Ara

Institute of Canterbury

Ara rau, taumata rau

Notice of Meeting

A meeting of the Ara Council will be held:

on   **Tuesday 28 May 2019**

at   **11.00 am (Public session to commence at 1.30pm)**

in   **Room G202, City Campus.**

Tracey McGill
Council Secretary

COUNCIL MEETING AGENDA

Tuesday 28 May 2019
11.00 am*
Room G202, Council Room, Te Kei, City Campus

Note: Ara Council only time 10.30am to 11.00 am and the public meeting commences from 1.30pm.

Ara Council Public Excluded Meeting

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**	11.05am	2.1 RoVE Update 2.2 Accelerated Transformation Programme Investment Plan		[s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)]	Verbal Attached
3)	**Meeting Business**	11.55pm	3.1 Meeting held Tuesday 30 April 2019 (PE) 　a Approval of minutes 　b Matters arising 　c Action List		[s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)]	Attached
4)	**For Discussion**	12.00pm	**MONTHLY REPORTS** 4.1 Chief Executive – Public Excluded 　a Health and Safety 　b Ministry of Awesome 　c Department of Business 　d South Canterbury 4.2 Deputy Chief Executives – Public Excluded 4.3 Kaiārahi Report		[s9(2) (i), (j)]	Attached Attached Attached
5)	**Guest Presentation**	12.30pm	**ChristchurchNZ Chief Executive – Joanna Norris** Welcome, introductions and working lunch		[s9(2) (i), (j)]	
6)	**For Decision**	1.00	6.1 Fee Setting 2020		[s9(2) (f), (i), (j)]	Attached
7)	**For Information**	1.15pm	**MONTHLY REPORTS** **Subcommittees and Other** 7.1 Trustees Update 7.2 Council Audit and Risk Committee –PE 　a Risk Register 7.3 Council Campus Redevelopment Committee – PE 　a Capital Projects Assessment 7.4 Remuneration Committee		[s9(2) (i), (j)] [s9(2) (i), (j)] [s9(2) (i), (j)] [s9(2) (i), (j)]	Verbal Attached Verbal Attached
8)	**General Business**	1.25pm				

Ara Council Public Meeting				
9) Meeting Business	1.30pm	9.1	Karakia : Ara Waiata	Te Marino
		9.2	Apologies	
		9.3	Disclosure of Conflicts of Interest	Attached
		9.4	Meeting held Tuesday 30 April 2019 a Approval of minutes b Matters arising c Action List	Attached
		9.5	Correspondence	Attached

10) For Discussion	1.45pm	**MONTHLY REPORTS**
		10.1 Chief Executive
		    a Health and Safety
		    b Deputy Chief Executives
		      • Advantage You Progress Report
				Attached

		OTHER
		10.2 Ara Council Governance Documentation:
		    a Constitution
		    b Charter
		    c Statute
				Attached

11) For Information	2.15pm	**MONTHLY REPORTS**
		11.1 Chair Report
		11.2 Trustees Update
		11.3 Sub-Committee Reports
		    a Academic Board – note: no meeting held in April
		    b Council Audit and Risk
		    c Council Campus Redevelopment Committee
				Verbal
				Verbal
				
				Attached
				Verbal

		OTHER 11.4 Report of the Common Seal 11.5 2019 Council Work Programme 11.6 Media Report		Attached Attached Attached
12) General Business	2.50 pm			
	3.00 pm	Poroporoaki		

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 **28 May 2019**	**Agenda Item**	**9.3**
	Information Item	
PUBLIC	**Presented by**	T Gray

<table>
<tr><td colspan="2" align="center">ARA COUNCIL REPORT SUMMARY</td></tr>
<tr><td>TITLE OF REPORT</td><td>2019 Register of Disclosure of Conflicts of Interest</td></tr>
<tr><td>BACKGROUND AND PURPOSE</td><td>•   To provide an accurate and up to date register of disclosures of conflicts of interest of the Ara Council members.</td></tr>
<tr><td>RECOMMENDATION(S)</td><td>Council to check the information on the register is accurate and current and advise the Council Secretary of any changes.</td></tr>
<tr><td>LINK TO ARA STRATEGY</td><td>N/A</td></tr>
<tr><td>KEY ISSUES IDENTIFIED</td><td>N/A</td></tr>
<tr><td>FINANCIAL IMPLICATIONS FOR ARA</td><td>N/A</td></tr>
<tr><td>RISK IMPLICATIONS FOR ARA</td><td>N/A</td></tr>
</table>

2019 Register of Disclosure of Conflicts of Interest

as at 30 April 2019

Council Members

Janie Annear Deputy Chair *[Term: 01/01/16 - 30/04/20]*	• Janie Annear Consulting (Director) • Local Government Commissioner • Specialised Structures Advisory Board (Director) • Westhills Forestry Ltd (Shareholder) • Rosehill Trust (Trustee) • Timaru Holdings (Partner)	• 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 (Chair – Clinical Quality & Risk Committee).	• Canterbury Clinical Network (Independent Advisor) • Cartwright-Newton Family Trust (Trustee) • JC Ltd (Director)
Stephen Collins *[Term: 01/05/13- 30/04/20]*	• Basileus Investments Ltd (Director and shareholder) • 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) • Rebekah Collins Trust (Trustee) • Samuel Collins Trust (Trustee) • Westwood Ltd (Director and shareholder) • Central City Business Group (CCBG) (Trustee)
Elizabeth Hopkins *[Term: 01/05/14- 30/04/20]*	• Ara Foundation (Trustee) • Hi-Aspect (Chair) • Hopkins Partnership (Director and Shareholder) • University of Canterbury (Consultant to 31 March 2019)) • University of Canterbury (Employee from 1 April 2019).	• Landcare Research (employee) • Hopkins Partnership (Director and Shareholder)
John Hunter CCRC Chair *[Term: 01/05/14- 30/04/19]*	• Hunter York Family Trust (Trustee) • Nelson Bays Primary Health (Chair) • 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) • Rangiora High School (Advisor to Board of Trustees)	

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

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Ara Institute of Canterbury

Council Minutes

30 April 2019

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Minutes from the Ara Institute of Canterbury Council meeting held on Tuesday 30 April 2019 at 1.30pm in Room G202, Te Kei, City Campus and via videoconference to Room TA210, Timaru Campus.

8   Statutory Requirements

8.1   Karakia/Mihi

The meeting commenced with the Ara Waiata.

8.2   Attendance

a   **Present**

i   **Voting Members**
Thérèse Arseneau (Chair), Janie Annear (Deputy Chair), Jeremy Boys, Jane Cartwright, Stephen Collins, Elizabeth Hopkins, John Hunter and Melanie Taite-Pitama.

ii   **Non-Voting Officers**
Tony Gray (Chief Executive) and Christina Yeates (Minute Secretary).

iii   **In Attendance**
Eleanor Rarity (Timaru Herald).

b   **Apologies**

i   **Voting Members**
Nil. [Noting: Elizabeth Hopkins and John Hunter were absent from the meeting from 1.30pm to 1.50pm on Council business].

ii   **Non-Voting Officers**
Te Marino Lenihan (Kaiārahi) and Tracey McGill (Council Secretary).

iii   **Management**
Darren Mitchell (Deputy Chief Executive – Chief Operating Officer).

8.3   Disclosure of Conflicts of Interest   [Pages 19/Ara Council/04/97-99]

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

b   **Declarations of interest for items on today's agenda**
Nil.

8.4   Confirmation of Minutes   [Pages 19/Ara Council/04/100-106]

a   **Minutes of Committee Meeting – 26 March 2019**

*It was **resolved** that the minutes of the ordinary meeting of the Ara Council held on 26 March 2019 (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.*

S Collins/J Boys   *Carried*

b   **Action List of Committee Meeting – 26 March 2019**

The action list of 26 March 2019 meeting was received and noted. Specific updates are recorded below:

- AP1900 – Review of Governance documentation – Council noted that the revised Constitution is on the agenda for discussion and approval today and that the governance documentation will be reviewed for the May meeting. These actions have now become combined into action point 1919.

- AP1904 – Health and Safety – the Chief Executive advised that the new leadership group has now met for the first time, with Jeremy Boys in attendance, as the Council representative. Regular audits are being worked into the reporting to the leadership group. Ara is in the process of purchasing a new software programme for managing and developing health and safety activity at the institute; full terms of reference were signed off at this first meeting and these will be made available to Council. These actions have now become combined into action 1920.

- AP1912 – Maori data is now included in the enrolment reporting – completed.

c   **Matters Arising**

Nil.

8.5   Correspondence   [Pages 19/Ara Council/04/107-109]

a   The correspondence from Minister Hipkins was received, advising of the reappointment of Janie Annear as Deputy Council Chair, Stephen Collins and Elizabeth Hopkins for a further term of one year. Council noted the extension of the appointments from 1 May 2019 to 30 April 2020, thanked and

congratulated the members on their continuing commitment by reappointment.

9   For Discussion

9.1   Chief Executive Report   [Pages 19/Ara Council/04/110-116]

The report was taken as read and the Chief Executive provided the following update:

RoVE

a   The Ara submission has been received by the Minister of Education and is now pending the outcome of this consultation process, likely to be late May/early June.

b   Council noted that feedback from stakeholders has been positive and this includes the CDHB and the South Canterbury Chamber of Commerce.

Transformation Programme Update

c   The CE advised that a report on the Ara Transformation programme had been received by Council and discussed in the public excluded session of the meeting. There has been some slowing down of some parts of the transformation programme as a result of the events of 15 March and concentration on the RoVE. An internal investment plan around the next stage of transformation projects will be presented to Council at the May meeting.

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

T Arseneau   *Carried*

9.2   Health and Safety

The monthly report was taken as read and there were a number of health and safety discussion points discussed.

a   Reporting – It was agreed to look at ways of reporting on incidents and what developments we should be putting in place to reduce incidents and create zero harm workplaces.

b   Internal Audits – Council requested that these commence immediately and on a monthly basis across all campuses.

c   It was noted that there is a continuing shifting of the health and safety culture at Ara to ensure it is everyone's responsibility, health and safety is included on every team agendas; a seed change in terms of the context of reporting

and improving the way in which colleagues provide information on a range of health and safety issues, is being encouraged.

d   Council felt that it should be maximum priority to get the new system up and running; there should be no blank boxes in due date fields, and it is not acceptable to have any inductions less than 100%.

e   The CE agreed to review the likely reason for an increase in the number of serious incidents – Council were keen to know if this was potentially down to better reporting measures.

Action: *CE to check background to the increase in number of incidents.*

[AP1919 Chief Executive]

9.3   Ara Constitution   [Pages 19/Ara Council/04/117]

The model ITP constitution from the TEC was taken as read.

a   On the recommendations of the Council Governance subcommittee it was agreed to increase the membership of the Ara Council to ten members, encompassing the new legislation for one member to be a permanent member of staff and one member to be an enrolled student.

b   The process for this new constitution of the Council will be discussed at the May Council meeting in terms of how we implement this and how it sits alongside other Council governance documentation such as the Ara Statute and draft Ara Charter.

*It was **resolved** that the Ara Council approve the new and revised constitution for Ara which includes the number of the members of Council increasing to 10, six of which are appointed by the Ara Council and four by the Minister of Education. The membership will include one permanent staff member and one enrolled student. Appointments will be made in accordance with the Education Act 1989 and the Council's Statute.*

J Boys/J Annear   *Carried*

Action: *Council Minute Secretary to advise Julia Kennedy (TEC) of the revised Constitution and Ara Council resolution. The subcommittee will also meet prior to the next Council meeting to review and advise on current Ara Council governance documentation and to recommend the process for future appointments.*

[AP1920 Council Minute Secretary/J Hunter/J Cartwright]

10   For Information

10.1   Chair Report

The Council Chair provided the following summary of activity:

a   **RoVE:** Acknowledgement of the work on the RoVE consultation process and the Ara submission to government, led by the CE and the team internally and also thanked all stakeholders across the Canterbury region for their valuable input; Council requested the Ara submission be made available on the external Ara website.

Action: *CE to arrange for the Ara submission to be available on the external Ara website.*

[AP1921 Chief Executive]

b   **Graduation:** The Chair also reflected on the day of the March Graduation ceremony for Ara as it was held on a difficult day with the National Memorial Service for the victims of the terrorist attack taking place in Christchurch the same morning. The Chair wished to thank and acknowledge the organisation Committee behind the graduation ceremony and in particular, colleague Linda Reed for her efforts, as the start of the ceremony was delayed. The Chair also thanked attendees for their understanding around the delayed start. Council agreed that it was a beautiful ceremony with it being the first time back in the Town Hall since the earthquakes and noted the audience was of record size.

10.2   Trustees

a   **Ara Foundation:** Jane Cartwright advised the following:

- That the Ara Foundation has met and has a new Chair (Katherine Ewer) and a new Deputy Chair. There have been 25 funding application through scholarships from both students and staff and the letters from the CE were very helpful in the decision-making process.

- The Ara Foundation will be amending its deed in regard to members terms (currently 8-year limit). This affects the Ara Council members as both Jane Cartwright and Elizabeth Hopkins have exceeded these terms.

- Impact of RoVE – legal advice is being taken in regard to the Ara Foundation being able to retain their role as an entity and obligations by the Trust.

b   **OEDT:** The CE advised that the OEDT are also seeking legal advice in relation to RoVE.

10.3 Sub-Committee Reports

a) Academic Board   [Pages 19/Ara Council/04/118-124]

The report was taken as read.

    i.   Terms of Reference – taken as read.

- The CE advised that the focus has been on the development and change of the terms of reference which have been reviewed and provided for Council to approve.

- **Membership:** In particular, there are changes to the membership composition around the Student Voice Co-ordinator as a student representative. The CE provided background to this as there have been issues in the past due to election of officers and so students have supported this particular role being used to feedback to the Committee. This captures the student focus groups – e.g. support to academic issues fed into the student committees; the Student Voice Co-Ordinator takes the issues to the relevant Committees e.g. student support, counselling services, programme delivery. Discussed at the Student Executive and this sits in the Customer Engagement and Experience area.

- **Committees of the Academic Board:** Changes to the make-up of these committees is designed to strengthen some specific areas of activity across Ara (Teaching and Learning, Programme Approval, Research and Knowledge Transfer (including Human Ethics); Evaluation and Review and Postgraduate Board of Studies).

- **Human Ethics:** Council advised the need to ensure external representation.

- **Postgraduate Board of Studies:** Council advised that representation from this subcommittee is not represented on the Academic Board membership.

- The large size of the membership was discussed – it was agreed this gives a broad spectrum of representatives across the organisation.

- The powers of delegation from the Council through the CE for Academic Board were clarified.

- Council requested that the CE ensure there is thought to the membership in regard to ethnicity – to ensure recognition of partnership with Maori and diversity across other membership.

Action: *CE to arrange for external representation on human ethics subcommittee; review the postgraduate board of studies representative on Academic Board*

membership and to ensure diverse representation in the membership.

[AP1922 Chief Executive]

*It was **resolved** that the Ara Council approve the revised Academic Board Membership and Terms of Reference (APP203) subject to the comments as detailed, relating to human ethics and the postgraduate board of studies representation and ethnicity of membership.*

J Cartwright/M Taite-Pitama   *Carried*

        ii.   RoVE – it was noted that this will be a key decision for the Minister in terms of what he does to the Act in relation to Academic Boards.

b) Council Audit and Risk

Council were advised there no matters of substance to report from the Council Audit and Risk public meeting held on 13 March 2019. The meeting minutes were taken as read.

c) Council Campus Redevelopment Committee

Council were advised there no matters of substance to report from the Council Campus Redevelopment Committee public meeting held on 19 March 2019. The meeting minutes were taken as read.

10.4   2019 Council Work Programme   [Pages 19/Ara Council/04/127-128]

The programme was taken as read.   Discussion on the workshops and it was agreed that this would be a watching brief in terms of the topics and that the Chair and CE will review and recommend changes to Council as appropriate.

Action: *CE and Council Chair review and recommend changes to the workshop programme for the year.*

[AP1923 Chief Executive]

10.5   March Media Report   [Pages 19/Ara Council/04/129]

The report was taken as read.

11   General Business

11.1 Ara Council Community Appointments

a   Further to the Ministerial appointments as per agenda item 8.5a, the Chair recommended that the Council community appointees be reappointed to the Ara Council to run concurrently with the ministerial appointees.

It was resolved that the Ara Council approve the reappointment of Jeremy Boys, John Hunter and Jane Cartwright to the Ara Council for a further term of one year, commencing 1 May 2019 to 30 April 2020.

J Annear/E Hopkins   *Carried*

b   The Chair thanked and congratulated these Council members on their continuing commitment to the organisation.

c   It was noted that none of the Council community appointees took part in the voting.

There being no further public business, the public meeting closed at 2.20pm for the Ara Council to reconvene the public excluded session.

READ AND CONFIRMED   Chair: ………. …..……………..…………..…………….
                                28 May 2019

Ara Council Minutes - Action List as of 30 April 2019

# (yr/#)	Date when Action Arose	Agenda Item	Topic	Action	Council Responsibility	Status	Due Meeting date
1919	30/4/19	9.2	Health and Safety	Updated 30/4/19: Leadership Group – terms of reference to be circulated to Council Monthly internal audits across all campuses to commence immediately CE to check the increase in the number of incidents – is this due to better reporting	Chief Executive	In progress to update at the May meeting	28 May
1920	30/4/19	9.3	Review of Governance documentation – Statute/Standing Orders/Charter	Updated 30/4/19: Revised constitution to be sent to TEC; subcommittee to be convened to review existing governance documents alongside the new Constitution	Council Minute Secretary/J Hunter/J Cartwright	Revised governance documentation to May meeting.	28 May
1921	30/4/19	10.1a	Chair Report - RoVE	Ara submission to be made available on the external Ara website	Chief Executive	Completed	28 May
1922	30/4/19	10.3a	Academic Board	CE to arrange for external representation on human ethics subcommittee; thought to postgraduate board of studies representative on Academic Board membership and to ensure diverse representation on ethnicity across the membership	Chief Executive/Academic Board	In progress for next Academic Board meeting	August
1923	30/4/19	10.4	2019 Council Work Programme	CE and Council Chair to review and recommend changes to the workshop programme for the year.	Chief Executive/Council Chair	Completed	28 May

Ara Council **28 May 2019**	**Agenda Item**	**9.5**
	Information Item	
PUBLIC	**Presented by**	T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Ara Council Correspondence
BACKGROUND AND PURPOSE	• To provide the full Ara Council with a copy of relevant correspondence received since the last Council meeting.
RECOMMENDATION(S)	That the Ara Council note the correspondence received as follows: 1. Letter from the Controller and Auditor-General in relation to 'Insights and Reflections: Our 2017/18 Central Government Audit Work' dated 9 May 2019; 2. OIA request from Dr Shane Reti MP and Ara Response dated 15 May 2019; 3. Letter from Hon Chris Hipkins, Minister of Education in relation to the Ara Annual Report 2018, dated 21 May 2019.
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

CONTROLLER AND AUDITOR-GENERAL
New Zealand | Tumuaki o te Mana Arotake

9 May 2019

| John Ryan

Tēnā koe

INSIGHTS AND REFLECTIONS: OUR 2017/18 CENTRAL GOVERNMENT AUDIT WORK

I am writing to set out some reflections and insights from our central government audit work over the last year. I hope you find this useful when preparing your financial statements and related information and for your ongoing work on improving systems, processes, and accountability in your organisation.

I want to start by acknowledging the good work that you and your teams do to ensure that the processes for making decisions and accounting for the use of public resources are generally very sound. My auditors have also reported improvements in a number of areas that had been highlighted as requiring attention in previous years. Among all the other pressures that you work under, I greatly appreciate this solid foundation and commitment to ongoing improvement.

The attachment to this letter records more detailed areas that you may wish to focus on when considering the robustness of your current systems and processes. These general observations are not targeted at any one agency but you may nevertheless find them useful.

From my point of view, there are three key matters I would like to bring to your attention.

The first is that we have seen instances where it appears that organisations have taken the view that the ends justify the means. Poor decision-making and poor procurement practice have led, in one instance, to an inability to show money was well spent. In another, the organisation is unable to justify the spending that has occurred and has not met the standard required when dealing with public funds. Although these kinds of issues rarely arise, I ask that you take care, particularly when under pressure to deliver, to also ensure that the principles and practices appropriate for dealing with public money continue to be followed.

Secondly, I want to reinforce something that you already know well. The tone from the top is critical to ensuring that we continue to build on the high integrity, high performance reputation of the public sector. Active interest by leaders in ensuring that the organisation has strong governance and accountability mechanisms, well-functioning systems and processes, and a culture that supports integrity are all critical to reinforcing an expectation that staff should always do what is right.

Finally, I encourage you to consider how to enhance the value of your performance reporting. It is worth remembering the basics of good reporting, such as the importance of maintaining alignment of your performance measures and reporting with your strategy and to ensure that external reporting measures are linked to internal management processes. To maintain trust and confidence in the public sector, it is important that you can show what outcomes have been achieved and what difference your organisation is making to New Zealanders. As the complexity and the demand for meaningful reporting are increasing, I expect my Office to put a stronger focus on performance reporting in the future.

Thank you again for the support you have shown to my auditors and the work of the Office over the last year.

Nāku noa, nā

John Ryan
Controller and Auditor-General

Observations from our 2017/18 central government audit work

Review your integrity settings

Although there are no immediate concerns about integrity arising from the 2017/18 audits, the risk is always there. Organisations need to "keep their house in order" by, for example, preparing a suitable assessment of the risk of fraud and other wrongdoing, ensuring that all relevant policies for sensitive expenditure are reviewed and updated, and making expectations clear at all levels of the organisation.

For example, sensitive expenditure needs to:

- have a justifiable business purpose;

- preserve impartiality;

- be done with integrity;

- be moderate and conservative, having regard to the circumstances;

- be made transparently; and

- be appropriate in all respects.

These principles apply as much to Crown entities as to the core state sector. If in doubt about whether an item of sensitive expenditure is appropriate, consider how the spending could be perceived by the public – will the spending withstand public scrutiny?

Also, we keep encountering issues with the use of work credit or purchase cards. We understand that businesses need to use them and most agencies manage them well. However, there are inherent risks associated with the use of credit or purchase cards. Please make sure that your management team is vigilant, clear about the risks, and you have strong systems in place to manage them.

Getting the basics right

Our auditors noted that some organisations have gaps in some "basic accounting housekeeping" aspects of financial management. Reflecting on the recurring issues we have found, we suggest that organisations should:

- have in place separate functions for journal entry and approval, and a formal process for reviewing journal entries;

- have independent reviews and validation of creditor and staff masterfile changes and of monthly reconciliations; and

- ensure the segregation of duties - that is, sharing the tasks and associated privileges for a specific process among multiple users - to provide increased protection against fraud or errors.

Another significant matter to be mindful of is the recognition and disclosure of liabilities. The annual report should be as clear as possible about uncertainties and possible costs arising.

Compliance with the Holidays Act

It is time to put to rest any residual issues regarding Holidays Act 2003 obligations. Most organisations have now assessed and reported on their liabilities under the Act and have paid their employees what they were owed. This is a long-standing issue which needs to be addressed by the public sector as a whole. Employees should be paid what is owed to them.

Appropriation management

It is important that you continue to closely monitor and manage appropriations. The underlying authority to spend public money is given by Parliament, mainly through an appropriation. Breaches in appropriations have continued a generally positive downwards trend in recent years but they do still occur – in many cases for very avoidable reasons. I have recently increased the profile of our Controller work, with a separate report on it. Through this and other means I will continue to highlight appropriation management issues where they occur.

Fees and levies

Memorandum accounts play an important role in ensuring that agencies are appropriately and transparently managing fees and levies collected from regulated sectors, users of services, or the wider public.

Some central government agencies have significant memorandum account balances that appear to have been accumulating for several years. When significant deficits or surpluses accrue in memorandum accounts, more significant adjustments to fees or levies will be required to correct them. This can be challenging for fee and levy payers and, in some cases, means that service users will bear a disproportionate burden of costs compared with other users over time.

Memorandum accounts need to be monitored regularly, in line with internal policies set for the operator of each memorandum account, and agencies should be taking steps to adjust fees or levies whenever there is a significant change in revenue or expenditure assumptions. This should ensure that memorandum account balances move towards zero in a reasonable time frame. Please refer to our publication *Charging fees for public sector goods and services* for guiding principles and good practice for setting and reviewing fees, levies, and other charges.

Asset management

Our 2017/18 audits show that organisations are actively working to improve their asset management. There are some specific areas where ongoing attention may be required:

- Organisations should prepare and implement an asset management plan that identifies important service assets and assesses their condition. This matters because it provides the foundation for robust planning (including financing) for maintaining or replacing these assets. It involves a shift from reactive responses, driven by asset failure or a risk of failure, to proactive long-term planning and investment to maintain and improve service delivery.

- At an operational level, we noted that some large organisations still manage assets outside their core systems and processes. This is not desirable. Whether it is the use of manual spreadsheets or failure to process transactions through the fixed-asset register, this impedes record-keeping, impairment calculations, and sound planning.

Information Communications Technology controls

Surprisingly, basic information communications technology (ICT) controls still need attention. In several organisations, issues persist despite our auditors making recommendations about them for some time.

Weak ICT policies and procedures for user access increase the risk of unauthorised access to data. In our article on data security, which covered the 2016/17 audits, we found that data security issues continued to be common.

We continue to see:

- staff and/or third-party contractors with inappropriate access to information systems, including administrative and "superuser" accounts;

- staff who have left the organisation retaining access to information systems;

- formal reviews of user-access not being performed or documented; and

- password policies that are weak or not enforced.

We suggest that you conduct periodic reviews of access rights. We also recommend regular audits of information technology system risks, with any serious concerns addressed as a matter of urgency.

Some organisations are constrained by legacy systems but, regardless of the systems you have, you need to take action if you cannot answer "yes" to the following questions:

- Do you manage the changes made to information systems, including masterfile data, to ensure that all changes are authorised and understood?

- Do you implement timely security patches and service packs?

- Do you regularly review information system policies to ensure that they reflect the changing technology environment and strengthen the governance of the organisation?

Also, following the 2016 Kaikōura earthquake, every organisation should have prepared and tested information technology disaster recovery processes to ensure that critical operations can be recovered quickly.

Governance

We are pleased that organisations are taking seriously many of the issues we discussed in a recent governance and accountability report (*Reflections from our audits: Governance and accountability*). Many organisations have established an external Audit and Risk Committee and an internal audit function - both strengthen an organisation's control environment.

On the whole, good governance and reporting mechanisms are in place for major projects and programmes. However, risk management still deserves more attention. Although risk registers are used, they are at differing levels of maturity and follow-up of actions proposed to mitigate risks varies. It is important to continually assess risks at both the strategic and operational level and update the register when risks and issues arise. Some good risk management approaches we have seen include:

- organisations clarifying their risk appetite and considering how risks can be moderated;

- differentiating between organisational and project risk;

- clear responsibility for assessing and managing risks;

- using external expertise to calibrate risk identification and mitigation strategies; and

- senior leadership teams and, where relevant, the Board regularly discussing risks and progress on risk management.

One potential weakness is a lack of alignment between risk assessments at "head office" and other offices. More effort needs to go into communication and training to help staff to manage organisational risks. They also need appropriate tools and systems to record, monitor, escalate, and address issues arising.

Performance reporting

In our view, despite some improvements to underlying data capture, there is considerable scope to further improve performance reporting. Issues that we noted include:

- the need to have strong links between strategy and performance measures;

- weak or non-existent links between outcomes and outputs or no clear description of attribution between impacts and outcomes;

- a lack of alignment between performance monitoring and reporting for external accountability purposes and internal management reporting;

- unclear or undocumented reporting methodology and data definitions for each performance measure;

- when agencies use client satisfaction measures, they need to make sure they are based on robust methodologies and use appropriate data;

- a lack of robust systems to report actual results;

- insufficient quality, quantity, and efficiency measures for each group of outputs; and

- insufficient assurance that third-party data is correct and verifiable.

Managing data and information well

Some of our recent work focused on how well the public sector uses and manages information to support good decision-making. That work reinforced the need for organisations to use the information they hold as a strategic asset. That involves recognising its value and having in place a deliberate strategy to manage it well, in much the same way as physical assets are managed.

Our 2018 report *Reflecting on our work about information* poses a number of questions that organisations should consider when thinking about how well they manage information to support decision-making.

Dr Shane Reti (QSM)

Member of Parliament for Whangarei

16 April 2019

Tony Gray
Chief Executive
Ara Institute of Canterbury
P O Box 540
CHRISTCHURCH 8140

Dear Chief Executive

Under the Official Information Act I request the following information:

> Question: What is the current book value, if any, for assets including software programs and fixed assets, apportioned against use by international students (for example, residential building x has an average 50% international student occupancy and so would be apportioned 50% of its current book value) in your institution?

> Question: What is the current book value, if any, for assets including software programs and fixed assets, predominantly used by and for international students, in your institution?

> Question: What is the current book value, if any, for assets used predominantly for trades training including managed apprenticeships in your institution?

Where information is withheld, I request you provide the title and date of the communication/document withheld, the reason for refusal and the grounds in support of that reason as required by section 19 (a) (i) and (ii) of the Official Information Act.

I ask that you acknowledge receipt of this request and request that your acknowledgement and final response be emailed to Judith.moresi@parliament.govt.nz and to nationaloia@parliament.govt.nz.

Yours sincerely

Dr Shane Reti MP
MP for Whangarei

Parliament Buildings   ddi +64 4 817 6984   PO Box 345   ddi +64 9 438 9992
Wellington 6160   email shane.reti@parliament.govt.nz   Whangarei 0140   email Whangareimp.lynne@xtra.co.nz
New Zealand   New Zealand

National

From: Ralph Knowles <Ralph.Knowles@ara.ac.nz>
Sent: Wednesday, 15 May 2019 1:14 PM
To: judith.moresi@parliament.govt.nz; nationaloia@parliament.govt.nz
Cc: Ralph Knowles <Ralph.Knowles@ara.ac.nz>; Emma Henshall <Emma.Henshall@ara.ac.nz>; David Kerby <David.Kerby@ara.ac.nz>; Christina Yeates <Christina.Yeates@ara.ac.nz>; Tony Gray <Tony.Gray@ara.ac.nz>; Gay Hinton <Gay.Hinton@ara.ac.nz>
Subject: OFFICIAL INFORMATION REQUEST

OIA/19/006

The response from Ara Institute of Canterbury to Dr Reti's request is set out below.

Question 1   What is the current book value, if any, for assets including software programs and fixed assets apportioned against use by *international students* in your institution?

Ara does not apportion costs in this way.

Question 2   What is the current book value, if any, for assets predominantly used by and for *international students* in your institution?

The majority of international delivery at Ara is mainstream; that is, international students study alongside domestic students. Thus, there are no assets predominantly dedicated to international delivery. The one area of delivery which is predominantly to international students is English Language. We have reviewed the asset register and found no assets unique to this delivery.

Question 3   What is the current book value, if any, for assets used predominantly for *trades training* including managed apprenticeships in your institution?

Furniture and computer assets are generic to the organisation. In terms of plant and equipment there is $871,190 book value related to trades delivery. In addition there is $27.34m book value of buildings exclusively or predominantly used for trades delivery.

Please note that you may seek a review of my handling of your request by writing to the Ombudsman.

Ralph Knowles
Official Information Officer
Ara Institute of Canterbury

64 3 940 8002

Ralph Knowles
Complaints Coordinator | Kaiwhakatau Amuamu | Executive
P: +64 3 940 8002 | E: ralph.knowles@ara.ac.nz
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ara.ac.nz

Hon Chris Hipkins

MP for Rimutaka

Minister of Education

Minister of State Services

Leader of the House

Minister Responsible for Ministerial Services

2 1 MAY 2019

Ms Thērēse Arseneau
Council Chair
Ara Institute of Canterbury
P O Box 540
CHRISTCHURCH 8140

Dear Ms Arseneau

Thank you for submitting the Ara Institute of Canterbury (Ara) 2018 annual report. I have now presented this to the House.

It was pleasing to read of Ara's successes in 2018, including the achievement of three of your six targets set for Māori and Pasifika students in SAC programmes, including the overall rates. I note your ongoing commitment to achieving parity for Māori and Pasifika students, and it is pleasing to see that it continues to be a key focus for Ara in 2019.

I was also interested to read of Ara's implementation of several new initiatives to enhance and support the student journey from first enquiry to graduation and employment. Of particular interest was the launch of the new student portal MyAra.

I acknowledge that 2018 has represented a period of uncertainty for the ITP sector, and I encourage you to continue your positive engagement with the TEC and Ministry of Education going forward.

Finally, I wish to congratulate Ara on a productive year and on the achievements it has made in a number of key areas.

Yours sincerely

Chris Hipkins
Minister of Education

CC Tony Gray, Chief Executive

Ara Council **28 May 2019**	**Agenda Item**		**10.1**
	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 Improving Research Quality
Interim Results of the PBRF 2018 Quality Evaluation – Summary

1.1 Background

PBRF is Performance Based Research Fund. It provides funding for research at institutions delivering degrees, based on an assessment of the quality of the research (55% of funding), research degree completions (25% of funding) and external income earned through research (20% of funding).

The Quality Assessment phase (PBRF "Round") occurs every six years. Researchers submit a portfolio of Research Outputs and Contribution to Research Environment[1], which is assessed by peers in 13 panels spanning 43 subjects and a quality category is awarded. The categories which receive funding are: A, B, C(NE[2]), and C. Categories which do not meet the criteria for research activity are given a R or R(NE) category. A, B, C(NE), and C receive funding which is weighted 5, 3, 2, 1. Ara has participated in three of the four rounds (2006, 2012 and 2018). The scores are averaged and reported as AQS(E) the ratio of AQS[3] to the number of EFTS in degree and postgraduate study and AQS(S) the ratio of the AQS compared to the number of academics. The results from the evaluation are on Ngā Kete and can be analysed by each TEO.

1.2 Ara's results[4]

Ara has been awarded an estimated $3.2 million (preliminary) of research funding over the next six years and received our first 'A' grade. Ara has increased the number of funded grades from 33 FTE in 2012 to 40.3 FTE. Our preliminary results mean an estimated increase to $532,667 annually for the next six years. Ara is one of only four ITPs that have received 'A' grades this round. This indicates researcher excellence at the highest level. We also received three 'B' grades which indicates the international reputation of our researchers and 26 'C' grades and 10 'C(NE)' grades for researchers who are "new and emerging".

1.3 Rankings within ITO Sector

Fourteen ITPs participated in this round. Ara was ranked fourth in terms of the total number of funded quality categories. Within the ITO sector Ara has an AQS(S) 1.47 and is ranked fifth. Ara's AQS(E) score is 0.21 and is ranked sixth. Unitec, Otago Polytechnic, EIT and Wintec are higher. Appendix 3 of the report shows the funding distribution by

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[1] Activities which reflect the contribution and recognition of researcher or their research related activities
[2] New and Emerging
[3] Average Quality Score
[4] https://www.tec.govt.nz/assets/Publications-and-others/e9b4639364/Improving-Research-Quality_The-interim-results-of-the-PBRF-2018-Quality-Evaluation.pdf

TEO and category. Auckland and Otago universities receive 48.4% of the Quality Evaluation funding.

Other components to overall funding are Research Degree Completion (RDC) and External Revenue Income (ERI). Ara has no Research Degree Completions, unlike Unitec, EIT, Otago Polytechnic and Wintec. Ara will gain funding in this area as our Masters' students graduate with a "research" degree (90 credits research related). Ara is ranked ninth out of the 14 ITPs in terms of income from external contracts. This is also an area in which we could improve.

1.4   Summary

Ara has done well to achieve an increase in funding and gaining one 'A' and three 'B' categories reflects our researchers' high level of excellence. With a more strategic approach to identify and support our best researchers, Ara could achieve even better results in the next round. Opportunities for increased funding come from research degree completions and more external income.

Tony Gray
Chief Executive

Te Ohu Toiora

Health, Safety and Wellbeing Leadership Group

Terms of Reference

1 Purpose

1.1 To proactively lead a culture change based on the development of collective behaviours where our people are actively participating in Health, Safety and Wellbeing, ultimately ensuring we are all living safe and well.

1.2 This culture will be built by this Leadership Group valuing and proactively advocating for the Health, Safety and Wellbeing of all colleagues, students, visitors and contractors on all campuses.

1.3 The group will also ensure the vision, mission, and principles of the Ara Health and Safety Charter are embedded into the Ara Health, Safety and Wellbeing culture.

1.4 The Group will also provide assurance to the Ara Council so the Council can meet their due diligence obligations under the Health and Safety at Work Act 2015.

2 Membership

- One Council Member
- Chief Executive (Chair)
- Deputy Chief Executive, People and Culture
- Deputy Chief Executive, Chief Operating Officer
- Deputy Chief Executive, Academic, Innovation and Research
- Deputy Chief Executive, Customer Experience and Engagement
- Kaiarahi
- Health and Safety Manager
- Health and Wellbeing Manager
- Key Area Manager, Corporate Services
- Key Area Manager, Customer Experience and Engagement
- Two Department Leaders, Academic, Innovation and Research Division
- Chair of the Health and Safety Working Group
- Chair of the Wellbeing Action Group

2.1 The Health, Safety and Wellbeing Leadership Group may, as required, co-opt members from across the institution for specific projects, advice and collaborations.

2.2 Membership will be reviewed biennially, initiated by the Chair.

3 Meeting Frequency

Meetings should be held at least bi-monthly (avoiding January and December), or at any other reasonable time to be determined by the Leadership Group (via a simple majority) [1]. An annual schedule of meetings to be notified in January each year by the Administrator.

4 Quorum

Five Committee members including two Deputy Chief Executives and one Department Leader.

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[1] As per regulation 29 in the Health and Safety at Work (Worker Engagement, Participation, and Representation) Regulations 2016

Attachment to Health & Safety policy CPP501a

5   Minutes and Recommendations

5.1   An administrator/minute-taker is to be provided by People and Culture. An accurate set of minutes containing action points is to be produced after each meeting and forwarded to the Leadership Group members (as preliminary) within five working days.

5.2   The final, ratified minutes will be distributed to the Ara Council and the Health and Safety Working Group and subgroup membership.

6   Functional Responsibility

6.1   The Health, Safety and Wellbeing Leadership Group will:
a   Shape and endorse the strategies for improving our Health, Safety and Wellbeing culture.
b   To actively promote an Ara culture where management, colleagues, and students' commitment to Health, Safety and Wellbeing is evident.
c   To drive the strategic direction of the Health, Safety and Wellbeing initiatives, business objectives and practices of the institute.
d   Support periodic reviews to ensure adherence with Ara's Health, Safety and Wellbeing policies and procedures and agreed industry standards or accredited systems.

6.2   Support the implementation of Ara's Health, Safety and Wellbeing strategies, including:
a   Raising awareness of current or proposed initiatives and their connection to personal health and wellbeing, and organisational outcomes.
b   Provide insight into how initiatives, considered in response to identified needs, might be developed, funded and implemented.
c   To ensure that priority Health, Safety and Wellbeing critical risks are actively identified and managed.
d   Provide strategic direction and support to the Health and Safety Working Group and the Wellbeing Action Group.
e   The Chairs of the Health and Safety Working Group and the Wellbeing Action Group will report on progress towards meeting their objectives.
f   The Council Member and the Chief Executive, on this Leadership Group, will keep the Ara Council informed.

7   Definitions

7.1   Health
Health is a state of complete physical, mental, and social wellbeing and not merely the absence of disease or infirmity. https://www.who.int/about/mission/en/

7.2   Safety
Safety is the state of being "safe", being protected from harm or other non-desirable outcomes, and refers to the control of recognised hazards in order to achieve an acceptable level of risk.

7.3   Wellbeing
Wellbeing has been defined as feeling good and functioning well.
https://neweconomics.org/2008/10/five-ways-to-wellbeing-the-evidence/

ACADEMIC, INNOVATION AND RESEARCH DIVISION – REPORT FOR COUNCIL

Executive Summary

Key focus areas this month
- AIR Division Vision and Strategy – refer Public Excluded Section
- Eureka Challenge innovation training underway
- Operationalising the AIR Strategy – prioritising tasks
- Department Evaluation
- Planning for 2020/2021 underway
- PBRF Research

Students at the heart of everything we do	
Outcomes delivered during current reporting period	**Programme Evaluations (self-assessment)** Department level evaluation and action plans are being submitted this month (due 24 May) as a culmination of the programme evaluations. These actions will be included in each Department Business Plan, and outcomes reporting on to Quality Select Committee. **Planning 2020/2021** Delivery teams continue to work towards the new 2020/2021 provisional planning timeline. Curriculum loading has been completed, and from 24 May data will be extracted and provided to Departments to inform their Mix of Provision for 2020/2021. **Scholarships** Student surveys and a staff focus group have been carried out to inform a 2020/2021 Scholarships paper that will be presented to Council. An intern from the Department of Business is helping to analyse this data and conduct further research to support this paper. **Teaching and Learning Plans** Some progress has been made toward confirming and storing centrally / linking to Teaching and Learning Plans for all courses. There is still a long way to go with this project due for completion at the end of the year.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

	Singing and Sign Language – Creative Industries NASDA students profiled their skills in a performance as part of New Zealand sign language week, alongside NZSL interpreter Phoebe Leyton.

Dynamic world class programmes and delivery

Outcomes delivered during current reporting period	**PBRF Research** Ara selected its best researchers with high quality outputs over the past six years to submit portfolios for assessment by their peers. The preliminary results are out and Ara has increased the number of funded grades from 33 to 40.3. Our preliminary results mean an estimated increase to $532,667 annually for the next six years, around $3.2 million ($64,000 more each year) with the potential to grow the fund with external income and research degree completions. Ara received its first A grade. Only three other ITPs have received A grades, as it is indicative of researcher excellence at the highest level. Three staff also have gained B Grades, which is indicative that the researcher is internationally recognised for their work. We also have a good depth of C Grades (26.4) plus 10.3 C(NE) which are our new and emerging researchers. **Assessment Project** The Assessment project review and reporting regarding the assessment documentation for the Departments of Business and Humanities is nearing completion. There are two outstanding reports which are due 17 May. Part B, a review of student material against the marking rubric for these departments, will commence at the end of the month. All programmes for review have been selected (from all departments) and data is being gathered from the Department of Engineering and Architecture the next department to be reviewed. **Programme Development** The Bachelor of Engineering Technology review (within the Metro group) is underway. A number of other sub-degree programmes are pending approval by TKM. **Academic, Innovation and Research Plans** Draft plans are being circulated for feedback. These plans will help to drive activity within AIR, and enable us to deliver to Ara's Strategic focus areas and outcomes. **Moodle Quality Standard Project** Ensuring that all courses are complimented by the digital Moodle delivery LMS is currently tracking at over 10% that have been checked. The aim is to have 100% checked against the Standards by the end of this year.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

	Agile Diplomas Agile Executive Diplomas (Level 5 in Business) have been approved by NZQA. Aiming to pilot delivery and train facilitators concurrently from Semester 2. **Careers Expo** Teaching teams have been involved in promoting Ara at the Christchurch Careers Expo. Thousands of potential learners engaged with Ara staff at this three day event in May. **Te Ōhaka launches** Te Ōhaka launches this week, and the team have been working hard to develop a list of ways Ara learners and colleagues can engage with innovation at Ara (see additional paper – Ministry of Awesome – public excluded). **Tiny Houses - Trades** 16 Ara Dual-Enrolment students have worked hard over the last 12 months on two 'tiny houses' that are being auctioned 18 May. All profits of the sale will go towards funding ten students, who have been involved in building the tiny houses, to go to Lautoka in Fiji to work with Habitat for Humanity. During their time there, the students will work alongside a local community to help build homes for families that were affected after cyclones. **The Garage 96.1FM – Creative Industries** The new 2019 student radio station has launched, with second year Bachelor of Broadcasting Communications students responsible for programming, sourcing revenue through advertising, hosting and producing shows. **Eureka Challenge** Eureka Challenge innovation training is underway for the AIR Leadership Team. Over the next few months, this group will be investigating use of the Design Thinking problem solving methodology, using the topic of 'creating a system to review pathways within each department and across Ara to align with student needs now, and in the future'.
High performing customer focused teams	
Outcomes delivered during current reporting period	**New Cross-Department Groups** Boards of Studies have been disestablished and their function is being replaced by four new/refocused cross-departmental groups that will encourage excellence in Academic performance, and collaboration and consistency across departments. These include: Research Group, Teaching and Learning Group, Portfolio Assurance and Academic Risk Group and Evaluation Group. These groups will report to the Ara-level Committees of the same name, and ultimately to Academic Board.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

	Continuous Improvement
	In order to embed quality improvement and self-assessment in everything that we do within AIR, we are working to produce a one-pager and location that houses (or links to) all strategy, planning, implementation, monitoring and measuring and evaluation and review tools, templates and activities. This will help to provide clarity around the content and roles included within these cycles.
	Business Breakfast Series – Business
	The Department of Business are hosting a Business Breakfast series for staff from local businesses to come along and hear about topics such as 'Effective Leadership and Cultural Competency'.

Summary of financial performance

As at 16/5/2019

Enrolments

EFTS Enrolled

6157.3

Goal: 7394.3 (-16.73%)

Dept	EFTS	Target
ASC	0.7	0.0
BUS	446.8	717.1
COM	424.2	556.3
CRE	689.5	719.0
EAS	666.5	719.6
HSI	580.5	626.7
HUM	596.0	938.4
NMA	1509.0	1670.5
SPI	169.3	148.4
TNZ	115.5	223.5
TRA	959.3	1074.7
Total	**6157.3**	**7394.3**

CORPORATE SERVICES DIVISION – REPORT FOR COUNCIL

Executive Summary

Key focus areas this month
- CCRC papers related to future of N, S & O Blocks and refresh of campus regional master plan
- Providing project management and business analysis support to the Transformation Programme:
  - People and Culture projects – Wellbeing, Induction Refresh, Talent Growth Cycle, Employee Engagement, High Performing Teams
  - Business cases for On Line Enrolments, Web Re-platforming, International Agent Portal, MyAra Phase 3
  - Project Inception for Health and Safety system
  - Ongoing support for On Line Enquiries project
- Closure report for Manawa / HREF Project
- Updated Risk report for Council
- Inception of workshops for the refresh of the Regional Master Plan
- 2018 Annual Report and Audit - Report finalisation and sign off
- Manawa Lease – Accounting Treatment
- D365 monthly upgrades preparation

Students at the heart of everything we do	
Outcomes delivered during current reporting period	- Manawa Café design and fit out plan - Business case for Online Enrolments delivered to Project Sponsor. - MyAra Phase 3 Project Description and Business Case. - CDP on time and moving towards a 17 May 2019 completion date, small amount of planting and tidy up work to complete. - ALX Block refurbishment completed. - Timaru signage upgrade. - Planning for an upgrade of the Student Atrium area in C Block – to start in May 2019. - Crisis Incident Management training. - Complaint management. - Provisional planning 2020 – 2021 related to mix of provision, timetable, and resource plans. Workflow is linked across the institutional teams (Collaborative approach).

CORPORATE SERVICES DIVISION

Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	• Socialisation of 2020 and 2021 provisional planning commitments. Team working groups established. • Review of Agile programmes proposal –Pilot phase recommended. • Prison delivery – review the feasibility of an opportunity that has been presented to expand our delivery offering • Mix of Provision PowerBI Report planning – stage 1 (2020/2021). • He Toki – design lab with Ngāi Tahu. Strategic hui connected to the future of Māori and Pasifika Trades Training. • Continued focus on FMIS and the automatic upgrades process. • Working with Registry to develop SMS functionality in the automated invoicing, credit control, and KPI reporting.
High performing customer focused teams	
Outcomes delivered during current reporting period	• Ad-hoc room booking system for Ara (all buildings), CDHB and UC (Manawa only) delivered. • Regional Master Plan approach / plan developed. • Manawa Operational Governance Group incepted, and hand over from project team completed. • Council update on Transformation Programme completed. • Madras Street monthly engagement hui. • Fees setting discussion and paper (SSL, INT & DOM) 2020 & 2021 principles. • International Team support – ref: China market. Feasibility review of opportunity. • 2018 Annual Report and Audit. • Cross-training within the core Finance transactional team. • Myer-Briggs personality profiling to support improved understanding and team working within Finance. • Ongoing Valuable Conversations.
Investment decisions that deliver a sustainable future	
Outcomes delivered during current reporting period	• CCRC Papers on N/S/O Blocks economic viability and continued use. • SDR submitted. • Performance Insight conversations with AIR and partners to raise awareness of organisational performance. • Investigation opportunities to expand use of online timesheets. • Reforecast activities. • Working with ComplyWith to roll out the annual legislative compliance survey.
Summary of financial performance	
Operating within authorised budgets with minor exceptions. These are appropriately detailed and reporting process in place to resolve any issues.	

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION – REPORT FOR COUNCIL

Executive Summary

Key focus areas this month

- Mental wellbeing within staff and student populations. Student Wellbeing Taskforce initiated and increased discovery work on needs and how to support underway
- Heightened recruitment activities for second semester recruitment
- Continuation of initiatives that support enhanced outcomes for students including process improvements, activities, systems and people

Students at the heart of everything we do	
Outcomes delivered during current reporting period	- Student Wellbeing Taskforce has been established, with support from CDHB we (led by Tracey Berry) will be building Ara's first student wellbeing framework and strategy, co-created with students. Inaugural meeting occurring late May – anticipated to take 6-12 months (UC are NZ's most progressed and they are at draft stage after eight months and a dedicated Wellbeing Director). Increased counselling hours continues. - Work with Student Voice on framing a better 'Student Experience' framework. - Managing Measles vaccination programme continues. Flu Shot Programme underway, including Ōtautahi House, Bone Screen programme commenced. Overall Health Clinic numbers steadily increasing and in excess of last year. - Green Prescription Service commences 20 May 2019 – support and motivation consultation and accompanied eight week programme with Sport Canterbury Health Advisor, onsite at Ara, available free for staff and students. - Careers Expo changes executed well – fewer resources deployed, at circa half cost to complete, but increase of 40% in level of prospective student enquiries obtained. - Planning for Ara Open Day (13 June 2019). - Planning for Pasifika Careers Expo in conjunction with sPacPac (19 June 2019). - MyAra has continued to see increased use with over 8,300 users in total accessing it and 3,900 users using MyAra at least once in every seven-day period. Daily users are peaking at over 1,700. - Campus Life website has now been decommissioned with only a few aspects still live for accessing key forms and some content (notably Programme documents) that we don't have a permanent solution for as yet.

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

	• Rakaia Atrium refresh continues, with furniture now on order for the 'Hub' and new collateral and signage underway – Concierge will be recruited in June following implementation of SEA Review. Pillars have been wrapped which has provided an immediate lift to the space. • Student Voice – Reps selected and first Council meeting held – 2020 Student Levy being discussed end May. • Weekly haka/waiata practice for Woolston going very well and has now begun at Madras Campus. • MPTT process for new Learner Support Fund further refined and payments being made (usually tools and transport). • Dual Enrolment whanau events offered at all sites during May. • Student placements have occurred into many of the CEE channels. • Polyfest Pasifika Community Celebration. • Samoan Language Week celebrations (26 May – 1 June 2019). • Korean Business Community event onsite at Ara. • High number of transition to school in Early Learning Centre – being managed beautifully. • Preparation underway for the arrival of new refugees in Christchurch and Timaru. • Developing approach and planning for end of semester Industry Expo onsite at Ara. • Addition of Recreation Centre services including zumba for women only (for cultural reasons) and inclusion of free yoga in Timaru. • Library carpet laid and furniture upgrade planned – including planned move of the maths learning space to deliver a larger more flexible learning environment within the Library area. • Ōtautahi House has retained full occupancy – reviewing operations, process and procedures – after second year in full operation of 192 beds we are identifying areas of improvement for student experience and Ara efficiency.
Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	• The Ara Advantage campaign has shifted to the 'choose' and 'buy' aspects leading into mid-year recruitment. We've continued to work with the external agency to establish the approach to the creative messaging, which builds on the campaign look. The new look and approach was used at the Careers Expo in Christchurch in the week of 6 May, with the Ara stand being a stand-out amongst the more traditional branding of other providers. • Anecdotal feedback about the new campaign is very good with positive comments from students, colleagues, the market and competitors alike. Additional questions have been added to our on-going brand monitor and initial results will be available shortly. More information is provided by way of separate report to Council. • CognAssist updated reporting and updated comms deployed. All student trial planning for Timaru. • Predicative Analytics legal and ethical position confirmation being sought. • CMT enhancements project plan.

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

	• Samoan Language week celebrations (26 May – 1 June 2019) • Planning for Matariki celebrations on all campuses from 24 June – 5 July 2019. • Engagement workshops with schools (principals and career advisers) to review and improve delivery, portfolio of offerings and student support – this will feed into the Youth Strategy in development. • Pasifika Strategy review – high response to survey to staff and students for feedback – students in particular responded favourably to progress being made. Refreshed strategy to be presented to Council before end 2019. • LNAAT – received licence, now working on set up requirements. Outcome will be results for assessment scores will be visible in SMS and OnTrack Hub for academic colleagues. • Fush Te Reo Roadshow completed in Greymouth, Timaru and Ashburton – 96 prospective students captured. • Finalisation of the scope document for Online Enrolment project. • Development of the scope document for Agent Portal (so offshore agents can view status of application). • Ongoing development of the business case for website development and migration. • Enquiries Management Online Project scope completed. • Activating MyGPS in Work Ready Sprint (end July 2019) – to support employment outcomes for students.
High performing customer focused teams	
Outcomes delivered during current reporting period	• Student Engagement Adviser Review well received and expected to be implemented end May 2019. • Health Clinic audit now occurring August 2019 – documentation collation and review to support underway. • Drafting of 'service standards' for frontline experiences continues. • The continued delays of visas from Immigration NZ and over-subscribed interest in post-graduate programmes is leading to a heightened level of concern and complaint from international agents as we are unable to provide cohort places to students. • Valuable Conversations and team Poka plans all underway. • De-escalation workshop attended by selected HC staff. • Draft Customer Experience and Engagement objectives and purposes statements commenced.
Investment decisions that deliver a sustainable future	
Outcomes delivered during current reporting period	• Workforce development activity is generating increased enquiries – exceptionally well attended (90 employers) in Christchurch at Business Breakfasts (new to Ara) – more scheduled for June. Oversubscribed for interest in Pilot Executive Diploma programme. • Industry agreements with Moffat and South Pacific Meats executed – 96 staff now attending short courses. • Experience Ara 2018 analysis completed – circa 20% conversion rate Year 1 and further 20% conversion Year 2 from attendees (so cumulative 40% of students attending subsequently enrol within two years).

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

	• South Canterbury Trades Sector Day (22 May 2019). • Plans for improved International Orientation underway for Semester 2 and for full deployment in Semester 1 2020. • Auto Invoicing – go live scheduled for 27 May 2019. • Strong business development focus within Recreation Centre – leading to 26% increase in active memberships (YOY).

Summary of financial performance

Recruitment activity is very focused on rounding out a strong semester two to bridge the ambitious MoP ask this year. Unfortunately, Immigration NZ visa timings have not improved and we continue to miss opportunities to secure students – where possible we are moving offers to February 2020 for those where July 2019 is unattainable. Productive conversations with INZ are being held and some changes have been effected (namely moving some applications back on short from Mumbai).

We remain within expenditure budget YTD, holding a small positive variance.

INFORMATION PAPER

Date	15 May 2019
From	Tim Kerr
To	Ara Council

Advantage You campaign initial progress

Background

The "Advantage You" advertising campaign was launched to the market on 1 March, as the culmination of the brand strategy work completed in early 2018 with DTK International and the creative platform developed by the Bobs Your Uncle, over seen by David Kinnear in the latter part of last year.

The campaign was launched internally first as having staff engagement was imperative to ensure buy-in and that they were aware of the material before it went to market.

Media used

The campaign launch sought to create a "beachhead" whereby we sought to maximise the reach and frequency across multiple media types including:

Free-to-air TV
OnDemand TV
Cinema
Print and Press
Digital
Outdoor – bus backs, digital and static billboards, adshels, bus backs and billstickers

The initial launch phase of the campaign is complete, with the further phases rolling out over the next few months.

Performance to date

Overall, we are very happy with the campaign to date with very positive informal feedback from staff, students and the market at large both in terms of industry, friends and family, and other stakeholders.

The Engagement team has had positive feedback from their interactions with schools in the region and as far afield as Rotorua when members of team visited schools in the region.

There has been an increase in applications over the last 4-6 weeks, which, although we don't directly track the link between the campaign and those applications, we believe is in part due to the impact of the campaign.

Initial formal research, conducted in Q1 (i.e. only part of the period since launch), so far show that an average of **59% of all market groups recalled seeing or hearing something about Ara** in the previous month and **75% of our key target market[1] recall seeing advertising**. The recall of the "Advantage You" slogan, when asked "*have you seen any recent advertising featuring the slogan 'Advantage You'?*" is more modest at an average of 12% amongst those key target groups. However, when shown examples of the advertising and asked whether they recall seeing the messaging, **59% indicated they had seen the campaign**.
When asked what impact having seen or hearing the adverting has had on their perception of Ara, **34% indicated their perception had improved**.

Given this is only capturing respondents at the very beginning of the campaign, these are very encouraging results, albeit with small sample sizes. The relevant questions have continued into the on-going surveys we conduct.

In terms of other campaign elements:

- the digital advertising media performance was as follows:

	Targeted impressions	Actual impressions	Clicks	Click-through rate	Video Plays	Videos completed
Stuff	4,223,556	4,223,697	12,362	0.29%	n/a	
Metservice	225,000	231,760	783	0.34%	n/a	
Proximity targeting[2]	141,178	141,178	517	0.37%		
Programmatic[3]	238,939	238,939	368	0.15%		
Promoted video[4]	381,570	381,570	712	0.19%	200,470	85,195
Google Ads (*Adwords*)[5]	n/a	21,941	1,769	8.06%	n/a	n/a

[1] School leavers, current students, parents of school leavers and potential adult students.
[2] Proximity advertising is where digital ads are shown to users who are located in specified geo-locations, as they search online or use certain websites or apps e.g. it may target school students in and around specific schools using Google.
[3] Programmatic advertising uses technology to bid for and buy digital ad placement aimed at optimising the reach and frequency of the advertising based on planned impressions.
[4] Promoted video is where the advertisement is played in advance of content that the user is aiming to access. e.g. playing ahead of a YouTube video.
[5] Adwords results for March. Compared to February we achieved a 145% increase in impressions

- the microsite created for the campaign has had over 12,500 unique users since go-live and over 16,500 pageviews.
- The brand films have been viewed nearly 13,000 times across our social media channels, with over 9,600 through our Facebook and Instagram posts, and nearly 3300 views on YouTube.

- Cinema advertising to date reached an audience of 60,352 movie goers.

- The live-to-air TVNZ television audience totalled 101,100 (aged 18-39) and the average frequency was 2.1 (number of times seen).

- TVNZ OnDemand audience delivered 240,770 impressions with 1,148 clicks yielding a click-through rate of 0.80%. The completion rate (user watching the entire ad.) was 90.2%.

- Three OnDemand delivered 123,224 impressions with 661 clicks, at 0.54%. The completion rate was 96.31%.

A more comprehensive report can be provided once we have a full quarter of research results, which is expect in July.

PEOPLE AND CULTURE DIVISION – REPORT FOR COUNCIL

Executive Summary

Key focus areas this month

- Health, Safety and Wellbeing culture journey – the inaugural Health, Safety and Wellbeing Leadership Group meeting and Health and Safety Working Group meeting were held
- Wellbeing of our people – continuing to support our colleagues' wellbeing post the 15 March 2019 mosque events
- Wellbeing of our people – continue to roll out Wellbeing workshops for colleagues and launch the Infoweb Wellbeing page
- Engagement – prepare for the 'pulse' survey to determine progress since the full Gallup engagement survey in September 2018
- Strategy - Further develop the draft People and Culture Strategic Framework

Students at the heart of everything we do	
Outcomes delivered during current reporting period	• The People and Culture Capability team continue to provide support to the Customer Experience and Engagement team in designing a customer service training workshop.
Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	• Planning discussions with the AIR team on teacher observations continue. • Further progress on the redesign of the Teacher/Tutor on-boarding/induction process was made with the solution design near finalisation.
High performing customer focused teams	
Outcomes delivered during current reporting period	• The priority focus for the People and Culture leadership team was to continue to provide triage support to Managers and teams post the 15 March 2019 events. This approach has proven effective with the number of colleagues at 'red flag' (concerning mental health wellbeing) status reducing. • The new Health, Safety and Wellbeing Leadership Group and Health and Safety Working Group both met in early April for the first time, signalling an evolution of our approach to Health, Safety and Wellbeing now including a stronger focus on leadership involvement and culture development.

PEOPLE AND CULTURE DIVISION

	• Wellbeing workshops for colleagues continue (210 have attended to date) and feedback continues to be positive (an average of 4.5 out of 5 satisfaction with the workshop rating). • An Infoweb page full of resources was launched around our "He Ara Hauora – Pathways to Wellbeing" Framework. 600 views of the page have been recorded so far. • Four questions were decided upon to include in a 'Pulse' Engagement survey to be conducted early in May as a quick check in with our colleagues to determine the impact of activity this year. • Data analysis for the redistribution of the departmental portfolio areas for the People and Culture Business Partners was undertaken. The intention is to spread the load more effectively and reduce transactional time so that they can spend more time coaching and supporting managers to embed the Transformation project changes. • Wrap around tools and resources were explored for the "Growing Inspiring Leaders at Ara" programme with the intention to amplify the impact of the 2½ day workshops that would be rolled out from June. • Further work was undertaken by the People and Culture Leadership Team on drafting the People and Culture Framework for Ara. • Custodians (E tū) and AASC CEC negotiations continue.

Investment decisions that deliver a sustainable future

Outcomes delivered during current reporting period	• Assura (Health and Safety reporting tool) were confirmed and the contract terms have been reviewed by Finance. A Business Case to source an additional coordination resource to administer the tool was written and approved. • The Business Case for further leadership development to compliment, embed and maximise the investment impact from the "Growing Inspiring Leaders at Ara" workshops was finalised and submitted.

Summary of financial performance

People and Culture overall spend is tracking within budget, however, the staffing costs are expected to be impacted with a role approved outside of budget to support the data transfer, then maintenance and reporting for the new health and safety reporting system – Assura. Capacity challenges to support service delivery of 'business as usual' and People and Culture Transformation project delivery may also necessitate investment in additional People and Culture staffing. This is currently being explored with the CE.

Ara Council	Agenda Item	10.2
28 May 2019	Action	J Cartwright J Hunter

Ara Council Governance – Supporting Documentation

Public

Recommendation(s)
a) That the Ara Council approve the following revised governance documentation which reflect the legislative changes to the Ara Constitution as per the Education Amendment Act 2018 (Section 222AA(1)): • Ara Charter • Ara Statute b) That the Ara Council note the proposed election process for staff and student representation on Council.

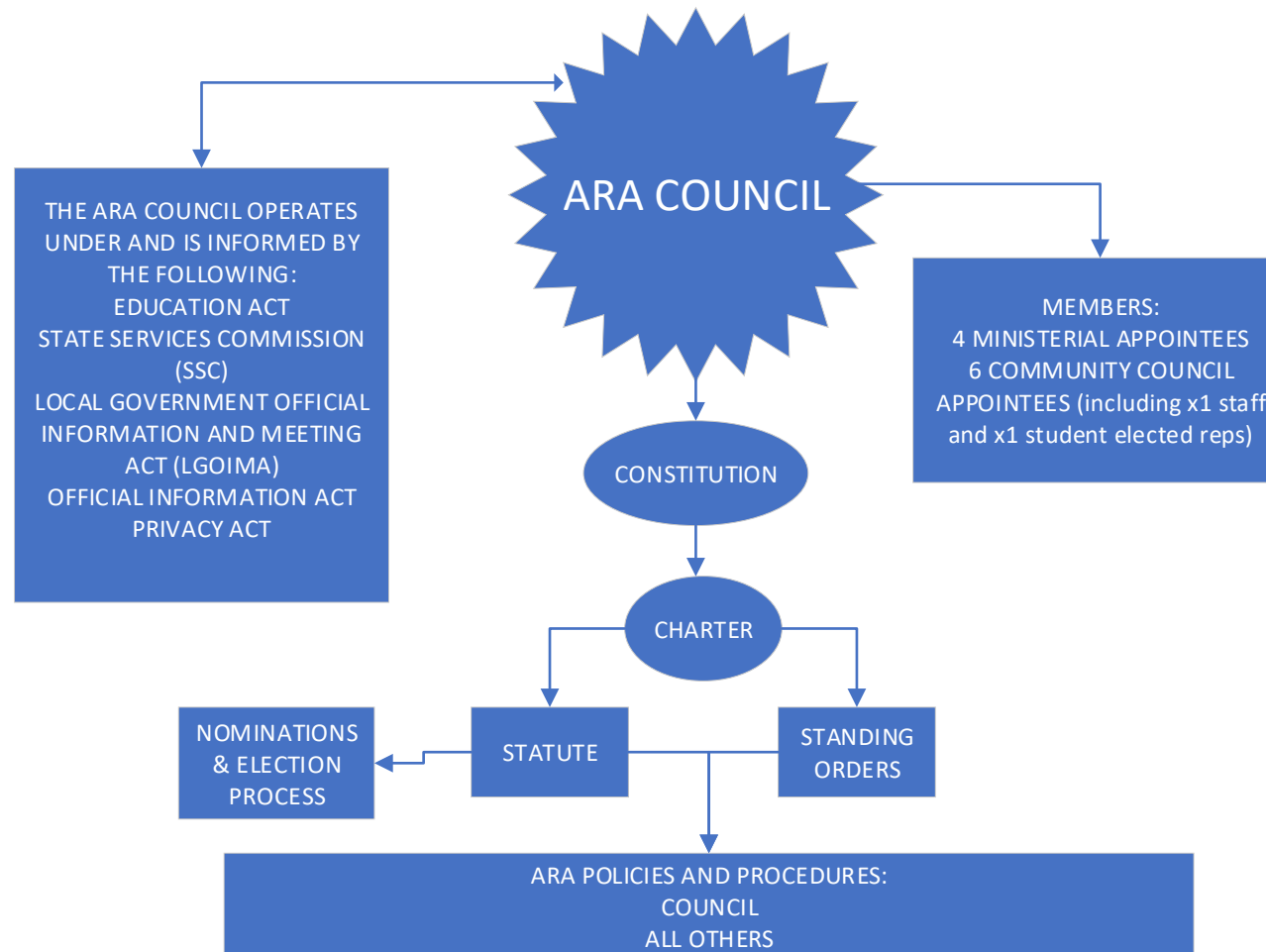# Ara Council Governance – Supporting Documentation

1   Background

1.1   The Ara Council Governance subcommittee was convened in 2018 to review the governance documentation on behalf of the Ara Council to reflect the Education Amendment Act 2018 and the changes to the Ara Council Constitution.

1.2   The new constitution of the Ara Council was approved by the Ara Council on 30 April 2019 and will be submitted to the Minister by 24 August 2020 as per legal compliance.

1.3   The subcommittee reviewed the Ara Charter, Ara Standing Orders, Ara Statute and the proposed nomination and election process for staff and student representatives to the Ara Council. A flowchart and infographic has been provided to provide a full overview of the governance documentation and how it fits together.

1.4   There were no changes to the Ara Standing Orders in terms of content.

1.5   The Ara Charter is a new document to the Ara Council but is the over-arching guiding document to the Ara Council. It sets out the conduct, functions, duties, composition, practices and behaviours that underpin the functions and duties of a Crown owned entity Council.

1.6   The changes to the Ara Statute are reflective of the new Constitution.

1.7   The proposed election process for staff and student representation on Council is reflective of previous processes for elections that have been adopted at Ara. Proposed dates for nomination and election are aligned to the current TEC advice that all ITP Councils can hold elections for staff and student membership up to 24 April 2020.

2   Recommendation

2.1   That the Ara Council approve the following revised governance documentation which reflect the legislative changes to the Ara Constitution as per the Education Amendment Act 2018 (Section 222AA(1)):
- Ara Charter
- Ara Statute

2.2   That the Ara Council note the proposed election process for staff and student representation on Council.

ARA GOVERNANCE

ARA COUNCIL

THE ARA COUNCIL OPERATES UNDER AND IS INFORMED BY THE FOLLOWING:
EDUCATION ACT
STATE SERVICES COMMISSION (SSC)
LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETING ACT (LGOIMA)
OFFICIAL INFORMATION ACT
PRIVACY ACT

MEMBERS:
4 MINISTERIAL APPOINTEES
6 COMMUNITY COUNCIL APPOINTEES (including x1 staff and x1 student elected reps)

CONSTITUTION

CHARTER

NOMINATIONS & ELECTION PROCESS

STATUTE

STANDING ORDERS

ARA POLICIES AND PROCEDURES:
COUNCIL
ALL OTHERS

As of 28 May 2019

ARA COUNCIL GOVERNANCE   as of 28 May 2019

Charter

Purpose:
The Ara Council Charter sets out the:

- conduct
- functions
- duties
- composition
- practices
- behaviours

that underpin the functions and duties of a Crown owned entity Council.

Constitution

Purpose:
The Ara Constitution is required by legislation and approved by the Minister of Education. It sets out the constitution of the Council:
- Legal name
- Date of effect
- Number of members
- Appointments

Statute

Purpose:
The Ara Statute provides for the appointment of members to the Ara Council. It sets out the :

Application of the Statute on the 10 member Council composition.
-
  - Eligibility for appointment
- Appointment processes
- Term of office
- Reappointment
- Transition
- Removal of member
- Absence without leave
- General

Schedules:
1. Competencies
2. Organisations Bodies or Groups
3. Application & Nomination requirements
   Appendix A: Notice of eligibility for appointment
   Appendix B: Elections **Staff Member** Statute
   Appendix C: Elections **Student** Statute

Staff and Student nomination & election process

Purpose:
Student & Staff Council members.

- Time Commitment
- Sub-Committees
- Confidentiality
- Induction
- Workload options

- Criteria based on Council competencies schedule
- Electoral rolls
- Submitting an Nominating Candidates for Election

- Voting
- Timetable
- Enquiries
- Nomination form
- Candidate Information
- Electronic Voting Instructions
- Results of Poll
- Notification on Infoweb

Standing Orders

- **Purpose:**
- Support the Institute in the conduct of its affairs and the fulfilment of its guiding philosophy/Kaupapa.

- **1. Application and legislative provisions**
- Chairs ruling final
- Suspension of Standing Orders
- Alteration of Standing Orders
- Information to be provided by members
- First meeting of the Ara Council in each calendar year.
- Election of Chair and Deputy Chair.
- Appointment of committees, subcommittees, working parties et.
- Membership of committees subcommittees and working parties
- Chair of Council an ex-officio member
- Officers of Council
- Powers of delegation
- Proceedings not invalidated by vacancies, irregularities
- **2. Council Meetings & Procedures**
- General provisions
- Types of meetings
- Method of meeting
- Frequency of meeting
- Notice of meetings
- Council Papers
- Agenda
- Minutes
- Flying Minutes
- Minute books
- Invitees
- Meetings still valid even when notice is not received
- Chair to preside at meetings
- Order of business
- Order paper
- Chair's direction
- Extraordinary business at ordinary meetings
- Precedence of business
- Quorum at meetings
- Failure of a qorum
- Leave of absence and apologies
- Council Charter
- **3. Conduct of meetings**
- Rules of speaking and respect
- Motions and amendments
- Revocation of Resolutions
- Rules of debate
- Procedural motions to terminate or adjourn debate
- Notices of motion
- Repeat notices of motion
- Points of order
- Voting
- **4. Miscellaneous provisions**
- Conflicts of Interest
- Provision of information and proper use of information
- Questions
- Inspection of financial records
- Use of common seal

Constitution of the Ara Institute of Canterbury Council

1. This constitution is determined under Part 15A of the Education Act 1989.

Name of the Council

2. The name of the Council is the Ara Institute of Canterbury Council.

Date of Effect

3. This constitution comes into effect on 24 October 2019.

Number of members of the Council

4. The Council comprises ten members.

Membership of council

5. Four members are appointed by the Minister of Education and six members are appointed by the Council. At least one member appointed by the Council will be a permanent member of the general or teaching staff who has been elected by the permanent general or teaching staff to represent them, **and** at least one member will be an enrolled student who has been elected by the student body to represent them. Appointments will be made in accordance with the Education Act 1989 and the Council's Statute.

_____

Resolution recorded by the Ara Council on 30 April 2019:

*It was **resolved** that the Ara Council approve the new and revised constitution for Ara which includes the number of the members of Council increasing to 10, six of which are appointed by the Ara Council and four by the Minister of Education. The membership will include one permanent staff member and one enrolled student. Appointments will be made in accordance with the Education Act 1989 and the Council's Statute.*

J Boys/J Annear Carried

Ara Institute of Canterbury Council

Charter

The Ara Council Charter ("Charter") sets out the purpose, conduct, function, duties, and the composition of the Council, its members and officers. The Charter outlines the practices and behaviours that underpin the function and duties of a Crown owned entity Council. *Education Act 1989, Section 162 b, ii), Section 180, and 181.* The Charter is supported by the policies of the Ara Council and should be read in conjunction with the Ara Constitution, the Ara Standing Orders and the Ara Statute.

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1. Purpose of a Polytechnic

1.1. Section 162 b, ii) of The Education Act 1989 describes the purpose of a polytechnic as "characterised by a wide diversity of continuing education, including vocational training, that contributes to the maintenance, advancement, and dissemination of knowledge and expertise and promotes community learning, and by research, particularly applied and technological research, that aids development".

1.2. The Minister for Tertiary Education is the Minister responsible for overseeing the institution's activities and the Tertiary Education Commission ("TEC") is the Ara monitoring agency.

2. Conduct

2.1. The Councils way of working reflects the principles of accountability, transparency, probity and duty and takes heed of the perspective of others.

2.2. The Council is committed to maintaining the highest standards of governance, ethics and corporate behaviour, and to preventing harm to those in Ara workplaces and those affected by Ara operations. The Council is supported by the Ara Health and Safety Policy.

2.3. The Council operates in accordance with all applicable laws and regulations noting particularly the Education Act 1989.

3. Function and Duties of the Council

3.1. Section 180 of the Education Act 1989 sets out the functions of the Council.

3.2. The functions of the Council of a tertiary institution are:

(a) to appoint a Chief Executive in accordance with the State Sector Act 1988, and to monitor and evaluate his or her performance;

(b) to prepare and submit a proposed plan if the institution is seeking funding under a funding mechanism that provides for funding via plans;

(c) if the institution has a plan:

   i.   to ensure that the institution is managed in accordance with that plan; and

   ii. to determine policies to implement that plan.

(d) to determine, subject to the State Sector Act 1988, the policies of the institution in relation to the management of its affairs.

(e) to undertake planning relating to the institution's long-term strategic direction.

3.3. Section 181 of the Education Act sets out the Duties of the Council. It is the duty of the Ara Council, in the performance of its functions and the exercise of its powers to:

(a) strive to ensure that Ara attains the highest standards of excellence in education, training, and research.

(b) acknowledge the principles of the Treaty of Waitangi.

(c) encourage the greatest possible participation by the communities served by Ara so as to maximise the educational potential of all members of those communities with particular emphasis on those groups in those communities that are under-represented among the students of Ara.

(d) ensure that Ara does not discriminate unfairly against any person.

(e) ensure that Ara operates in a financially responsible manner that ensures the efficient use of resources and maintains Ara's long-term viability.

(f) ensure that proper standards of integrity, conduct, and concern for the

    i.   public interest; and

    ii.   well-being of students attending the Ara are maintained.

3.4. In addition to the above functions and duties, the Council will:

(a) Develop good governance practices for Ara

(b) Balance upholding the autonomy and academic freedom of Ara with being publicly accountable

(c) Take a strategic and leadership role in guiding Ara to ensure it continues to improve its performance and is responsive to change and opportunity

(d) Provide clear strategic leadership and set and monitor the achievement of challenging targets

(e) Have a good understanding of Ara stakeholders, Ara strengths, as well as areas for improvement

(f) Challenge the management team about the performance of Ara.

4. Council Composition, Term of Office and Induction

4.1. The Council is composed of ten members; four Ministerial members, four community members, one student, and one staff member.

4.2. Council Members are appointed for a term of up to four years.

4.3. The Council will regularly review its composition, evaluating the competencies and skills required to carry out its roles and responsibilities and work with the Minister to ensure the composition is effective in doing so.

4.4. The Council Chair may reappoint Council members for a further term. Any member who is eligible and willing to be reappointed for a further term shall be considered for reappointment to Council in accordance with the process governing his or her appointment. However, the reappointment is not considered automatic and is subject to the Chair's final decision.

4.5. Council strives to have a membership with the range of skills and experience required to govern Ara, and which reflects the diversity of our community and the partnerships it holds.

4.6. New Members will have the benefit of a comprehensive induction to deepen their understanding of Ara and the operating environment including meeting with key management and receipt of essential Council and Ara information.

5. Responsibilities of Chair, Deputy Chair

5.1. The Chair and Deputy Chair are appointed by the Minister. In the absence of the Chair, the Deputy Chair will assume the role of the Chair.

5.2. In the absence of the Chair and the Deputy Chair, the Council members may elect one of their number to preside at that meeting, and that person may exercise at that meeting the responsibilities, duties and powers of the deputy chairperson.

5.3. The role and responsibilities of the Chair are to:

(a) Provide effective leadership to the Council and be the primary interface with the Chief Executive.

(b) Promote the integrity and effectiveness of the governance process of the Council, and the efficient and ethical conduct of Council meetings.

(c) Provide Members with the opportunity to discuss contrasting views, explore ideas and generate the collective views and contribution of knowledge necessary for the effective operation of the Council and Ara.

(d) Maintain regular dialogue with the Chief Executive on operational issues and financial performance and, where required, escalate matters to all Members for consideration and resolution.

(e) Chair Council meetings and represent the Council with the Minister, TEC and other stakeholders.

(f) Approve, in consultation with the Council, the appointment of advisors who report to Council.

6. Responsibilities of the Council Secretary[1]

6.1. The Secretary of the Council is responsible for providing administrative support in respect of Council policy and procedure, coordinating the timely

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[1] The Council Secretary role is assumed and defined as appointed by the Chief Executive to undertake certain governance tasks as directed.

dispatch of the agenda and briefing material, recording minutes, advice on any legal matters affecting the Council's decisions or the operation of the business, assisting the Chair with any Shareholder communication and maintaining all official Council and statutory records.

7. Responsibility of Individual Members

7.1. The Minister has published a list of expectations of how individual Members should tailor their personal contribution to the Council. If the guidelines are followed, and occasionally amended to fit particular circumstances, the Council will collectively be acting in the best interests of Ara. It is expected that all Members will, to the best of their ability:

(a) Comply with all relevant statutory requirements

(b) Ensure that Ara undertakes sound strategic and business planning in accordance and alignment with the Tertiary Education Strategy, and the relevant legislation governing its operations, e.g. the Crown Entities Act 2004, and the Education Act 1989.

(c) It is the responsibility of the individual Council member to be aware of and comply with the schedule of all Council policies. Refer to Appendix One for a full list of policies which the Ara Council are responsible for.

(d) Ensure that the Council appropriately directs the Chief Executive of Ara and holds the Chief Executive accountable for performance with explicit and measurable performance criteria that includes educational outcomes of students at Ara.

(e) Ensure that Ara provides the Minister and officials with requested information necessary to monitor the performance of Ara

(f) Ensure that Ara adopts sound organisational and financial management practices so as to safeguard and enhance the country's investment in Ara and optimise Ara expenditure in accordance with its annual business plan

(g) Encourage Ara to actively explore ways in which greater cooperation and collaboration with other tertiary institutions can be achieved to the benefit of all institutions involved

(h) Ensure that Ara works with iwi Maori and Maori communities to achieve Maori educational development aspirations and provides an environment in which Maori students are encouraged and supported to succeed.

(i) Ensure that Ara adopts a sound risk management strategy for all facets of its activities

(j) Ensure that Ara implements an internal audit function that includes unfettered reporting of findings to Council

(k) Ensure that Ara and Council implement appropriate mechanisms for communicating and working with key stakeholder groups including the student body, staff, the wider community, the Ministry of Education, TEC, other education agencies, other departments, and other tertiary institutions and schools

(l) Participate in an annual Council performance appraisal.

(m) Advise the Council Chair immediately of any circumstances, conflicts of interest, or perceived conflicts of interest that may prevent the Member from performing his/her role in a fair and impartial way, in the best interests of Ara.

7.2. Members will comply with the policies and procedures of Ara to the extent that these apply to Members.

7.3. Members will use their best endeavours to attend all Council meetings, to prepare thoroughly and participate fully. Council discussion should be open and constructive, recognising that different perspectives bring improved clarity and better decisions.

7.4. Members must ensure all interests (private or business) are advised to the Council and recorded in the Interests Register. Members must avoid conflicts of interest wherever possible. The Members will minimise the possibility of a conflict of interest by restricting their involvement in businesses that could lead to a conflict of interest. The Council will regulate its procedures to effectively manage any conflicts of interest including ad hoc conflicts which arise in respect of a specific agenda item as per the Ara Conflict of Interest Policy (see Appendix 2).

7.5. Members will not, except in exceptional circumstances, provide business or professional services to Ara because a conflict of interest (actual or perceived) may be created.

7.6. Members will keep Ara and Council information, discussions and decisions that are not publicly known, confidential.

7.7. Members are expected to keep themselves current on how to best discharge their responsibilities as Members including keeping abreast of changes and trends in tertiary education, the general environment and markets, and economic, political, social, financial and legal climates, and governance and business practices generally.

8. Delegation of Authority to Management

8.1. The Council has delegated day to day operation of Ara to the Chief Executive, subject to specific documented limits of authority. The Council monitors use of this delegated authority.

8.2. The Chief Executive in turn has implemented a Delegation of Authority Policy which further delegates the Chief Executive's authority for specific and limited decision making to Ara management to support individual accountability.

9. Council Sub-Committees

9.1. The Council currently has three standing sub-committees; the Audit and Risk Committee, the Remuneration Committee, and Council Campus

Redevelopment Committee.   The Council may establish or remove special purpose committees as necessary.

9.2. Council reviews the number and purpose of its sub-committees annually to ensure alignment with the organisation and its needs.

9.3. The Council has also established the Pasifika Advisory Group.

9.4. Committees operate under this Charter approved by the Council and observe the same rules of conduct and procedure as the Council, unless the Council determines otherwise.

9.5. Committee chairs, independent chairs and members are appointed by the Council. Committee memberships are reviewed annually.

10.   Standing Orders

10.1. The Council has adopted Standing Orders which are complied with, though not regularly employed to manage meetings. Nevertheless, they are important to have for rare occasions when a contentious subject requires formal protocols to support discussion.

11.   Reliance on Advice

11.1. Members are entitled to rely on the honesty, integrity and advice of management, external advisers and auditors but must not substitute reliance on that advice for the Council's own due consideration of the matters to be considered by the Council.

11.2. Members may access such information and seek such independent advice, as they individually and collectively consider necessary to fulfil their responsibilities. Independent professional advice will only be sought with the consent of the Council, which will not be unreasonably withheld or delayed.

11.3. Actual and reasonable costs of the advice will be at the expense of Ara.

11.4. Members have access to management to request relevant information and explanations. Members will keep the Chief Executive and Chair advised of all such requests.

12.   Council and Member Performance and Development

12.1. The Chair will lead an annual performance evaluation of the Council. Opportunities for improvement will be agreed and implemented by the Council.

12.2. The Chair will engage with individual Members to evaluate and discuss performance and professional development.

13.   Remuneration, Expenses, Indemnity and Insurance

13.1. The State Services Commission sets the level of Members' fees which is ranged to the size of the organisation.

13.2. Ara reimburses actual and reasonable expenses incurred in carrying out the duties of a Member. Members' expenses are approved by the Chair and the Chair's expenses are approved by the Deputy Chair.

13.3. Members will not accept gifts or personal benefits of any value from any external party if it would or could be perceived that this could compromise or influence any decision of Ara and under no circumstances will they accept cash gifts.

13.4. Members have the benefit of an indemnity to the extent permitted by law.

13.5. Ara maintains and pays for effective ITP insurance plans that cover indemnity, and liability for Council members of a crown entity.

14. Review

14.1. The Council will review this Charter annually and update as required.

15. APPENDIX ONE - LIST OF ARA COUNCIL POLICIES

CPP601 COUNCIL DELEGATIONS (FINANCIAL AND NON-FINANCIAL)

CPP602 CEO LEAVE

CPP603 CEO PERFORMANCE REVIEW

CPP604 CEO REMUNERATION REVIEW

CPP605 CEO TRAVEL

CPP606 COMMON SEAL

CPP607 BANK AUTHORITIES AND SIGNATORIES

RELEVANT POLICIES

CPP101 COMMUNICATION POLICY

CPP501 HEALTH AND SAFETY POLICY

16.   APPENDIX TWO – ARA CONFLICT OF INTEREST POLICY

Corporate Policies & Procedures

General Administration - Document CPP102

Disclosure and Management of Conflicts of Interest			
First Produced:	16/7/03	Authorisation:	Te Kāhui Manukura;
Current Version:	27/3/19,	Endorsement	Council.
Past Revisions:	13/12/06, 02/05/12		
Review Cycle:	5-year cycle	Officer	Council Secretary
Applies From:	Immediately	Responsible:	

1   Introduction

1.1   Purpose

The purpose of this policy is to ensure:

a   Compliance with the provisions of the following:

　　i   Local Authorities (Members' Interests) Act 1968

　　ii   s175 of the Education Act 1989

　　iii   Ara Council's Standing Orders [SO1.6]

　　iv   requirements of the Office of the Auditor General

　　v   and all aspects as set out in this policy

b   That any significant material interests relevant to any Ara activities are disclosed and that any conflicts of interest are managed appropriately.

There are different obligations and requirements for different categories of people as specified in this policy.

1.2   Scope and Application

a   This policy applies to all Ara Council members, all Ara employees and all persons contracted for service by Ara, divided into the following categories. Each category carries different obligations and requirements, based largely on the person's ability to influence significant decisions at Ara.
　　i   Council members
　　ii   Council officers
　　iii   Managers and Leaders
　　iv   Members of Te Kāhui Manukura
　　v   Heads of Departments (including delegates)
　　vi   Staff members of Finance and the Project Management Office
　　vii   Capital Works Governance Group members
　　viii   Other employees and persons contracted for service.

b   Some requirements apply to all the persons listed above and some to Council members and officers only. (refer Section 2 of this policy for further details).

1.3 Formal Delegations

a   The collection and management of information relating to disclosures of material interest and conflicts of interest is delegated to the Council Secretary.

b   Responsibility for the monitoring of payments to companies or organisations is delegated to the Chief Financial Officer.

1.4 Definitions

a   **Bias:** Bias exists if there is, to a reasonable, fair-minded and informed observer, a real danger that a person making a decision might unfairly regard (with favour or disfavour) the case of a party to the issue under consideration.

b   **Conflict of Interest:** Conflict or potential for conflict arising when someone has a material interest in a matter or with a party with which Ara is negotiating or doing business; that is, where the person or a member of her or his immediate family or a dependent has a direct or indirect pecuniary interest or a relevant non-pecuniary or passive interest or may be perceived to have a bias or may gain a significant personal benefit or loss.

c   **Council member:** Any member of the Ara Council as constituted under the Education Act 1989 No 80 section 222AA and 222AB.

d   **Council officer/support provider:** An Officer of the Council as defined in the Council's Statute 2010/1 and the Council's Standing Orders or any employee who provides advice or executive or secretarial services directly to the Council or any of its committees.

e   **Designated Division Delegate:** A person formally designated by a Director of a Division as his or her delegate.

f   **Disclosure of Interest:** Any declaration whether verbal or in writing made by a person to whom this policy applies in which a material interest is disclosed.

g   **Employee:** Every person employed by the Chief Executive of Ara.

h   **Employer:** Every person employed by the Chief Executive of Ara who may also be an employer of Ara Students or staff.

i   **Gift:** A gift with a value in excess of $100 given by a third party to a person covered by this policy because they are a member of the Ara Council, or an Ara employee, or have a contract for service with Ara. A gift may take the form of hospitality especially if it is frequent or lavish.

j   **Head of Department:** Person formally appointed as the Head of a Department at Ara or a person acting in that position.

k   **LA(MI)A limit:** A $25,000 inclusive of GST in any financial year limit is set under the Local Authority (Members' Interests) Act (LA(MI)A on business transacted between Ara and any company or organisation in which a Council member has a material interest. A member is disqualified from office if the limit is exceeded without the prior approval of the Auditor-General. In terms of the Act it is the member's responsibility to ensure that the limit is not exceeded.

l   **Te Kāhui Manukura member:** Senior Management Team.

m   **Capital Works Governance Group member;** Ara Capital Works programmes have a governance structure that includes a Project Planning Team, and a Project Control Group administered by the Project Management Office. The Capital Works programme operates a Conflict of Interest Register centrally recorded by the Council Secretariat.

n   **Material interest:** Any pecuniary interest in a company or organisation, non-pecuniary interest, passive interest or an involvement giving the appearance of potential bias. The materiality of a concern or interest depends on the context and is a

matter of judgment. The amount of financial benefit or loss involved, the level of involvement as a percentage of the total operation of the company or organisation, and the degree to which the person is able to make or influence a Ara decision are relevant.

o   **Non-pecuniary interest:** A concern or interest which is not principally or solely about financial involvement. Non-pecuniary interest includes being a member of a board or a trustee or a director of any business or organisation even if there is no financial involvement. The definitions of bias and passive interests are relevant.

p   **Passive interest:** The Audit Office definition of passive interests includes, among other things, employment with another organisation, involvement in another business, professional or legal obligations owed to someone else, holding another office, membership of another organisation, investments and property ownership, beneficial interest in trusts, receipt of gifts or hospitality, or debts.

q   **Pecuniary interest:** An involvement in a matter which could give rise to an expectation of or an actual significant gain or loss of money on the part of the person concerned, or a member of her or his immediate family or a dependent.

The formal definition of a pecuniary concern or interest applying to Council members is that the member has a concern or interest if she or he or a member of her or his immediate family or a dependent, singly or together, owns 10% or more of the shares in a company or in another company which controls that company or is a shareholder in a company or a controlling company AND either the member or a member of her or his immediate family or a dependent is the managing director or general manager of the company or the controlling company. This also applies to trusts and business partnerships.

r   **Person contracted for service by Ara**: Any person who is not an employee but who is contracted by Ara to deliver educational, administrative, management, research or capital works services.

s   **Purchasing Officer:** Any person whose primary duties include the purchasing of goods and services for Ara.

t   **Register of disclosed material interests**: The register is kept by the Council Secretary of all disclosures made under this policy. The register is a publicly available document, made available on request. The public register includes the names of those declaring concerns or interests and the companies or organisations with which they are involved.

Related Ara Procedures	Related Ara Policies
• Disclosure of Interests [2017] (Annual Declaration Form)	• CPP211 Code of Professional Practice • CPP110 Legislative Compliance • CPP304 Discretionary Expenditure
Related Legislation or Other Documentation • Conflicts of Interest: A guide to the LA (MI) Act 1968 and Non-Pecuniary Conflicts of Interest • Local Authorities (Members' Interests) Act 1968	**Good Practice Guidelines** (indicate if attached to policy or where they can be found)
References	
Notes: A guide to managing conflicts of interest for TEI councils is available on the TEC Website.	

2 Principles

2.1 The general principles Ara has adopted for managing conflicts of interest are:

a   Full and open disclosures of real or perceived, actual or potential conflicts.

b   Ensuring any participation by the conflicted person in any discussions, deliberations, decision-making or voting relevant to the matter is managed appropriately to avoid actual or potential conflict and to support compliance with legislation.

c   Resolution by transferring duties from the conflicted person to another person not affected by the circumstances.

2.2 Overall Obligations and Requirements

a   Every Ara Council member, manager, employee, and person contracted for service has an obligation to declare any material interests relevant to any Ara activities and to ensure that any conflict arising from the material interests is noted and managed appropriately.

b   No Ara Council member, employee, or person contracted for service may take part in discussions, deliberations, decision making or voting on a matter in which she or he (or a member of her or his immediate family or a dependent) has a material interest.

c   Every Ara Council member, Council officer/support provider, manager and purchasing officer who has a material interest as defined in this policy must declare that interest in writing and ensure that any conflict arising from the declared interest is managed appropriately.

d   If a new conflict of interest becomes apparent while a meeting is in progress, you must acknowledge this immediately by disclosing the nature of the conflict and remove yourself. The interest must be recorded in the minutes of the meeting. From the point of disclosure, you must not (unless the Council or the Chair decides otherwise) be present in any deliberation, or take part in any decision with respect to that matter.

e   For all conflicts of interest, the Council Secretary must be formally advised in writing and the Conflicts of Interest register updated.

f   Everyone covered by this policy should opt for disclosure if in doubt.

g   Disclosures may result in restricting or abandoning the conflicting interest or activity.

h   Every Ara Council member must monitor any business interactions between Ara and any company or organisation in which the Council member has a material interest and ensure that such business does not exceed $25,000 including GST in value without the prior approval of the Auditor-General.

i   Any Council member is disqualified from office under the LA (MI)A if Ara does business exceeding $25,000 inclusive of GST in any financial year with a company or organisation in which the member has a material interest; prior approval of the Auditor General to exceed this limit can be given.

Associated procedures for

Ara Corporate Policy on: Disclosure and Management of Conflicts of Interest

2.3   Annual Disclosure Declarations

a   The following people are required to complete an Annual Disclosure Declaration administered from the Governance & Strategy office.
        i   Council members
        ii   Council officers
        iii   Managers and Leaders
        iv   Members of Te Kāhui Manukura
        v   Heads of Departments (including delegates)
        vi   Staff members of Finance and the Project Management Office
        vii   Capital Works Governance Group members
        viii   Other employees and persons contracted for service.

b   All of the above people are required to complete and sign annually a Disclosure of Interests form on which they declare any material interests/concerns or interests as defined by the Local Authorities (Members' Interests) Act 1968 or in this policy.

c   Every person who is required to complete an annual Conflict of Interest form, is also required to update this declaration in writing to the Council Secretary if her or his circumstances relevant to this policy change. Council members may do this at any Council or committee meeting and it will be recorded in minutes, and in the Council register by the Council Secretary

2.4   Employment Letters and Contracts

a   Every employment agreement and contract for service will include a brief statement about conflicts of interest and their management.

b   **Every Ara employee and person contracted for service** has an obligation to declare any material interests relevant to any Ara activities and to ensure that any conflict arising from the material interests is managed appropriately.

2.5   Meetings

a   The agenda for every Council, Council Committee, Te Kahui Manukura, and Capital Works Governance Group meeting will include 'disclosure of conflicts of interest' so that the meeting can note any particular conflict declared by any person attending the meeting and manage that conflict appropriately. Any such declaration will be recorded in the minutes of the meeting.

b   Any person covered by this policy who becomes aware that she or he has a conflict of interest as defined in this policy must declare that conflict of interest immediately and must not take part in any subsequent discussions, deliberations, decision making, or voting on the matter. *(This clause should be read in the context of clause 2.2d.)*

c   The declaration of conflict of interest must include a brief statement of the matter concerned and the nature and extent of the conflict. Every such declaration of a conflict must be recorded in the minutes of the meeting at which it was made together with a record of the fact that the member or officer took no part in the discussions,

deliberations, decision making, or voting on the matter. *(This clause should be read in the context of clause 2.2aa.)*

d   The Council Secretary must be advised of the declaration for the purposes of recording it in the register, which will form a part of the papers and record of every Council meeting.

2.6 Council Secretary and Finance Section

a   The Council Secretary maintains a register of all disclosures made under this policy. The register is a publicly available document and is made available on request. The public register includes the names of those declaring concerns and interests and the companies or organisations with which they are involved. The details of the register will be provided to the Chief Financial Officer for the use of the staff of the Finance Section.

b   All companies and organisations identified in the register will be marked in Ara Institute of Canterbury's financial systems in such a way that payments cannot be made to those companies without the knowledge of the Chief Financial Officer.

c   The Chief Financial Officer will monitor payments to the companies and organisation's on the register and will notify the Chief Executive and the Council Secretary of any concerns.

d   As payments to any of those companies in which a Council member has a concern or interest approach $25,000 including GST in any financial year, the Chief Financial Officer will notify the Council Secretary who will notify the Council member concerned and, will confer with the Council Chair and the Chief Executive and, if appropriate, apply to the Office of the Auditor-General for prior approval to exceed the limit.

2.7 Management of Declared Conflicts of Interest

a   The management of a declared conflict of interest is a matter that is considered on a case by case basis according to the particular circumstances.

b   The mechanisms for implementing the principles include:

i   Maintenance of an Interests Register
ii   Monitoring of financial interactions with registered interests
iii   Temporary or permanent transfer of duties
iv   Divestment
v   Increased transparency and scrutiny of decisions for impartiality
vi   Withdrawal from discussions
vii   Abstinence from voting or decision making
viii   Non-receipt of relevant information
ix   Agreement not to act
x   Decline of gifts or hospitality
xi   Resignation

2.8 Quick Reference Summary

a   Every person covered by this policy:

i   Must declare any material conflict of interest which arises during the course of their employment or term of office.

ii   Must declare any material interest which arises in the course of carrying out any duty for Ara or at any meeting or during any discussions or deliberations.

b   In addition, Council members, Council officers and supporting staff, Members of Te Kāhui Manukura, Heads of Departments (including delegates), Capital Works Governance Group members, Staff members of Finance and Project Management Office, International Team, Admissions & Enrolments

i   Must make an annual disclosure of material interests (pecuniary and non-pecuniary).

ii   Must update their declaration if further interests are added before the next declaration is called for.

c   Council members must also monitor any business transactions between Ara and any company or organisation in which they have a material interest as defined in the *Local Authorities (Members' Interests) Act 1968* to ensure that such business does not exceed the limit of $25,000 (inclusive of GST) without the prior approval of the Auditor-General.

d   The text for inclusion in letters of appointment or election is as follows:

Ara has strong links with its communities and it is not uncommon for employees, persons contracted for service, managers, Council officers and Council members to have involvement in businesses or organisations which could give rise to real or perceived conflicts of interest. We cannot hope to avoid or eliminate all possible conflicts but we have a responsibility to declare them and to manage them effectively by being aware of our obligations and following Ara Institute of Canterbury's policy, 'Disclosure and Management of Conflicts of Interest'.

The wording for use at Council Committees, Te Kahui Manukura, or Capital Works Governance Group meetings is as follows:

i   Agenda item: *Disclosure of Conflicts of Interest.*

ii   Disclosure question*: Does any voting or non-voting member or officer or support person present have any conflict of interest arising from the business to be considered at this meeting?*

Ara Institute of Canterbury Council

Statute Number 2010/2

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

Ratified [28 May 2019]

Past Revisions:	May 2010, February 2012, February 2014, February 2018, December 2018
Review Cycle:	Every two years
Applies From:	28 May 2019

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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.

1.3   This Statute should be read in conjunction with the Ara Constitution, the Ara Standing Orders and the Ara Council Charter.

2   Application of Statute

2.1   The Ara Council is composed of ten members. Four ministerial, four community one student, and one staff member.

2.2   The Ara Council is entitled to appoint six persons as members of the Council in accordance with this Statute.

   a   One of the six community members is appointed in consultation with Ngai Tahu.

   b   Two of the six community members are elected by Ara Staff and Students. Post their successful nomination and election by staff and students, Council passes a resolution to appoint the two members. The Council Secretary is the Returning Officer, and oversees the election process in accordance with the Ara Council Election processes.

   c   The remaining three community members are appointed by Council and follow the Community and Ministerial member appointment process laid out in this Statute.

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

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 holds the position of Chief Executive of Ara; or

c   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.

d   All Council 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 (see attached Schedule 1)

4   Staff Member appointed following an election by Ara staff

4.1   Following nomination and election of an academic or general staff member conducted in accordance with the Ara Council Elections Statute, the Council is to resolve to appoint the successful candidate as a member of the Ara Council. [Refer to Schedule 3 and appendices].

4.2   The academic or general staff member shall be appointed for a term of up to four years, subject to their continuing employment at Ara and is not eligible for reappointment.

5   Student Member appointed following an election by Ara students

5.1   Following nomination and election of a student conducted in accordance with the Ara Council Elections Statute, the Council is to resolve to appoint the successful candidate as a member of the Ara Council. [Refer to Schedule 3 and appendices].

5.2   The student council member shall be appointed for a term of up to four years, subject to continued enrolment at Ara as a 0.5EFT (as a minimum).

6   Ngāi Tahu member appointed after consultation with Ngai Tahu

6.1   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.

6.2   For appointments made pursuant to clause 4.1 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.

6.3   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.

6.4   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.

6.5   The Ngai Tahu council member shall be appointed for a term of up to four years.

7   Reappointment and Term of Office

7.1   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.

7.2   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.

8   Appointment Processes

8.1   Appointment of other members [refer to Schedule 3].

    a   The Chair and the Deputy Chair are appointed by the Minister.

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

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

d   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

e   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.

f   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.

8.2   Transition arrangements

a   In order to facilitate the transition to the reconstituted Council in 2019, 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   Where vacancies cannot be appropriately filled by reappointment of current Council members, the Selection Committee will proceed in accordance with section 6.2– of this Statute.

9   Removal of Members

9.1   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.

9.2   **Absence without leave**

a   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)]

10 General

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

10.2 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.

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

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

11 Statute Approval

11.1 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.

This Statute was reviewed and updated in December 2018 to align with the changes to Council composition, and the Education Act, and was approved by Council in February 2019.

12   Definitions

In this Statute, unless inconsistent with the context:

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

12.2   '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.

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

12.4   'Ara' means Ara Institute of Canterbury.

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

12.6   '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.

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

12.8   Ara Council Elections Statute means the processes for the nomination and appointment of Student and Staff members to the Ara Institute of Canterbury Council, in pursuant of the Education Amendment Act 2018, 14 Section 222AD amended (Matters to be considered when appointments made).

Schedule One - Ara Council Members' Competencies Schedule (as of December 2018)[1]

Competency	Ministerial and Community Appointed Council Members	Staff Representative on Council	Student Representative on Council
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.	✓	✓	✓
Strategic and Business Skills			
A sound understanding of a Trustee's legal duties and responsibilities	✓		
Ensure compliance with legislation, policies and procedures	✓		
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	✓		

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[1] The Ara Council reviews these competencies on a regular basis and amends as necessary

Competency	Ministerial and Community Appointed Council Members	Staff Representative on Council	Student Representative on Council
Corporate governance	✓		
Leadership	✓		
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	✓		
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

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.[2]

1   Local bodies/territorial authorities /District Health Boards

1.1   Canterbury District Health Board
1.2   Christchurch City Council
1.3   ChristchurchNZ
1.4   Ashburton District Council
1.5   Hurunui District Council
1.6   Kaikoura District Council
1.7   Timaru District Council
1.8   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   Ara Academic Staff at Canterbury Union

7.2   Association of Administration Professionals New Zealand Inc
7.3   Canterbury District Law Society

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[2] This Schedule is an evolving list and is reviewed regularly

7.4   Canterbury Pasifika Tertiary Alliance
7.5   Ara Student Voice and Student Executive Council
7.6   Human Resources Institute
7.7   Institution of Professional Engineers of New Zealand(Canterbury Branch)
7.8   Institute of Chartered Accountants

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

8   **Tertiary Education Organisations**

9   **Industry Groups**

Schedule Three
Application and/or Nomination Requirements for all Council Member Applications

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 the Ara Charter** 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 (all persons)

- Appendix B – Ara Council Elections for Professional Staff Member (staff)

- Appendix C – Ara Council Student Member Election (student)

APPENDIX A
Notice of eligibility for appointment to the
Ara Council

Position

I declare that I am standing for appointment to the Ara Council as a:

1. Ministerial member (appointed by the Minister)
2. Community member (appointed by the Council)
3. Ngai Tahu member (appointed by the Council in consultation with Ngai Tahu)
4. Staff member (elected by Ara staff)
5. Student member (elected by Ara students)

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 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, and aligned to the Ara Conflicts of Interest policy and procedures.

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 successfully **elected by staff or students, , or appointed** by the Ara Council 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:
Christina Yeates
Returning Officer, ARA Council Nominations
Ara Institute of Canterbury
PO Box 540
Christchurch 8140

APPENDIX B

Ara Council Elections Statute 2020
Professional Staff Member

Pursuant to section **222AA Constitution of polytechnic councils**

Title and Commencement
This Statute may be cited as the Council Elections (Professional Staff Member) Statute 2020 and comes into force on 3 February 2020.

Application
This Statute applies to Professional (general) staff of Ara Institute of Canterbury.

Purpose
The purpose of this Statute is to govern the election to the Ara Institute of Canterbury Council by members of the permanent Professional staff of one member who is a permanent Professional staff member.

Statute

1. For the purposes of electing one member of the Ara Council being a permanent member of the professional staff of Ara Institute of Canterbury pursuant to the constitution of the Council Approved by the Minister of Tertiary Education as determined under Part 15a of the Education Act 1989.

   a. Each elector will be eligible to nominate a candidate and vote; and
   b. Each elector will be eligible to be nominated as a candidate.

2. The date of the election will be determined by the Returning Officer and reported to Council.

3. The election shall be conducted in accordance with the provisions of this Statute.

4. The nomination of Candidates for election under this Statute must:

   a. Be in the form approved by the Returning Officer; and
   b. Be signed by not less than two electors as the nominators; and
   c. Carry the written consent of the nominee and a declaration of eligibility; and

d. Contain a declaration of the nominee to abide by the Statutes of the Council, its Charter, Standing Orders, and Conflicts of Interest policy.

5. The staff member elected in accordance with the provisions of this statute will hold office for a term of four years; or if the staff member ceases to be a permanent member of the professional (general) staff of Ara, at which date the staff member will resign or be deemed to have resigned as a member of Council.

6. Definitions

a. **'Candidate'** means a permanent member of the Professional (general) staff who is nominated by Electors in accordance with the provisions of this Statute.

b. **'Council'** means Council of Ara Institute of Canterbury

c. **'Election'** means an election conducted under this Statute.

d. **'Elector'** means a permanent member of the professional (general) staff of Ara, as deemed by the Chief Executive to be those staff of the General staff payroll unless otherwise determined by the Chief Executive.

e. '**Instructions' for Voting'** means those instructions issued by the Returning Office for the conduct of the electronic and hard copy voting by means of a secure system which ensures each Elector is only able to cast one vote.

f. **'Nomination day'** means the day appointed for the closing of nominations candidates for election as members on the Council.

g. **'Returning Officer'** means an officer of the Council Secretariat appointed by the Council for the purpose of this election period.

h. **'Permanent member'** in relation to Professional (general) staff of an institution, means a member of staff who is employed either on a full-time or part-time basis –

- Who has been employed, whether under a contract for a specified period or otherwise, and either on a full-time or part-time basis for at least 3 months; **or**

- Who has been employed, whether under a contract for a specified period or otherwise, and either on a full-time or part-time basis, for less than 3 months and whose employment is, in the opinion of the Chief Executive of the institution, likely to continue for at least 3 months from the date of commencement of that employment.

i. **Academic or General Staff Member on Council** means" One permanent member of the academic or general staff of Ara appointed by Council following an election (conducted in accordance with the election statute made by the Council) by the permanent members of that staff.

j. **Chief Executive** means the person holding office for the time being as the Chief Executive Officer of Ara, and includes any person for the time being acting in that capacity.

APPENDIX C

Ara Council Student Member Election Statute 2020

Pursuant to section **222AA Constitution of polytechnic councils**

Title and Commencement
This Statute may be cited as the Council Elections (Student Member) Statute 2019 and comes into force on 3 February 2020.

Application
This Statute applies to students of Ara Institute of Canterbury.

Purpose
The purpose of this Statute is to govern the election process of a student member to the Ara Council by the student community.

Statute

1. For the purposes of electing one member of the Ara Council being an enrolled student of Ara pursuant to the constitution of the Council Approved by the Minister of Tertiary Education as determined under Part 15a of the Education Act 1989.

   a. Each student elector will be eligible to nominate a candidate and vote; and
   b. Each student elector will be eligible to be nominated as a candidate.

2. The date of the election will be determined by the Returning Officer and reported to Council.

3. The election shall be conducted in accordance with the provisions of this Statute.

4. The nomination of Candidates for election under this Statute must:

   a. Be in the form approved by the Returning Officer; and
   b. Be signed by not less than two electors as the nominators; and
   c. Carry the written consent of the nominee and a declaration of eligibility; and
   d. Contain a declaration of the nominee to abide by the Statutes of the Council, its Charter Standing orders, and Conflicts of Interest policy.

5. The student elected in accordance with the provisions of this statute will hold office four subject to continued enrolment at Ara as a 0.5EFT (as a minimum) unless he or she ceases to be an enrolled student of Ara, when the position on Council will become a casual vacancy.

6. Definitions

a. **'Student'** means a learner who is enrolled part-time or full-time in an Ara programme of learning.

b. **'Candidate'** means an Ara who is nominated by Electors in accordance with the provisions of this Statute.

c. **'Council'** means Council of Ara Institute of Canterbury

d. **'Election'** means an election conducted under this Statute.

e. **'Elector'** means a student of Ara, as deemed by the Chief Executive to be an enrolled and engaged student at Ara.

f. **'Instructions' for Voting'** means those instructions issued by the Returning Office for the conduct of the electronic and hard copy voting by means of a secure system which ensures each Elector is only able to cast one vote.

g. '**Nomination day'** means the day appointed for the closing of nominations candidates for election as members on the Council.

h. **Returning Officer'** means an officer of the Council Secretariat appointed by the Council for the purpose of this election period.

i. **Student Member** on Council' means" A student at Ara enrolled in a programme whose continued enrolment at Ara is an equivalent 0.5 of an EFT (as a minimum);appointed by Council following an election (conducted in accordance with the election statute made by the Council) by students enrolled at Ara.

j. **Chief Executive** means the person holding office for the time being as the Chief Executive Officer of Ara, and includes any person for the time being acting in that capacity.

Ara Staff and Student nomination and election process for appointment to the Ara Council

Background

The Education Amendment Act 2018 made a number of key changes to tertiary education institution governance arrangements by restoring guaranteed elected staff and student places on the councils of polytechnics, and their appointment as full council members.

This change affirms the important role staff and students have in institutional decision making, and provides guaranteed staff and student representation on the councils of polytechnics.

This election process complies with the Ara Privacy Policy and has been endorsed by the Privacy Officer.

Student & Staff Council members.

The Student and staff members nominated for election to the Ara Council need to be aligned to some but not all of the following competencies and be able to undertake the duties of individual council member responsibilities.   These competencies and responsibilities are laid out in detail in the Ara Council's Charter, Statute, and Standing Orders. A copy of the relevant excerpts are attached in Appendix One.

Time Commitment

The Ara Council has 10 meetings per year, two or three of which are workshops with focussed subject relevant to Ara's Strategic Plan. As an elected member you will need to allocate time for reading the papers prior to meetings in preparation for attendance and engagement at the meetings. Council meetings are generally 3-4 hours long, Workshops 5-6 hours.

Sub-Committees

Staff and student members of Council may also be voted onto a sub-committee of the Council, although this generally does not happen in the first year of office.

Confidentiality

Council members are required to keep sensitive information confidential, to behave in a professional manner, and have the organisations best interest at heart.   Whilst you will bring a wealth of knowledge of your representative group to the Council table, you are not able to share with the group you represent, confidential Council business. The Council operates under the LGOIMA (Local Government Official Information and Meetings Act 1987 No.174) whereby the Ara Council Agendas have Public and Public Excluded sessions. Confidential information includes but is not limited to public excluded sessions.
The meeting Agendas and minutes are approved, and public sections made available on the Ara website, and across a variety of stakeholder groups and media channels.

Induction
The successful candidates will be given an extensive induction into Council responsibilities, processes, and procedures.

Ara Staff and Student
Council Member Elections

Payment

As a full member of Council both the staff and student member are paid members in accordance with the State Sector Act 1988. The fees are set by the State Services Commission.

Staff Member

- Receives full council member fees
- However, if Council duties occur that mean their current employment duties have to be "back-filled" by Ara, then a portion (50%) of the fee goes to Ara to off-set against Ara's costs.

Student Member

- Receives full council member fees.

APPENDIX ONE

1. Responsibility of Individual Council Members

1.1. The Minister has published a list of expectations of how individual Members should tailor their personal contribution to the Council. If the guidelines are followed, and occasionally amended to fit particular circumstances, the Council will collectively be acting in the best interests of Ara. Please refer to the full list of the Ara Council Members' Competencies Schedule as per the Ara Council Statute as detailed further in Appendix One. It is expected that all Members will, to the best of their ability:

(a) Comply with all relevant statutory requirements

(b) Ensure that Ara undertakes sound strategic and business planning in accordance with its charter, once approved by the Minister

(c) Ensure that that the strategy of Ara is in alignment with the Tertiary Education Strategy;

(d) Ensure that the Council appropriately directs the Chief Executive of the institution, and holds the Chief Executive accountable for performance with explicit and measurable performance criteria that includes educational outcomes of Aras students

(e) Ensure that Ara provides the Minister and officials with requested information necessary to monitor the performance of Ara

(f) Ensure that Ara adopts sound organisational and financial management practices so as to safeguard and enhance the country's investment in Ara and optimise Ara expenditure in accordance with its annual business plan

(g) Encourage Ara to actively explore ways in which greater cooperation and collaboration with other tertiary institutions can be achieved to the benefit of all institutions involved

(h) Ensure that Ara works with iwi Maori and Maori communities to achieve Maori educational development aspirations and provides an environment in which Maori students are encouraged and supported to succeed

(i) Ensure that Ara adopts a sound risk management strategy for all facets of its activities

(j) Ensure that Ara implements an internal audit function that includes unfettered reporting of findings to Council

(k) Ensure that Ara and Council implement appropriate mechanisms for communicating and working with key stakeholder groups including the student body, staff, the wider community, the Ministry of Education, TEC, other education agencies, other departments, and other tertiary institutions and schools

(l) Participate in an annual Council Member performance appraisal

(m) Advise the Council Chair immediately of any circumstances, conflicts of interest, or perceived conflicts of interest that may prevent the Member from performing his/her role in a fair and impartial way, in the best interests of Ara.

1.2. Members will comply with the policies and procedures of Ara to the extent that these apply to Members.

1.3. Members will use their best endeavours to attend all Council meetings, to prepare thoroughly and participate fully. Council discussion should be open and constructive, recognising that different perspectives bring improved clarity and better decisions.

1.4. Members must ensure all interests (private or business) are advised to the Council and recorded in the Interests Register. Members must avoid conflicts of interest wherever possible. The Members will minimise the possibility of a conflict of interest by restricting their involvement in businesses that could lead to a conflict of interest. The Council will regulate its procedures to effectively manage any conflicts of interest including ad hoc conflicts which arise in respect of a specific agenda item.

1.5. Staff and Student Representatives should note that where they are conflicted by virtue of their position, this may result in them being asked to leave the meeting for the duration of the conflict. All decisions are at the sole discretion of the Chair.

1.6. Members will not, except in exceptional circumstances, provide business or professional services to Ara because a conflict of interest (actual or perceived) may be created.

1.7. Members will keep Ara and Council information, discussions and decisions that are not publicly known, confidential. Staff and Student representatives should note that they are required to consider Council matters in the best interests of Ara, not in the interests of their representative group.

1.8. Members are expected to keep themselves current on how to best discharge their responsibilities as Members including keeping abreast of changes and trends in tertiary education, the general environment and markets, and economic, political, social, financial and legal climates, and governance and business practices generally.

Definitions

To be a permanent **"academic or general staff member"** of Ara you must be employed by the Chief Executive and paid by Ara through the Human Resources payroll.

For the purposes of these elections: **Permanent member'** in relation to academic or general member of an institution, means a member of staff –

- Who has been employed, whether under a contract for a specified period or otherwise, and either on a full-time or part-time basis for at least 3 months; **or**
- Who has been employed, whether under a contract for a specified period or otherwise, and either on a full-time or part-time basis, for less than 3 months and whose employment is, in the opinion of the Chief Executive of the institution, likely to continue for at least 3 months from the date of commencement of that employment.

Ara Staff and Student
Council Member Elections

To be a **student**, you must be enrolled, at all times, in a programme of learning at Ara Institute of Canterbury subject to continued enrolment as 0.5 of an EFT as a minimum

Electoral rolls – please refer to Appendix Two for the forms

Human Resources will compile the electoral roll of staff from their data base as at the day the nominations and expressions of interest open.

The Registry Manager will be responsible for assessing the nominations against the Tribal SMS to prove they are valid, enrolled students of Ara Institute of Canterbury.

Where there is any doubt about staff membership, student classification, or eligibility to vote, the Returning Officer will investigate the circumstances and where necessary make a recommendation to the Chief Executive who will determine the matter.

Submitting an Expression of Interest or Nominating Candidates for Election

- This process will be electronic with nominations and expressions of interest to be sent via email to the Returning Officer.
- Any eligible staff member or student may submit an Expression of Interest or nomination of a member for Council.

Permanent academic or general staff members (as defined above) are invited to submit an Expression of Interest or nominations of staff candidates for election.

Current students (as defined above) are invited to submit an Expression of Interest or nominations for student candidates for election.

Each nominated candidate or persons submitting an Expression of Interest must supply a **brief outline of their background and interest in being a member of council**. The outlines will be published on the Infoweb along with the Voting Papers. Please make sure that anyone you nominate is aware of this.

The *Expression of Interest* and *Nomination Forms* are attached in Appendix Two.

Forms **TOGETHER WITH THE CANDIDATE OUTLINE** must reach the Returning Officer **before 12 noon on Friday 28 February 2020.** An acknowledgement of receipt will be returned.

Voting

Voting will be able to be carried out electronically and via the Infoweb. You will be notified that voting is open.

Timetable

Nominations & Expressions of Interest open	Monday 24 February 2020 12noon
Nominations & Expressions of Interest close	Friday 28 February 2020 12noon
Finalised Candidate List/Electoral Rolls available	Wednesday 4 March 2020
Voting papers available	Friday 13 March 2020
Polling ends	Friday 20 March 2020 12noon
Results Announced	Monday 30 March 2020 12noon

Ara Staff and Student
Council Member Elections

Enquiries

If you are in doubt about any aspect of the electoral process, please do not hesitate to contact me.

Christina Yeates
Returning Officer

Internal address:	Executive offices, Te Kei
Internal phone:	Ext 8379
Email:	christina.yeates@ara.ac.nz

Staff and Student Elections to the Ara Council 2020

As referred to in Schedule One of the Ara Council Statute - Ara Council Members' Competencies Schedule (as of December 2018)

Competency	Ministerial and Community Appointed Council Members	Staff Representative on Council	Student Representative on Council
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.	✓	✓	✓
Strategic and Business Skills			
A sound understanding of a Trustee's legal duties and responsibilities	✓		
Ensure compliance with legislation, policies and procedures	✓		
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	✓		

Staff and Student Elections to the Ara Council 2020

Competency	Ministerial and Community Appointed Council Members	Staff Representative on Council	Student Representative on Council
Leadership	✓		
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	✓		
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	✓	✓	✓

APPENDIX TWO

Staff and student member nomination form for election and appointment to the Ara Council

NOMINATION

We

Name of Nominator

and

Name of Seconder

being eligible voters, hereby nominate

for election as Staff or Student member on the Ara Institute of Canterbury Council at the election to be held 13-20 March 2020.

Signature of Nominator

Signature of Seconder

I,

Name of Nominee

being eligible for nomination, hereby consent to my nomination and confirm I meet the eligibility criteria to be elected and appointed as a member of the Ara Council, as outlined in the Ara Statute and the Education Act 1989.

An outline of my credentials for the position is attached.

Signature of Candidate

Date: _____

NOMINATIONS CLOSE AT 12 NOON ON Friday 28 February 2020 12noon.

For Office Use Only   GENERAL
Date received: _____   Candidate Outline supplied: YES / NO
Nomination valid: YES / NO   Acknowledged: YES / NO

SAMPLE CANDIDATE OUTLINE INFORMATION

Name

Candidate: **Name**

Position: **(Position)**

Joined staff: **(Month/Year)**

Nominated by: **(Name) and (Name)**

Who is (Name)?

 [2-3 sentences about why you should be considered.]

Regards

(Name)

Staff and Student Elections to the Ara Council 2020
Page 11

Staff and Student Election

ELECTRONIC VOTING INSTRUCTIONS

1   Each registered elector exercises one vote (that is, completes one voting paper on which she or he votes for not more than one candidate).

2   Only **ONE** person is to be elected from the candidates listed.

3   The voter must log on to Infoweb and select Ara Council Staff and Student Vote from menu.

4   The voter must select one candidate.

5   Select the check box of the candidate for whom she or he wants to vote.

6   The number of candidates selected must **NOT** exceed one.

7   To submit the vote, select the "submit vote" button.

8   The poll closes at **12 noon on Friday 20 March 2020.**

Christina Yeates
Returning Officer

Internal address: Executive Offices, Te Kei
Internal phone: Ext 8379
Email: christina.yeates@ara.ac.nz

ELECTION OF STAFF AND STUDENT MEMBER TO THE ARA COUNCIL

RESULTS OF POLL

The poll closed at noon on Friday 20 March 2020 the votes have been counted as per the electronic voting system on the Infoweb.

There were   (?) votes cast and no informal or invalid votes.

The results of the poll were:

Name	#votes
x	x
x	x
x	x

I declare   **x**

duly elected to the ARA COUNCIL for a term of office commencing on 1 April 2020.

Christina Yeates
Returning Officer
Insert Date

Ara Council Audit and Risk Committee Minutes

10 April 2019

Minutes of a meeting of the Ara Council Audit and Risk Committee held on Wednesday 10 April 2019 at 2.00pm in Room G202, City Campus.

Welcome

The Chair opened the meeting welcoming the Committee.

1 Meeting Business

1.1 Attendance

a Voting Members

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

b Non-Voting Members

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

c In Attendance

Emma Henshall (Finance Manager), Chris Genet (AuditNZ) and John Mackey (AuditNZ).

1.2 Apologies

Nil.

2 Confirmation of Minutes

2.1 Minutes of Council Audit and Risk Committee meeting of 13 March 2019

*It was **resolved** that the Minutes of the Council Audit and Risk Committee meeting held on 13 March 2019 be approved as a correct record of proceedings at that meeting and be signed by the Chair accordingly.*

J Hunter/J Boys   Carried

2.2 Business Arising out of the meeting

Nil.

3 Action List

Nil.

4   Public Excluded

2.10pm

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

M Rondel   Carried

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

4.1	Minutes of Meetings of 13 March 2019 – Public Excluded	[s9(2)(i)]
4.2	Business Arising from previous Public Excluded Minutes	[s9(2)(i)]
4.3	RoVE Update	[s9(2)(i)]
4.4	Update on Annual Accounts/Audit	[s9(2)(i)]
4.5	2019 Reforecast	[s9(2)(i)]
4.6	Risk Register	[s9(2)(i)]
4.7	Treasury Report	[s9(2)(i)]
4.8	Internal Audit Work Programme	[s9(2)(i)]

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

- *Matters involving confidential information about an identifiable person*
  [s9 (2)(a)] – Protect the privacy of natural persons, including that of deceased natural persons

- *Submissions to Parliament and other formal advice*
  [s9(2)(f)] – Maintain confidential conventions which protect political neutrality, and the confidentiality of communications and advice tendered by officials

- *Commercially sensitive financial data*
  [s9(2)(i)] – The Crown or any Department or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities

- *Negotiations in progress with other organisations*
  [s9(2)(j)] – Enable a Minister of the Crown or any Department or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

The Council moved back into open meeting.
There being no further business the meeting closed at 4.00pm.

READ AND CONFIRMED   Chair: ………………………………………………………………

                                                          May 2019

Ara Council **28 May 2019**	**Agenda Item**	**11.4**
	Information Item	
PUBLIC	**Presented by**	T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	**Affixing of the Common Seal (31 October 2018 to 20 May 2019)**
BACKGROUND AND PURPOSE	• Public record of the quarterly report provided to the Ara Council recording the number and type of document to which the common seal has been added. This includes the list of degree and diploma documents signed and sealed by the Council Chair and Chief Executive for the Graduation ceremony held on 29 March 2019.
RECOMMENDATION(S)	That the Ara Council receive and note the contents of the report provided.
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

Common Seal

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

Date	Document	Countersigned	Number
31 October 2018	Sales and Purchase Agreement – Sevenoaks (Tranche 1)	T Arseneau (Council Chair) T Gray (Chief Executive)	1
19 November 2018	Deed of Sublease – Manawa	T Arseneau (Council Chair) T Gray (Chief Executive)	1
15 January 2019	ANZ Signatory Amendment	T Gray (Chief Executive) D Mitchell (Chief Operating Officer)	1
6 May 2019	Sales and Purchase Agreement – Sevenoaks (Tranche 2)	T Arseneau (Council Chair) T Gray (Chief Executive)	1

This report covers the period from 31 October 2018 to 20 May 2019 and includes the list of the degree and diploma documents signed and sealed by the Council Chair and Chief Executive for the Graduation ceremony held on 29 March 2019.

Graduation documents carrying the Ara Institute of Canterbury Common Seal issued for Graduation 29 March 2019.

Qualification Title	Quantity Awarded
Bachelor of Applied Management	54
Bachelor of Applied Science	37
Bachelor of Architectural Studies	30
Bachelor of Broadcasting Communications	62
Bachelor of Construction	2
Bachelor of Design	95
Bachelor of Engineering Technology	20
Bachelor of Information and Communication Technologies	21
Bachelor of Language (Japanese)	4
Bachelor of Maori Language and Indigenous Studies (Te Ohoka)	6
Bachelor of Medical Imaging	33
Bachelor of Midwifery	19
Bachelor of Music Arts	19

Qualification Title	Quantity Awarded
Bachelor of Nursing	123
Bachelor of Performing Arts	18
Bachelor of Sustainability and Outdoor Education	13
Diploma in Accounting	13
Diploma in Beauty Therapies and Epilation	7
Diploma in Broadcasting Communications	2
Diploma in Business	19
Diploma in Computer Aided Design	4
Diploma in Computer Networking	1
Diploma in Computing	1
Diploma in Environmental and Outdoor Leadership	8
Diploma in Human Resource Management	7
Diploma in Information and Communications Technology	2
Diploma in Interior Design (Residential)	25
Diploma in Māori Studies (Te Hāpara)	1
Diploma in Marketing	3
Diploma in Musical Arts	1
Graduate Diploma in Accounting	4
Graduate Diploma in Applied Management	13
Graduate Diploma in Business Information Systems	4
Graduate Diploma in Computer Aided Design	14
Graduate Diploma in Construction Management	2
Graduate Diploma in Event Management	1
Graduate Diploma in Hospitality Management	7
Graduate Diploma in Human Nutrition	1
Graduate Diploma in Human Resource Management	5
Graduate Diploma in Information and Communication Technologies	27
Graduate Diploma in Laboratory Technology	17
Graduate Diploma in Marketing and Sales	6
Graduate Diploma in Operations and Production Management	18
Graduate Diploma in Physical Activity, Health and Wellness	2
Graduate Diploma in Project Management	19
Graduate Diploma in Quantity Surveying	5
Graduate Diploma in Retail Management	1
Graduate Diploma in Sports and Exercise Science	1
Graduate Diploma in Supply Chain Logistics	16
Graduate Diploma in Sustainability and Outdoor Education	1
Graduate Diploma of Information Design	8
New Zealand Diploma in Agribusiness Management	6
New Zealand Diploma in Applied Science (Level 5)	8
New Zealand Diploma in Applied Science (Level 6)	4
New Zealand Diploma in Architectural Technology	19
New Zealand Diploma in Business	18

Qualification Title	Quantity Awarded
New Zealand Diploma in Business (Level 5)	30
New Zealand Diploma in Construction (Level 6)	41
New Zealand Diploma in Cookery (Advanced)	48
New Zealand Diploma in Engineering (Electrical)	1
New Zealand Diploma in Engineering (Level 6)	34
New Zealand Diploma in Hospitality Management (Level 5)	21
New Zealand Diploma in Information Technology Technical Support	18
New Zealand Diploma in Networking	2
New Zealand Diploma in Systems Administration	4
New Zealand Diploma in Veterinary Nursing	20
New Zealand Diploma in Web Development and Design	11
Postgraduate Diploma in Health Science	9

TOTAL   **1116**

Tony Gray
Chief Executive

2019 Council Work Programme

as at 6 May 2019

Month		Topics	Notified Non-availability
January		**Note: No Council Meeting**	
	24	**REM Committee**	J Boys 9 Jan- 5 Feb
February	14	Graduation (Timaru – 2 pm)	
	26	**Council Meeting (Christchurch)** • Conflicts of Interest – signed updated register from each member • Reconfirm Committee and Trust Memberships • Council Documentation Review – Charter/Standing Orders/Statute • Board Self-Assessment • 2018 End of Year Provisional Financial Report	
March	13	Council Audit and Risk Committee Meeting	E Hopkins 1-31 March
	19	Council Campus Redevelopment Committee Meeting	
		Chief Executive Remuneration and Performance Review Committee	
	26	**Council Meeting (Christchurch)**	
	29	Autumn Graduation Ceremonies (9.30 am and 2.30 pm sessions)	
April	10	Council Audit and Risk Committee Meeting	
	30	• Health and Safety Manager Report • Draft Annual Report 2018 • Risk Management Framework – Quarterly report	
May		Council Audit and Risk Committee Meeting	
	20	Council Campus Redevelopment Committee Meeting	
	28	**Council Meeting (Christchurch)** • Final approval of 2018 Annual Report • Report on Affixing of Common Seal • Kaiārahi Report • Fee Setting	
		Full Academic Board	
June		Chief Executive Remuneration and Performance Review Committee	J Hunter 4 June - 7 July T Gray 25 June
	25	**Council Meeting (Woolston Campus, Christchurch)** • Risk Management Framework - Quarterly Report • Pasifika Strategy Report • Internationalisation Strategy Report • Health and Safety Manager Report • Health and Safety Walkabout	
July	10	Council Audit and Risk Committee Meeting	
	16	Council Campus Redevelopment Committee Meeting	
	30	**Note: No Council meeting.**	
August	27	**Council Meeting (Timaru and Ashburton)**	

September	11	Council Audit and Risk Committee Meeting	
	17	Council Campus Redevelopment Committee Meeting	
	20	Spring Graduation Ceremony (10am)	

	24	**Council Workshop (1) (Christchurch)**
		   ➢ **Young Person's View of the Future**
		   ➢ **Industry Partners**	

October	?	Chief Executive Remuneration and Performance Review Committee	

	29	**Council Meeting (Christchurch)**
		   • Report on Affixing of Common Seal
		   • Risk Management Framework – Quarterly Report
		   • Annual Report 2019 – content/format
		   • Health and Safety Manager Report
		   • Health and Safety Walkabout
		   • Pasifika Strategy Report
		   • Kaiārahi Report	

November		Full Academic Board	
	13	Council Audit and Risk Committee Meeting	
	19	Council Campus Redevelopment Committee Meeting	

	26	**Council Workshop (2) (Christchurch)**
		   ➢ **Ensuring Equity in Education**
		   ➢ **Maori and Pasifika Deep Dive**
		
		   • **2019 Budget sign-off**	

December	10	**Council Meeting (if required)** • 2019 Budget – Sign off	
	4	Council Audit and Risk Committee Meeting	

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

Waitangi Day – Wed 6 Feb
Otago Anniversary – Mon 25 Mar
Good Fri – 19 April
Easter Mon – 22 April
Easter Tue – 23 April
ANZAC Day – Thurs 26 Apr
Queen's Birthday – Mon 3 Jun
South Canterbury Anniversary Day (Timaru Campus) – Mon 23 Sept
Labour Day – Mon 28 Oct
Canterbury Anniversary/Show Day – Fri 15 Nov

Christchurch Location – Room G202, Council Room, Te Kei, Christchurch City Campus
Timaru Location – Room TA210, Council Room, Timaru Campus.

Media Report April 2019

3 April

Volunteering as an entry step into a dream job

https://www.ara.ac.nz/news-and-events/news/volunteering-as-an-entry-step-into-a-dream-career

5 April

New barbering course at Ara

https://www.ara.ac.nz/news-and-events/news/new-barbering-qualification-cuts-above-expectations

8 April

Profiling commercial transport students

https://www.ara.ac.nz/news-and-events/news/commercial-road-transport-students-get-behind-the-wheel

12 April

Ara scholarship awards ceremony

https://www.ara.ac.nz/news-and-events/news/celebrating-success-ara-students-receive-scholarship-awards

May 2019

'Awesome' tiny houses built by trainee tradies

https://www.stuff.co.nz/life-style/homed/latest/112845903/awesome-tiny-houses-built-by-trainee-tradies-sold-to-same-person