
Placements - Develop processes that address placements and placement location	Director CS Director EAR	October 2017	95 Final draft to be tabled at the July Academic Board meeting for ratification.
Review incident management procedures, arrange training, test process	H&S Manager	February 2018	90 Incident Management Team refresher training completed. Review of existing procedures continuing.
Review rehabilitation guidelines as it relates to experience rating	H&S Manager P&D Manager	March 2018	50 Review of procedures is with People & Development and Payroll.

Tony Gray
Chief Executive

Ara Celebration of Success

Nomination Form

These awards are to recognise the essence and commitment to Ara's values – in the context of **"We're so glad you did!"**

Individual or Team for nomination	

Name of Nominator	

Please tick the category for nomination	
	Innovative approaches to curriculum development and delivery
	An unsung hero/heroine - it happened 'out of hours'
	They made a big difference
	Great customer service
	Excellence or innovation in safety, health & wellbeing practice

Please provide a brief note that describes the following:

The work that has occurred

What makes this work different or exceptional

Which Ara value(s) has been demonstrated by this piece of work	
	Aroha – A respect and care for others and yourself
	Hono – The journey is easier when we make it together
	Hihiri – A thirst and spirit for learning, and to do things that inspire you and others

Why you believe this person/team is exceptional (max 20 words)

Return completed nomination forms to Gay Hinton – gay.hinton@ara.ac.nz – by Monday 16 July 2018.

Ara Strategic Focus Areas and Priorities

February 2018 - Early 2019

Vision

Successful students

Value for employers

Effective staff

Values

Trust
Kia Pono

Connect
Kia Tūhono

Inspire
Kia Hihiri

Outcome 1
Successful learners

Focus Area 1
Students at the heart of everything we do

- Increase Māori and Pasifika achievement.
- Personalised, lifelong student journeys.
- Service, monitoring, and intervention strategies that drive student success.
- Opportunities for students to contribute to organisational planning and decision making as part of their learning.

Outcome 2
Prosperous individuals and communities

Focus Area 2
Responsive and agile portfolio and delivery

- Teachers and delivery methods are leading edge and inspire students.
- Products are responsive, agile, and renewed.
- Learning design maximises achievement.
- Industry and businesses partner with us to develop and upskill their employees.

Outcome 3
Working together

Focus Area 3
High performing organisation

- A culture of collaboration, information sharing, capability development, responsibility and accountability.
- Targets are set, strategies planned, progress monitored.
- Continuous improvement underpins everything we do.
- We value, prioritise and action cultural competency and confidence.
- Relationships with our iwi partners are strong and focussed on improving outcomes for Māori.

Outcome 4
Sustainable future

Focus Area 4
Responsive and agile portfolio and delivery

- A thriving and sustainable education business.
- Leveraging value from our assets and people.

Targets

90% Course Completion

Parity of achievement for Māori and Pasifika

EFTS: 7,308

Revenue: $103.8m

Surplus: $92,413

Ara
Institute of Canterbury
Ara rau, taumata rau

Ara Council 26 June 2018	**Agenda Item**	**9.2**
	Discussion Item	
PUBLIC	**Presented by**	John West

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	**Pasifika Strategy Update**
BACKGROUND AND PURPOSE	• The Pasifika Strategy was launched April 2017. • This up-date provides an overview of progress to date.
RECOMMENDATION(S)	1. That the implementation be noted.
LINK TO ARA STRATEGY	Outcomes for Pasifika learner are articulated in the Ara Strategy where parity of achievement for Pasifika learners is the key focus, thus raising organisational expectations for this learner group.
KEY ISSUES IDENTIFIED	• There is good organisational energy around the advancements to-date in supporting Pasifika students to success • The Pasifika Advisory Group (PAG) is a key conduit to the local community • Ara Pasifika colleagues and students are leveraging visibility around Pasifika to establish their voice through the organisation.
FINANCIAL IMPLICATIONS FOR ARA	-
RISK IMPLICATIONS FOR ARA	Outcomes for Pasifika learners are articulated in the Tertiary Education Strategy with a focus on boosting achievement of Pasifika: • There is an increase in rates of progression for Pasifika from study at levels 1 to 3 to higher levels. • There are increased rates of Pasifika enrolling in and completing qualifications at levels 4 and above. • There are better employment outcomes for Pasifika graduates (or, for lower level qualifications, progression to higher qualifications). Ara has a responsibility to respond to this policy focus.

Pasifika Strategy Update

Outcome 1 - Pasifika student participate, progress and achieve qualifications

2016 to 2017 there was a reduction in the actual number of Pasifika students studying at Ara (30 students), with EFTS only marginally behind over the same period (5.4EFTS). As at May 2018, enrolment patterns for Pasifika students show promising signs, with 478 students already enrolled for the year, representing 245.7EFTS. Enrolment patterns also show full-time students enrolment as being strong, exceeding 2016 levels and only 3 students behind 2017. Over the 3 year period there is also evidence to show that proportionally enrolments are trending toward Degree and Diploma level programmes and away from Certificate programmes.

Increased Pasifika student participation has also been seen in the 2017 and 2018 Pasifika student welcome. In 2017 Ara hosted 65 students and 15 family members to a welcome event. In 2018 this had grown to 70 students and 16 family members.

Ara Enrolment - Pasifika Students				
Year	**Full-time**	**Part-time**	**Total**	**EFTS**
2016	223	493	708	313.7
2017	228	462	678	308.3
2018	225	265	478	245.3

Note: Variation in aggregate Full-time and Part-time against the Total student count is due to student enrolment in multiple programmes

Student success is measured across a range of dimensions.

Over the past years 2015-17, Pasifika Student course completion has been 72.7%, 75.9% and 72.5%. Of the 2018 students that have completed courses in the last 3 weeks, course completion sits at 78.5%. These outcomes still sit well beneath organisation outcomes of around 85%. There is no one contributing programme or course that appears to be limiting Pasifika student achievement. Small numbers of student enrolments across a wide variety of programme make it difficult to establish a pattern 2015-18. The programmes with the greatest decrease in student performance from 2016 to 2017 have been identified and are being monitored in 2018.

Over the past years 2015-17, Pasifika Student qualification completion has been 58.0%, 55.7% and 61.6%. These outcomes still sit well beneath organisation outcomes of 82% qualification completion for 2017. Programmes with the greatest decrease in student qualification completion or where there are consistent patterns of poor qualification completion from 2016 to 2017 have been identified and are being monitored in 2018.

Pasifika student progression from 2016 to 2017 was 32.8% against an organisational rate of 22.6%. Given the nature of student enrolment in 2016, where proportionally more Pasifika students enrolled in Certificate level programmes than Diploma or Degree programmes, it is not unexpected to see strong progression results. Pasifika student progression from 2017 to 2018 has dropped to 26.9%. With proportionally higher enrolment in Diploma and Degree programmes in 2017 the opportunity for next step enrolment in higher level qualifications is

more limited for students in 2018, and could explain the decrease.

Retention of Pasifika students into 2017 and 2018 saw a 3.5% decline over time. For 2016 students, 57.6% of Pasifika student re-enrolled in 2017 or graduated, against an organisational outcome of 58.6%. Pasifika students enrolled in 2017 saw 52.2% re-enrol in 2018 or graduate, against an organisational outcome of 55.1%. It is natural at this time that 2018 retention is less than 2017 as 2018 enrolments are still being taken for S2.

Outcome 2 – The learning environment at Ara incorporates Pasifika values

With planned vacation of spaces on the City Campus, following the shift of Nursing, Midwifery and Medical Imaging students to HREF, an opportunity will exist to set aside a much needed study space for Pasifika learners. The Pacific Island Student Group (PISA) has been proactive in raising this and as space becomes available, we will work towards this.

More broadly and as is possible through the campus re-development, Pasifika themes have been included. This is strongly evident through the artwork in Te Kei in the most recent build.
The learning environment is significantly shaped by the activities that occur within Ara. The growing presence of PISA and their contribution to Ara activities has been evident during 2017 and into 2018. This year PISA have this year taken an active role in hosting students to the Pasifika student welcome. In recent weeks, PISA played a key role in the launch of Samoan Language week and a first ever onsite Ava Ceremony. The increased visibility of PISA is a critical component to demonstrating the Ara commitment to Pasifika education.

Outcome 3 – Increase Pasifika graduate employment rates

A measure of employment outcomes comes from the Graduate Outcome Survey. In 2016, 14 Pasifika graduates completed this voluntary survey. In 2017, this had increased to 37.
Proportionally those that were in current employment when the survey was completed increased from 2016 to 2017 from 64.3% to 67.6%. As the survey sample was significantly larger in 2017 the real number of graduates in work was substantively higher, 9 vrs 25 people. Over the same period there has been a noticeable shift in the salary ranges of graduates towards upper salary bands. Graduates over this period reported that the qualification they had completed is “very or of some relevance“ to their position, increasing from 66.7% to 84.6%.

Outcome 4 – Pasifika staff participate and progress within the organisation across management, teaching, research, administration and support roles

Overall Ara Pasifika staff numbers have increased into Q2 2018 to 24. With a smaller number of overall Ara staff this translates to a slight proportional increase in Pasifika staff numbers to 1.6%. Samoans are still the largest representative group, which is reflective of the wider Canterbury community. It is noted one significant Ara Pasifika colleague has moved on to a senior role at the Ministry of Pacific Peoples.

Ara Pasifika Staff				
	August 2017	**November 2017**	**February 2018**	**May 2018**
Cook Island Maori	2	3	3	2
Fijian (except Fiji Indian/Indo-Fijian)	2	2	2	2
Fijian Indian/Indo-Fijian	2	2	2	3
Niuean			1	1
Samoan	14	15	12	14
Tongan	3	1	1	2
Total	**23**	**23**	**21**	**24**
Sample	1580	1522	1413	1454
	1.45%	**1.51%**	**1.48%**	**1.65%**

Ara is experiencing increased and broadening Pasifika leadership. Where reliance on a few existed to host events and take key leaderships roles, there is evidence to show more colleagues are stepping into these spaces. Similarly, from a participation perspective more Pasifika colleagues are engaged in Ara Pasifika activities. This is creating some tension where some staff are directly employed in a role that has a Pasifika context and others are not. Colleagues are seeking from Ara some guidance around how those that are not in Pasifika based roles have sufficient "space" within a work context to contribute and participate. TKM has recently agreed to progress this through a discussion with senior managers and a process to agree to participation.

In October 2018 Ara will host the 2018 APSTE Conference. An organising committee of 10 Ara Pasifika colleagues are co-ordinating this national event, which will provide an opportunity for all Pasifika staff to engage with colleagues through NZ.

John West
Director, Student Services

Ara Council 26 June 2018	**Agenda Item**	**10.3a**
		Information Item
PUBLIC	**Presented by**	T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	**Academic Board**

BACKGROUND AND PURPOSE	*A summary report to Council from Academic Services Division of:*
	• *The Academic Board meeting was held on 24 May 2018.*
	The Academic Board role is to:
	• *Advise Council, and recommend where appropriate, on the academic strategic direction and practices of the institution.*
	• *Develop, monitor, review and maintain policies on academic matters including research conducted by staff.*
	• *Consider proposals for new programmes.*
	• *Approve programmes.*
	• *Manage sub-committees as required, including:*
	  • *Defining delegations, roles, Terms of Reference (ToR) and membership.*
	  • *Receiving and acting on reports.*
	  • *Reviewing performance and effectiveness.*
	• *Consider and report on any other academic matters which are referred to it by the Council or CE, or which the Board believes are of significant importance.*

RECOMMENDATION(S)	1. That the Academic Board report be received.
LINK TO ARA STRATEGY	High Performing Organisation.
KEY ISSUES IDENTIFIED	**Note:** Graduate Survey Results. 90% of graduates achieved their main study purpose 85% of graduates study was relevant to current employment. Graduates from Engineering, Architecture and Humanities earn the highest on graduating. Trades were highest in 2017.
FINANCIAL IMPLICATIONS FOR ARA	-
RISK IMPLICATIONS FOR ARA	-

Academic Board Report

1 Student Representatives

Emma McCallum (2nd yr Bachelor of Social Work) and Natacha Varlet (1st yr New Zealand Diploma in Architecture Technology) have joined the Academic Board as the student representatives from the Ara Student Council. They were warmly welcomed to the Board and have since taken part in an Academic Board induction.

2 Policy Update

The Board received an implementation plan related to the introduction and implementation of the TANZ Harmonisation regulations, as approved by Academic Board in December 2017. The revised Assessment policy was submitted and approved. It was agreed that the timeframe for return of assessments of two weeks would be continued. In the rare occasion when an extension of time was required for a particular assessment in an occurrence a request would be made to the Deputy Chief Executive - Learning, Delivery, Innovation and Applied Research.

3 Programme Reviews

The Bachelor of Midwifery has been delivered concurrently with Otago Polytechnic. This relationship has now ended and Ara are seeking approval for its own programme of study. Changes to the qualification have been made to align with recent changes made by the Midwifery Council of New Zealand.

4 2017 Graduate Outcome Survey

The survey of 2017 graduates has now been completed with results analysed and reported to the Academic Board. The response rate was down slightly on 2016 (46.4%) at 42%.

Graduates reported:

- An increase in satisfaction in achieving their main purpose of study 90.1%.(+1.5%).
- An increase in satisfaction that their time spent at Ara studying has increased their chances of gaining employment to 55.8% (+2.0%).
- An increase in the relevance of their qualification to their employment – up to 84.7% (+0.9%).
- Over half of Ara graduates (50.6%) earn $40,000 or more per year with 25% earning within the pay band of $40,000 - $49,000.
  - 45.6% of Engineering and Architectural graduates now earn over $50,000 annually and have overtaken Trades to become the top earners in 2017. In 2016, Trades was the highest with 52.9% earning $50,000 or more.
  - Of note, 27.9% of Humanities graduates earn $60,000 or more annually.
- There was a slight reduction (-1.4%) in satisfaction that Ara met their needs at 85.9.

Departments will be responding to their individual results at the Board of Studies meetings and using the data to inform their self-assessment processes throughout 2018.

Ara Council **26 June 2018**	**Agenda Item**	**10.3b**
		Information Item
PUBLIC	**Presented by**	J Hunter

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	**Council Sub-Committee Reports**
BACKGROUND AND PURPOSE	• Public record of the formal Ara Sub-Committee Council meetings, held for the Council Audit and Risk Committee and the Council Campus Redevelopment Committee in June 2018.
ARECOMMENDATION(S)	That Council: 1. Receive the unconfirmed minutes of the meeting of the Council Audit and Risk Committee on 8 June 2018 and note the resolutions contained. 2. Receive the verbal update of the meeting of the Council Campus Redevelopment Committee on 19 June 2018 and note the resolutions contained.
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

Council Audit and Risk Committee

Minutes of a meeting of the Council Audit and Risk Committee held on Friday 8 June 2018 at 1.00pm in Room G202.

Welcome

Michael Rondel (Chair) welcomed attendees to the meeting.

1 Attendance

1.1 Present

a Elected Members

Michael Rondel (MR) (Chair), John Hunter (JH) (via telephone), Elizabeth Hopkins (EH), Jeremy Boys (JB) (via zoom).

b Non-Voting Officers

Darren Mitchell (DM), Tracey McGill (TMG), Lyn Russell (Minute Secretary).

1.2 Apology

Tony Gray (TG)

1.3 In Attendance

Emma Henshall (Finance Manager), Murray Harrington, Sonja Healey (PwC) and John Mackey and Chris Genet (Audit NZ).

2 Confirmation of Minutes

*It was **resolved** that the Minutes of the Council Audit and Risk Committee meeting held on 6 April 2018 be approved as a true and accurate record of the proceedings of that meeting, and be signed by the Chair accordingly.*

M Rondel / J Boys Carried

3 Action List / Matters Arising

Nil.

4 Public Excluded

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

Chair Carried

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

4.1	Minutes of the meeting held on 6 April 2018	[s9(2) (i)]
4.2	Matters Arising	[s9(2) (i)]
4.3	Audit NZ – Management Report 2017 Audit	[s9(2) (i)]
4.4	I&SS Update Report	[s9(2) (i)]

Draft

4.5	FMIS Update Report	[s9(2) (i)]
4.6	Treasury Report	[s9(2) (i)]
4.7	PwC – Internal audit Update – Verbal	[s9(2) (i)]
4.8	Financial Delegations	[s9(2) (i)]
4.9	Key Risk Register Update	[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:

- *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

The Council moved back into open meeting.

5 Next Meeting

18 July 2018

The meeting concluded at 2.06pm.

Draft

2018 Council Work Programme

as at 16 May 2018

Month		Topics	Notified Non-availability
January	30	**Council Meeting (ChCh)** • Conflicts of Interest – signed updated register from each member • Reconfirm Committee and Trust Memberships • Council Policy Review • Council Documentation Review • Board Self-Assessment	M Taite-Pitama (30 Jan)
	30	Chief Executive Remuneration and Performance Review Committee	
February	15	Graduation (Timaru – 2pm)	E Hopkins (3-10 Feb) T Arseneau (5-10 Feb) J Annear (6-11 Feb)
	20	Council Campus Redevelopment Committee Meeting	
	22	Chief Executive Remuneration and Performance Review Committee	
	27	**Council Meeting and Workshop (ChCh)** • 2017 End of Year Provisional Financial Report • Strategic Development Fund – 2017 Close-out Reports	
March	12	Council Audit and Risk Committee Meeting	T Arseneau (13-20 March)
	12	Chief Executive Remuneration and Performance Review Committee	
	27	**Council Meeting (ChCh)** • Board Self-Assessment • Health and Safety Manager Report • Draft Annual Report 2017 • Risk Management Framework Review	
	29	Autumn Graduation Ceremonies (9.30am and 2.30pm sessions)	
April	6	Council Audit and Risk Committee Meeting	J Cartwright (20-27 April)
	17	Council Campus Redevelopment Committee Meeting	
		Note: No Council meeting this month	
May	1	**Council Meeting (ChCh)** • Final approval of 2017 Annual Report • Report on Affixing of Common Seal • Kaiārahi Report	J Boys (1 May)
	3	Full Academic Board	
	16	Council Audit and Risk Committee Meeting	
	29	**Council Workshop(ChCh)** Workshop (1) Future Focus on Content of the Transformation Agenda	
June	18	Chief Executive Remuneration and Performance Review Committee	J Cartwright (2-13 June)
	19	Council Campus Redevelopment Committee Meeting	
	26	**Council Meeting (Woolston Campus, ChCh)** • Risk Framework Report • Pasifika Strategy Report • Internationalisation Strategy Report • Health and Safety Manager Report • Health and Safety Walkabout • Fee Setting	
July	18	Council Audit and Risk Committee Meeting	J Cartwright (13-20 July) J Hunter (13-30 July)
		Note: No Council meeting this month	
August	21	Council Campus Redevelopment Committee Meeting	
	28	**Council Meeting (Timaru and Ashburton)**	
September	19	Council Audit and Risk Committee Meeting	

	21	Spring Graduation Ceremony (10am)	
	25	**Council Workshop (Chch)** Workshop (2) Learning Delivery and Products	
October	?	Chief Executive Remuneration and Performance Review Committee	
	16	Council Campus Redevelopment Committee Meeting	
	30	**Council Meeting (ChCh)** • Report on Affixing of Common Seal • Risk Management Framework – Quarterly Report • Annual Report 2018 – content/format • Health and Safety Manager Report • Health and Safety Walkabout • Pasifika Strategy Report • Kaiārahi Report	
November	1	Full Academic Board	
	27	**Council Workshop (ChCh)** Workshop (3) People Capability and Adaptability	
December	11	**Council Meeting (if required)** • 2018 Budget – Sign off	
	12	Council Campus Redevelopment Committee Meeting (if required)	
	13	Council Audit and Risk Committee Meeting	

10.30-11am Council only time; 11am – 3pm Council meeting

Waitangi Day – Tues 6 Feb
Good Fri – 30 Mar
Easter Mon – 2 April
Easter Tue – 3 April
ANZAC Day – Wed 25 Apr
Queen's Birthday – Mon 4 Jun
South Canterbury Anniversary Day (Timaru Campus) – Mon 24 Sept
Labour Day – Mon 22 Oct
Canterbury Anniversary/Show Day – Fri 16 Nov

Christchurch Location: Room G202, Council Room, Te Kei
Timaru Location: Room TA210, Boardroom, Timaru Campus.

Ara Council Media Report - May 2018

9 May

Council Roles - Chris Hipkins has made 26 appointments to TEI councils at AUT, Waikato Uni, Wintec, MIT, Unitec, EIT, NorthTec, Open Poly, UCOL, WITT, Ara, NMIT, Otago Poly and SIT. They include new Chairs at UCOL and EIT (the latter replacing the longstanding David Pearson.

14 May

Arts - Ara supported a few teams in the 48 Hours Film Festival over the weekend, while other students are finalists in a scheme to make creative use of empty Christchurch shop fronts

16 May

Ara were an exhibitor at Manufacturing and Technology Pathway Expo, recently hosted at Geraldine High School.

Ara build Tiny Houses secondary-school-students-build-tiny-houses-at-woolston

22 May

Art - Ara has worked with Timaru PTEs to offer art workshops to youth.

25 May

Ara Annual Report 2017

Ara Institute of
Canterbury 2017 Ani

A new life for MisteR designers- both fashion graduates

Other

13 news stories were produced during May and 5 of these were published by the media.