



## Ara Institute of Canterbury Limited

(the Company)

### MEETING OF THE BOARD OF DIRECTORS

**Date:** 23 February 2021

**Time:** 9.30am

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

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

### OPEN AGENDA

Item	Subject
1.	<b>Karakia</b>
2.	<b>Welcome/Apologies/Notices</b>
3.	<b>Conflicts of interest</b>
4.	<b>Call for and discussion of minor items not on the Agenda</b>
5.	<b>Confirmation of Meeting Minutes (Public) - meeting 24 November 2020</b> 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List
6.	<b>Discussion Items</b> 6.1 Chief Executive Report a COVID-19 6.2 Health and Safety 6.3 Chair Report
7.	<b>Information Items [For noting]</b> 7.1 Deputy Chief Executive Reports 7.2 Sub-Committee Reports a Audit and Risk Committee [17 February 2021] 7.3 Ara Board Work Programme 7.4 Media Report
8.	<b>General Business</b>

## CLOSED AGENDA

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

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

Item	Subject	
9.	<p><b>Confirmation of Meeting Minutes (Public Excluded) - meeting held 24 November 2020</b></p> <p>9.1 Approval of Meeting Minutes 9.2 Matters Arising 9.3 Action List</p>	[s9(2) (f), (i), (j)]
10.	<p><b>For Information [For noting]</b></p> <p>10.1 Sub-Committee Reports b Audit and Risk Committee [17 February 2021] c Remuneration Committee [17 November 2020] d Health, Safety, Wellbeing Leadership Group (Minutes)</p>	[s9(2) (f), (i), (j)]
11.	<p><b>For Discussion</b></p> <p>11.1 CE Report a Proposed format for Board papers and reporting 2021 b Kaiārahi Report – focus on Te Pae Tawhiti</p>	[s9(2) (f), (i), (j)]
12.	<p><b>Presentations</b></p> <p><b>12.1 Progress with Māui te Taura (FMA development)</b> <i>[10.45am – In attendance Hemi Hoskins, Head of Department, Humanities /Humarie Chick, Project Lead, Māui te Taura Mentor Programme]</i></p> <p><b>12.2 Retention/ Conversion rates data</b> <i>[11.30am – In attendance Hayley Devoy, Manager Organisational Performance]</i></p>	[s9(2) (f), (i), (j)]
13.	<b>General Business</b>	
14.	<p><b>STRATEGY SESSION – 12.00pm</b></p> <p>14.1 Strategy Development and Transformation a Key Priorities for Ara and Delivery Intentions to 2022</p> <p><b>For information [For noting]</b></p> <p>14.2 Strategy Workshop [26 January 2021] a Outcomes and Next Steps b Meeting Notes i. Appendix A Group Activity ii. Appendix B Group Activity</p>	[s9(2) (f), (i), (j)]

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

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

## 2021 Register of Disclosure of Conflicts of Interest

as at 24 November 2020

### Ara Board of Directors

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

## Ara Board Officers

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



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

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

**24 November 2020 at 9.30am**

**Minutes**

These are the minutes of a meeting of the board of the Company held on 24 November 2020 in Room G202, Te Kei, City Campus.

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

**2 Welcome**

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

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

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

**Apologies** Andrea Leslie.

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

**3 Conflicts of interest**

- a) No conflicts were declared in relation to the open agenda.
- b) Updates to the Conflict of Interest Register were recorded post-meeting as follows:
  - Melanie Taite-Pitama – removal of Advisor to Board of Trustees for Rangiora High School.
  - Te Marino Lenihan – addition of He Toki ki Te Rika (Maori Trades Training) Trust and He Toki ki Te Mahi (Maori Apprenticeship) Trust.

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

**5 Confirmation of Meeting Minutes**

**5.1 Minutes of Committee Meeting – 27 October 2020**

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 27 October 2020 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.

N Lamont/J Cartwright

Carried

## 5.2 Matters Arising Nil.

## 5.3 Action List

- a) AP11 DCE reports – review ongoing in preparation for 2021.
- b) AP22 – CE Report – Dashboards – review ongoing in preparation for 2021.
- c) AP25 – Marae visit – in progress with the Ara Kaiārahi and Ara Board Deputy Chair.
- d) AP29 – Trades Reporting – report by programme and comparison with 2020 mix of provision and change for 2021 included in the board pack for November. The Board noted the overall shift in programmes in Trades with increasing numbers. Completed.
- e) AP30 – eCampus update presentation scheduled on the agenda for today. Pamela Simpson, CE of eCampus to join the meeting at 11am. Action completed.
- f) AP31 – Network digital platform – to be considered early 2021.
- g) AP32 – Enrolments – the Board noted the information on the 2021 school activity plan included in the Board pack for information and that this plan is reviewed annually. Completed.
- h) AP33 – Maori and Pacific participation data – in progress for 2021.
- i) AP34 – Health and Safety – defibrillator – the CE advised it has been agreed to purchase a new defibrillator for the electrical area. Completed.
- j) AP35 – Health and Safety – SafePlace induction – in progress for early 2021.
- k) AP36 – Trusts – the Board noted that the reports for the Ara Foundation and OEDT have been included in the public excluded papers for information. There is a need to consider Treasury management and the Board noted the increase in applications to the Ara Foundation as a result of an improved review process.

## 6 Items for Discussion

### 6.1 Chief Executive (CE) Report

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

- a) Overall, the position is better than budgeted and Ara is in a better outturn position for 2020. Noting the knock on effect around TTAF and scholarships (these are being reviewed and shifted within the organisation to sit under Research alongside post graduate activity and administration).
- b) The reforecast is inclusive of abnormal items and shows a shift above the line into a surplus position. This has been strengthened by a number of areas including hitting the domestic targets particularly SAC Level 3+, the discovery work in 2018 with the shift around the Ara Advantage and online enrolments.
- c) Discussion on the teaching personnel costs exceeding budget year to date by 2.1% and that the savings were not fully achieved. Due to everything that has gone on this

year, the Board were advised that Management have decided to look at this another time.

d) Non-teaching annual leave – discussion. The Board were reminded that this is difficult to control due to the nature of the anniversary dates but Management are very aware of the liability and it is being managed accordingly.

e) Application Summary

- i. Discussion around the learner support strategy for Ara. The Board were interested in the drilldown of numbers and how we give effect to strategic direction – internal resourcing, systems and principles to ensure we give meaning to learner support.
- ii. Discussion around degree/sub degree programmes with degrees more focused on specific subject matter.
- iii. The Board noted that pre health programmes have been introduced with 573 Bachelor of Nursing applications.
- iv. Additionally, some programmes have limited capacity e.g. NASDA.
- v. The Board are keen to look at the drilldown of numbers so **it was agreed to organise a “live” session in 2021 to show the key ingredients and conversion process from applications to enrolments**, highlighting the decision making process, recognising that this is a constant work in progress.  
[AP38 CE/DCE COO]
- vi. Funding – it was agreed that removing the measurements and capped enrolments in the funding model does open up possibilities; however, this is a group wide issue in terms of strategies that can be used.
- vii. Constraints – there are two drivers 1) work integrated learning components assurance as programme of study and 2) capacity constraints in terms of physical learning e.g. automotive – cannot physically respond due to limitations of workshop space.
- viii. The Board noted that every decline is engaged with and followed up by the recruitment team.
- ix. Attendance recording is a work in progress – trialling for 2021 in Hospitality and Service Industries. The challenge is the retention of students, particularly Maori and Pacific students – wraparound service to allow for speedier intervention. **It was agreed to provide the board with data around the retention rates year on year** as a mechanism to measure success and identify costs to the organisation.  
[AP39 CE/COO]

f) **Health and Safety:** the report was taken as read. The following items were noted:

- i. An updated health and safety performance report was tabled. There had been some challenges within the new reporting tool SafePlace which have since been unpicked hence the amended report. The Board noted these amends and agreed that long-term embedding of the new system is the focus, and these are considered teething issues.
- ii. The CE advised that there are now two new colleagues in place, Freedom Preston - Health, Safety and Wellbeing Manager and the appointment of a

new Health, Safety and Wellbeing Advisor - specifically a business partner type role linking areas of the organisation and departments.

- iii. Health and Safety Systems – the Board requested that the table identifying the number of contractors being inducted **be amended to reflect percentages rather than numbers.** [AP40 CE]
- iv. Health and Safety Actions Underway – the Board **encouraged the completion of activity to ensure 100%** and to check overdues and pending activity. [AP41 CE]
- v. The Board noted that there has been one external audit completed this year and the CE clarified that if there is a significant issue then an external audit will be organised otherwise, ongoing internal audits and investigation is the focus.
- vi. Student Accommodation discussion – Ōtautahi House: the Board would like to see a **copy of the recent review document** and **plan to have a walkaround the student accommodation early 2021.** [AP42 CE/CY]

## 6.2 Deputy Chief Executive (DCE) Reports

The reports were taken as read.

## 6.3 Kaiārahi Report

The report was tabled at the meeting and the Chair requested that the Kaiārahi report be provided by the deadlines set.

- a) Discussion on the timeline and process to provide a draft report to Te Pūkenga on the Te Pae Tawhiti framework. It was agreed:
  - i. The Ara Board Deputy Chair will work as the Board representative with the Ara Kaiārahi to **produce an initial draft report by 11 December**, for review by the Ara Board. [AP43 MTP/TML]
  - ii. **A zoom meeting is to be arranged for 15 December for all Board members to discuss the draft report.** [AP44 CY]
  - iii. **Te Pūkenga to be advised they will receive the report on 18 December** with a clear indication that this is based on initial thoughts – with an advisory that the Board is mindful that there needs to be more input, but this is due to the tight timeline and constraints of end of year. [AP45 MTP/TML]

## 7 Information Items

**7.1 Chair Report** It was agreed to **invite Student Voice representatives to join the Ara Board for lunch over the course of 2021. Dates to be determined.** [AP46 TA/CE]

**7.2 Trusts** The Board noted that the Ara Foundation and Ōtautahi Education Development Trust reports were included in the public excluded section of this meeting.



### 7.3 Subcommittee Reports

- a) The Chair of the Ara Board Audit and Risk Committee advised that the Committee had met on 23 November 2020 and an update on items of business was provided in the Public Excluded section of this meeting.

### 7.4 Academic Committee Report

The Board received and noted the contents of the Academic Committee report from the meeting held on 29 October 2020.

### 7.5 Ara Board Work Programme

- a) As per agenda item 6.3ii) it was noted that the 15 December placeholder be utilised for the Te Pae Tawhiti draft report review. It was agreed the Deputy Chair will Chair this meeting.

### 7.6 Media Report

The report was taken as read.

## 8 General Business

### 8.1 Ara Budget 2021

The Board noted the adoption of the Ara Budget for 2021 in the public excluded session of the meeting and moved to record the resolution to approve in the public section of the meeting.

*It was **resolved** that the Ara Board approve the Ara 2021 Budget as presented and approved by Te Pūkenga in November 2020.*

*T Arseneau/N Lamont*

### Closure

There being no further business the Chairperson declared the public meeting closed at 12.15pm. [Note: Pamela Simpson, CE eCampus presentation from 11.25am to 12.05pm].

Dated:

Signed as a correct record

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**Chairperson**

*[note: signed via electronic signature]*

## Ara Board Minutes - Action List as of 24 November 2020

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP11	28 July Updated 25 Aug	6.2a	DCE Reports	The Board would like to see a future focus included in the DCE reports. Agreed to review format and content – reporting by exception and BAU bimonthly.	CE	Proposed format of Board papers for discussion and decision	Feb 2021
AP22	29 Sept	6.1c	CE Report – Dashboards	Review of dashboards in CE reporting and include reporting by exception.	CE	Within proposed format of Board papers for discussion and decision	Feb 2021
AP25	29 Sept	6.4d	Kaiārahi Report	A meeting offsite at a Marae be arranged	Kaiārahi/Board Chair	Board to discuss and agree arrangements	Feb 2021
AP31	27 Oct	6.1i	CE Report	Network wide digital platform to be considered as a strategic topic for early 2021	CE/Board Chair	Date to be determined.	Early 2021
AP33	27 Oct	6.1k	CE Report	Maori and Pacific participation data – the Board are keen to see how we are leveraging across this, particularly at degree level.	Kaiārahi/DCE CEE	Completed.	Jan 2021
AP35	27 Oct	6.1p (v)	CE Report – Health and Safety	Induction to SafePlace and reporting to be added to the Ara Board work programme	CE/Board Secretary	Initial presentation to HSWLF (16 /2)	Early 2021
AP38	24 Nov	6.1e (ii)	CE Report – Application Summary	It was agreed to organise a “live” session in 2021 to show the key ingredients and conversion process from applications to enrolments.	CE/DCE COO	Presentation scheduled for 23/2 Board meeting – Manager	Early 2021

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
						Organisational Performance	
AP39	24 Nov	6.1e (vi)	CE Report – Attendance recording	It was agreed to provide the board with data around the retention rates year on year	CE/DCE COO	As above [refer AP38]	Feb 2021
AP40	24 Nov	6.1f (iii)	CE Report – Health and Safety	Table identifying number of contractors being inducted – amend to % figures	CE	Updated – refer H&S report	Feb 2021
AP41	24 Nov	6.1f (iv)	CE Report – Health and Safety	Check overdues and pending – complete activity	CE	Updated – refer H&S report	Feb 2021
AP42	24 Nov	6.1f(vi)	CE Report – Health and Safety	Student Accommodation – review report to be distributed to the Board and plan for walkaround in 2021	CE/Board Secretary	Refer attached Student Accommodation report	Feb 2021
AP43	24 Nov	6.3a (i)	Kaiārahi Report	Te Pae Tawhiti – draft report by 11 Dec	MTP/Kaiārahi	Completed	11 Dec 20
AP44	24 Nov	6.3a (ii)	Kaiārahi Report	Zoom meeting to be arranged for 15 Dec	Board Secretary	Completed	15 Dec 20
AP45	24 Nov	6.3a (iii)	Kaiārahi Report	Advise Te Pūkenga of late submission of report – 18 Dec 2020	MTP/Kaiārahi	Completed	11 Dec 20
AP46	24 Nov	7.1	Chairs Report	Student voice reps to be invited to Ara Board lunch - dates to be determined for 2021	Board Chair/Secretary	Board to agree date	Early 2021

## Ōtautahi House Report 2020

### Ōtautahi House Overview

Ōtautahi House is Ara Institute of Canterbury's Student Residence. The facility is made up of 36 apartments each housing five to six residents, with a total capacity of 192.

Residents at Ōtautahi House enjoy a close location to the city campus and the city centre, 24/7 pastoral support, and a secure supported environment. Fun and engaging events and activities throughout the year and well-established house rules aim to create an environment that fosters personal development, and that encourages a sense of community and association with fellow learners.

Significant events and changing influences in the New Zealand Student-Residence sector over the last three years have stimulated a number of initiatives that are positively transforming the way that both the facility, and the residential experience is managed and supported at Ara. Most significantly the tragic incident in 2019 of the death of a Student in a University of Canterbury Student Residence, led to the development of the *Education (Pastoral Care of Domestic Tertiary Students) Interim Code of Practice 2019* (DCOP) which came into effect in January 2020. At this time Ara had an independent evaluator review and report on Ara's current practices and make recommendations on how Ara might improve (*report attached*). This was closely followed by the COVID-19 Pandemic and associated lockdown in 2020 impacting on residential life and requiring a well-managed health, safety, and wellbeing response.

In response Ara has implemented new initiatives that align with and support compliance to the DCOP and in 2021 there are a number of additional initiatives under development to continuously improve the student residence experience and oversight of the facility. This coincides with the organisational self-review against the DCOP which is currently underway.

### Management and Operations of Ōtautahi House

Providing clarity for colleagues who work in the Ōtautahi House environment and support activities for Ōtautahi House has been a key focus area for 2020. This has included increasing and diversifying the dedicated roles that support Ōtautahi House and its residents. Throughout 2020 the following initiatives have been implemented:

**Manager Student Transition, Accommodation and Activities:** A comprehensive implementation plan was developed for Ōtautahi House, this included four key goals to respond to the findings from the external evaluation and requirements of the DCOP:

- Goal One: Focus on wellbeing and access for residents to Ara's support services and pastoral care.
- Goal Two: Improved employee experience with a focus on work location and accessibility to and for residents.
- Goal Three: Ensuring compliance in implementation of the DCOP.
- Goal Four: (a) improvement of application process for residents (b) improvement of internal systems to monitor and oversee Ōtautahi House resident's wellbeing and needs.

Implementation and development of key initiatives to achieve these goals is ongoing. Building effective and engaged cross-team collaboration to support the needs of the residential community has been critical to the success of achieving the implementation plan goals.

A number of initiatives have led to a strong interconnected service team model where more specialist Ara teams understand the unique environment and needs of Ōtautahi House and are effectively collaborating and co-owning solutions and initiatives to improve the environment, system efficiencies, and resident experience. Notably teams involved include: Facilities Management who have responded to a range of issues impacting residential life including security services; the Health Centre promotion and provision of medical and counselling services and who have introduced after-hours support, and contributions from Learner Voice, Health Safety and Wellbeing, and Student Support & Advocacy teams have all provided enhanced services throughout 2020.

Regular team meetings and planning days provide opportunities for colleagues to input ideas and share feedback to support a continuous improvement evaluation process to ensure an improved experience for residents throughout their time at Ōtautahi House.

**Ōtautahi House Community Development Coordinator:** This new role had a delayed start due to the Alert Level 4 lockdown period. Prior to this appointment there was only one Ara colleague dedicated to Ōtautahi House. The role included all the administration, day-to-day operations, pastoral care of residents and support for the Residential Assistant Team.

This new position focuses on building a strong and connected community. Role functions include communicating with residents prior to arrival, building meaningful connection on arrival, and building relationships between residents. They will proactively seek feedback from residents on all aspects of their community life and is the conduit for bringing together key internal support services and colleagues.

**Resident Assistants (RA's):** An increase in RA's from three to five means that there is now an RA living in each of the five blocks of residential apartments providing timely and improved response. This increase has also enabled the development of a new model of support where each RA has a primary 'home group' relationship with residents in their assigned building.

**RA Training & Induction:** A new training and induction programme has been developed which includes content that supports RA's to navigate sometimes complex issues, to triage and escalate appropriately, and to support other residents to positively engage, and participate in their residential life.

**Restorative Communities Training:** All key Accommodation Team members and a range of supporting colleagues undertook a training day by experts in Restorative Communities from Victoria University. This was supported by a grant from the Ara Foundation. Principles from this model are informing the important emphasis on Whakawhanaungatanga as the 2021 residents arrive.

*"Restorative Practices use the principles and values of restorative justice to nurture healthy and respectful relationships in social settings (such as schools, workplaces, churches, etc.) so that everyone can thrive and succeed together".*

<https://www.restorativecommunity.org.nz/who-we-are.html>

## **Ōtautahi House Facilities**

Focus has been on increasing the 'voice' of residents in the Ōtautahi House community which has led to a range of positive outcomes. This has been done via surveys, focus groups and other engagement initiatives, activities that encourage participation, and responding proactively to individual feedback and suggestions. Some notable examples of this include:

**Onsite Office:** Previously the office for Ōtautahi House was on campus in the Rakaia Centre. The positive experience of being physically onsite to support the residents before and after the 2020 COVID-19 Lockdown, led to a proposal to repurpose a ground floor bedroom with an external door as an onsite office. This is now in place and has proved invaluable for enhancing responsiveness to residents and for providing a neutral space for RA's to work from, and to be highly accessible to other residents when on duty in the evenings.

**Improving Outdoor Environment:** Residents provided feedback about the environment lacking vibrancy. An application to the Ara Foundation was successful to fund outdoor artwork designed by a well-known local artist to respond to this feedback. This will be completed in the first quarter of 2021.

**Storage Facilities:** Residents requested storage solutions over the Summer closure period. As a result, Facilities Management have trialled three different solutions in the last three years to support this identified need for those returning to Ōtautahi House. This trial has resulted in an agreed solution which is to have a container hired to store returning residents belongings securely for the summer period which will be located onsite for the duration of the summer break.

**Common Room:** Annual survey results and feedback from focus groups led by the Coordinator Student Voice, consistently highlighted the residential community's desire and need for a common room facility. This feedback has led to a proposal for a common room to be built onsite for 2022. This is currently being coordinated by the Project Control Group established under Capital Works. Further, a focus group with residents has informed the details being provided to the architects to inform design. It is envisaged that a common room facility will greatly enhance the opportunities for community connection, personal break out space (e.g., quiet study space), health or fitness related initiatives (e.g., yoga, or cooking lessons for beginners) and a greater range of recreational and social activities than can currently be accommodated.

## **Student Event and Activities**

To respond to both the focus on wellbeing and on building community, investment has gone into re-focusing the Ōtautahi House events programme to more intentionally support whakawhanaungatanga, positive psychology, and wellbeing outcomes.

The new programme of events and activities for the Ōtautahi House residents has a focus on ensuring connecting with more residents from their first day. These events include informal meet and greet gatherings over kai from local businesses including: Bubble Tea in the courtyard, Corncob on the BBQ and visits to local cafes and restaurants to support residents to explore Christchurch e.g., Utopia Ice-Cream.

The programme also now includes events exclusive evening bookings at Te Puna Tai Moana – the New Brighton Hot Pools, which have received a high level of interest, engagement and enthusiasm from residents and is helping to normalise other ways to connect and socialise beyond parties and alcohol.

**Developing positive psychology initiatives such as regular 'Good Sorts awards':** These have been successful in shifting the culture from a focus on 'behaviour management' to celebrating and recognising positive actions. Residents and colleagues are invited each month to nominate others for initiatives and behaviours they value (e.g., working in the community garden, cleaning the BBQ's, or helping someone learn to cook), and winners are presented with prizes that support health and wellbeing such as 'My Food Bag' or other meal kits.

## **Pastoral support to Residents**

The DCOP states that *“Providers must have risk monitoring and responsive pastoral care practices, including having co-ordinated information channels across the provider to link emerging concerns about residents’ wellbeing or behaviour so that they can be connected quickly to the appropriate learner services”*. Throughout 2020, colleagues working with residents of Ōtautahi House have implemented the following initiatives to ensure improved monitoring and responsiveness to the needs of Ōtautahi House residents:

**Student Management System (SMS) and Client Management Tool (CMT) enhancements:**

Improvements in the ability to identify learners who are residents of Ōtautahi House more readily in the SMS and CMT, to ensure responsiveness to resident’s needs. This will enable departments to be able to identify their learners as Ōtautahi House residents and if needed to contact the Accommodation Office if they have a pastoral care concern. It will also enable the Student Advisor - Ōtautahi House to be able to view engagement reports in the CMT and quickly identify issues with engagement such as attendance. This two-way visibility of Resident/Learners engagement will significantly enhance the ability to triangulate different sources of information and to have a coordinated approach to learner support.

An online application process is soon to go live. This will provide a more responsive and seamless process for prospective residents.

**Wellbeing Plans for residents with identified support needs:** A range of specialist colleagues involved in Health and Safety, Health Centre, and Learner Wellbeing have contributed to the development of wellbeing or safety plans for residents who are experiencing personal crisis or have a need for heightened support. This has proved invaluable for ensuring that comprehensive wrap around specialist support has been considered and is in place, and if needed risk monitoring of that individual or others affected. Further development of this will take place in 2021.

# Stocktake and Overview of Student Accommodation Services at Ara Institute of Canterbury

Response to TEC requested dated 30 September 2019

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## Ōtautahi House Facilities

Ōtautahi House is the student accommodation facility operated by Ara Institute of Canterbury. Ōtautahi House is located centrally on the corner of St Asaph and Madras Streets, Christchurch. The immediate location to the Ara central campus means that all main campus services are able to quickly respond to the needs of Ōtautahi House as and when needed.

The facility is situated on a single site adjacent to our Madras Street Campus in central Christchurch. Ōtautahi House is comprised of five blocks in four purpose built buildings –Blocks A and B being built in 1995, and the latest Blocks C, D, and E being opened in January 2017. In total, the facility has 36 flats with a maximum capacity of 192 resident-students. Currently the facility is fully occupied with variable occupation levels during scheduled programme breaks.

Blocks A and B accommodate 72 residents, and Blocks C, D, and E accommodate 120 residents. These blocks are comprised of five or six bedroom self-contained flats each with shared kitchen and living areas and shared bathroom facilities. Laundries are located in common areas which all residents can access. The blocks are positioned around a single shared outdoor courtyard area housing a bike lock up, communal garden, car parks and a sports/activities equipment shed. The outdoor courtyard area is commonly utilised for a range of social, sports and recreational activities by the residents as well as a programme of events and activities organised by the Student Events team.

The accommodation facilities are secure at all times enclosed by fence lines and gates. Swipe card and key entry provides access to residents and approved staff only. From time to time contractors have access under the oversight of Ara Facilities Management. Each flat is lockable as is each bedroom and bathroom.

The site and buildings for the facility are owned by the Ōtautahi Education Development Trust (OEDT). These premises are leased by Ara to manage and deliver the residential service. While the management of Ōtautahi House has been contracted out in previous years (Braziers Rental Services and Campus Living Villages), at the end of 2016 this was brought back to Ara's management and is now under the Customer Experience and Engagement Division (CEE) Division.



## Management and Operations of Ōtautahi House

(Note: all aspects of service delivery to Ōtautahi House are the direct responsibility of Ara except for cleaning and after hour's security which are contracted out.)

As a student residence and as per the Residential Tenancy Act 1986 (5B Exempt student accommodation) Ōtautahi House has a particular focus on providing a developmental environment for the young resident community residing there. This is supported through events and activities, pastoral support and house rules that aim to create an environment that fosters personal development and encourages a sense of community and association with fellow students. By providing a safe, enjoyable, supportive and stable living environment Ōtautahi House aims to be a positive contributing factor to student engagement, retention and success.

A range of embedded policies and procedures apply to and support the operation of Ōtautahi House. These include:

- Ara and Customer Experience and Engagement Strategic Plans
- Student Support Policy
- Health and Safety Policy
- Academic Support Policy

Ōtautahi House operates under signed resident agreements and upholds a set of rules and guidelines that inform the support and operations of Ōtautahi House including:

- Resident Contract
- Ōtautahi House Rules
- Ōtautahi House Resident Handbook
- Ōtautahi House SoP Security
- Ōtautahi House SoP Cleaning

Operations are supported by the following staff positions:

- **Manager – Student Transitions**  
One FTE responsible for oversight and operations of the Portfolios: Student Accommodation, Student Careers and Employment, Student Events and Activities, and Student Recreation Centre. As a member of the senior leadership of Ara and the senior leadership team of the CEE Division, the Manager Student Transitions holds key relationships with other level 300 managers responsible for a range of relevant function areas that support Ōtautahi House and ensures that student accommodation is on the agenda as needed, at a leadership level for the organisation. This person is available on call.
- **Student Advisor – Ōtautahi House**  
One FTE with 100% dedicated focus on all aspects of Ōtautahi House, Monday to Friday, and on call for emergencies. This role includes transactional and administrative processes (eg applications, flat placements, withdrawals, maintenance request processes) as well as a key role providing oversight and provision of daily pastoral needs both directly and/or via assessing pastoral needs of individuals and ensuring timely referrals to other key internal support teams (eg counselling, financial, advocacy, health, etc). This also involves contact with external agencies as required. The Student Advisor Accommodation is the primary point of contact for a resident's family and/or support networks. All mail is delivered to the Accommodation Office and all residents collect their mail providing a regular touch point for those receiving mail and parcels (common for young residents). Although there are other ways the mail could be distributed, this system has been retained as an example of one of the many ways to increase the points of connection between residents and accommodation support staff.
- **Resident Assistants (RAs)**  
Three resident assistants with a combined total of 45 hours (average of 15 hours each) per week providing rostered on duty 'after hours' (evenings and weekends) pastoral support and other duties as needed to support residents. The primary purpose of the role is to provide an immediate response, generalist support and information, and referral of higher level needs to the Accommodation Office and specialist staff. The RAs are closely supported by the night shift security team and able to contact the Manager Student Transition and Student Advisor Accommodation after hours for emergencies or advice.

- **Student Events and Activities**

Two FTE roles. A 0.7 proportion of the combined roles is responsible for coordination and delivery of Ōtautahi House activities and events throughout the year as per the resident activities fees. They maintain a close working relationship with the Resident Assistants and in-person presence at Ōtautahi House in the lead up to and during these events and activities.

## Institutional Services

- **Facilities Management** provides security and maintenance and care of facilities including cleaning contracts.
- **ICT** provides internet services.
- **Health, Safety and Wellbeing:** the Health and Safety Manager oversees and supports the risk register for Ōtautahi House, health and safety induction for resident assistants, evacuation drills, health and safety incident reports and audits.
- **Health Centre** provides a full range of medical services and counselling.
- **Student Support team** provides general pastoral support including specialist support for the following student groups - International, Refugee and Migrant, Māori, Pacific, Youth and Women.
- **Student Wellbeing** have a proportionate focus on the wellbeing of Ōtautahi House residents.
- **Student Voice** staff member is a key member of the student accommodation team. Regularly meetings are held with Ōtautahi House residents to gather their feedback.
- **Academic Support** includes specialists in disability support, learning support, Māori and Pacific.
- **International team** provides support to International and exchange students and ensures compliance with the International Student Code of Practice.
- **Student Advocate:** independent student advocacy services.
- **Complaints Coordinator** provides the coordination of formal complaints including disputes resolution.

## Ōtautahi House Stakeholder Meetings

Ōtautahi House team meetings are held fortnightly and include the following team members:

- Manager Student Transitions
- Student Advisor – Ōtautahi House
- Resident Assistants
- Facilitator International and Residential Student Activities
- Student Voice Coordinator

Meetings include a primary focus on the pastoral needs of Ōtautahi House residents including health, safety and wellbeing. Any residents or issues of concern are raised here and actions determined, as is the support needs of Resident Assistants. (Note, issues of concern are raised with the Accommodation Office in real time as needed, but a more consolidated discussion and update across the team or new business may occur in these meetings). Minutes are recorded and focus on activities and initiatives that proactively promote positive outcomes, positive psychology, and community building within the Ōtautahi House environment have led to initiatives such as the 'Good Sorts' awards for positive contributions and participation at Ōtautahi House, and an increased focus on wellbeing related activities.

A regular monthly meeting focussed on Ōtautahi House is held between the leadership of the Accommodation Office and the leadership of the various relevant service areas of the Facilities Management team (security, cleaning, facilities, health and safety, procurement, furniture and appliances) with a collaborative continuous improvement focus across teams. Here the teams collectively address systems, processes, logistics, staffing, problem solving, and identification of opportunities for the benefit of Ōtautahi House and the resident community. Actions from these meetings are notated and monitored for progress.

Resident Assistant one-to-one meetings with the Manager Student Transitions are held monthly and at other times as needed. Personnel notes are recorded.

The Coordinator Student Voice arranges regular meetings with Ōtautahi House residents to gain resident feedback on a wide range of topics and issues. The results of these meetings are raised at the fortnightly team meetings and actioned as appropriate. A summary of these meetings and actions are recorded and monitored meeting to meeting.

### Professional Development for Key Ōtautahi House Staff

Induction and training of Resident Assistants traditionally takes place at the beginning of each new academic year in preparation for the arrival of new residents. For 2020, training and induction is planned for the end of 2019 with some final elements delivered early 2020. This training and induction has always covered health, safety and pastoral content. Further enhancements to this for 2020 Resident Assistants are underway in partnership with the Ara Capability team.

Professional networks: The Manager Student Transitions Manager and Student Advisor Ōtautahi House are members of NZATEAP (NZ Association of Tertiary Education Accommodation Providers) and attend local chapter meetings to share information, best practice and professional support. A National NZATEAP annual PD day/conference will be attended by both staff members in November 2019 to continue to further develop this professional network and maintain a focus on best practice and continuous improvement.

### Health and Safety Audit of Ōtautahi House

These audits focus on the procedures in place to ensure the health and safety of students, staff and visitors at Ōtautahi House. Policies and procedures are applied globally and include the student accommodation. These policies are underpinned by NZ legislation and the Ara Council Health and Safety Charter which clearly sets out Ara's health and safety vision and mission.

The health and safety policy documents – roles and responsibilities, the hazard and risk management system, incident management, emergency management and contractor management systems apply across the whole organisation, including student accommodation facilities.

Ara has gained assurance of our health and safety processes by engaging a number of external consultants including biennial audits by ACC approved auditors. We consistently met the highest standard based on the ACC criteria taken from NZS 4801:2001, Occupational Health and Safety Management Systems.

### Physical Environment

The Building Warrants of Fitness for Ōtautahi House were renewed 1 April 2019. Owner and independent checks and inspections are completed as detailed on each building compliance schedule. Frequency and records of completion have been viewed and confirmed and are held by Facilities Management. These checks include amongst others, fire safety, sprinkler, detection and warning systems, means of egress, signage, ventilation systems.

Ara engages a cleaning contractor to maintain a clean and hygienic environment in the shared spaces in each flat. The flat toilets and bathrooms are cleaned daily, rubbish removed daily, common areas wet mopped and vacuumed once or twice per week. The accommodation facilities are secure at all times only allowing access by key and card holders.

### Risk Management

The Ōtautahi House risk register was reviewed and updated in August 2019. The reviews take place at least annually. The identified risks are assessed against likelihood and consequence and appropriate best practice controls agreed and implemented. Risks associated with the student accommodation activities are identified and management responsibilities allocated.

## Induction and Training

For residents as a whole, each year a 'welcome event' is held during which key staff are introduced, and key messages are given across a range of topics including health and safety. From 2020 this will include an in-depth and interactive (and compulsory) approach to resident inductions with a range of goals including a strong focus on embedding good health, safety and wellbeing knowledge and practices within the wider Ōtautahi House community.

All residents receive the induction regardless of when they arrive and this will be recorded and maintained throughout the year. Residential assistants (RAs) are inducted each year, and the Ara Capability team support a continuous improvement approach.

RAs are provided with specific fire safety and fire warden training. Facilities Management and the Health and Safety Manager provide this training. Fire evacuation trials are completed twice per annum by Facilities Management to familiarise residents and reinforce the evacuation process. Any matters of concern arising from evacuation trials are raised with the relevant parties and acted on.

All members of the Ara community are required to notify incidents, accidents and near miss events in a timely fashion.

Health and safety is a standard agenda item discussed at fortnightly accommodation team meetings throughout the year and information and knowledge is refreshed as needed.

## Incident Reporting

Injuries and incidents which involve residents or visitors are recorded in the Ara accident database as would any similar event occurring on our property or as a result of our activities. Pastoral care type incidents or accidents involving residents but which are not Ara related are currently recorded separately. With the imminent introduction of a new health and safety management system with improved security control, it is envisaged such records will be combined.

## Specific Accommodation Rules and Agreements

Ara has developed an agreement between residents and Ara. This outlines responsibilities and obligations. A comprehensive set of Ōtautahi House rules are provided to each resident. These rules cover a range of issues including health and safety matters such as fire safety, hazardous materials, restricted areas, housekeeping, electrical equipment, maintenance, wellbeing, drugs and alcohol and emergencies.

## Emergency Management

Emergency management procedures include the Ōtautahi House accommodation facilities. Ara has the ability to send emergency messages, text and email, to our community at short notice. Radio telephones are being provided across Ara to be used in the case of 'lockdowns'; this will include Ōtautahi House. This follows the lockdown experience in March 2019. Residents have the contact number of the Student Advisor Ōtautahi House, as well as the use of email, texting, Facebook, and Facebook Messenger for regular communications. The Student Advisor Ōtautahi House is available to be contacted at any time should an emergency, not requiring the emergency services, occur. Security personnel are also available to assist 24/7 in the event of an on-campus emergency.

## Matters under Attention

During 2019 the Accommodation team have collated and reviewed all relevant material that informs and guides the logistics and pastoral care of the Ōtautahi House community and environment into one Operations Manual. This will be completed by the end of October 2019. The document informs gaps and opportunities including formalising an overarching policy and code of practice and a one-stop resource to continue to inform the roles, functions, responsibilities and actions of all relevant service areas.

Tony Gray  
Chief Executive

<b>Ara Board 23 February 2021</b>	<b>Agenda Item</b>		<b>6.1</b>
	Decision Item	Discussion Item	<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>		Tony Gray

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

# Chief Executive's Report

## Public Meeting

### 1 COVID-19

- 1.1 Following the Prime Minister's announcement of the raising of the COVID-19 Alert Level from 1 to 2, information was promptly sent to all colleagues and learners on Ara's approach to the increase in alert level.
- 1.2 A subgroup of the Ara Incident Management Team met on 15 February 2021 and revisited all aspects of Alert Level 2 requirements. The group also began the process of reviewing Alert Levels 3 and 4 criteria in "worst case" preparation.
- 1.3 For your information:
- i attached, the communications to Ara colleagues
  - ii link to Ara website for communications to learners - [IMPORTANT: Ara COVID-19 Alert Level 2 Updates - Ara](#)
  - iii revised Ara Alert Level 2 guidelines

### 2 Enrolments Performance as at 11 February 2021

- 2.1 2021 Applications and Enrolment Summary
- a As at 11 February 2021, Ara Global has enrolled 3,013 EFTS against a target of 7,011 EFTS.
  - b 43% of the overall target has been enrolled.
    - i Trade Academies is targeted by places
    - ii 524 students have been enrolled against a target of 570 places
    - iii 91.9% of target enrolled
  - c Including potential EFTS, Ara Global has enrolled 5,569.1 EFTS
    - i 2.1% growth against the same time last year
- 2.2 Applications and Enrolment Summary - 2021 Domestic Learners
- a Ara (Domestic) has enrolled 2,973.1 EFTS against an annual target of 6,501.8 EFTS.
  - b 45.7% of overall target enrolled and 4.7% YTD growth on same time last year (2,838.7 EFTS)


- c Including potential, this at 5,297.3 EFTS compared to 4,842.8 EFTS same time last year; an 8% increase.
- d Applications for 2021 study by domestic learners continue at a high rate, with 11,448 submitted year to date. These continue to be well ahead of same time last year at 8,265.

### 2.3 Māori and Pacific Participation – 2021

- a Māori student enrolments are currently tracking at 15.6% of the overall 2021 student cohort. This is a significant advance on last year's overall Māori student cohort (13.8%) and our current target of 13.1%.
- b Pacific participation is at 5.0% against a target of 4.8%.

## 2021 Performance Summary

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

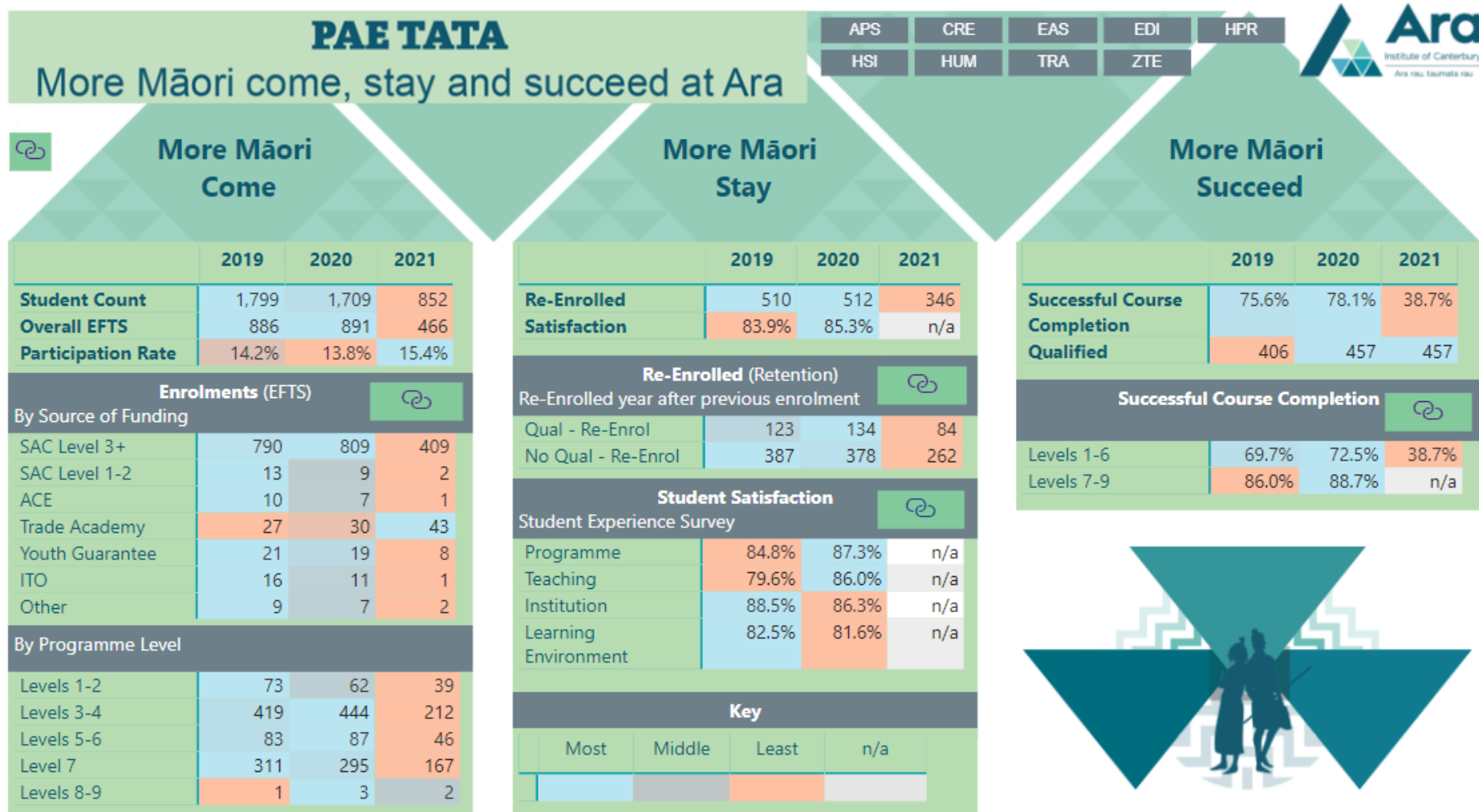
2021 Targets Summary				2020	2021	APS	CRE	EAS	EDI	HPR		
						HSI	HUM	TRA	ZTE	Other		
<b>Enrolments (EFTS)</b>				Actual	Target							
SAC Level 3+		2,609	5,846									
SAC Level 1-2		76	127									
ACE		8	86									
Trade Academy		184 (524 places)	153 (570 places)									
Youth Guarantee		38	83									
ITO		34	99									
Other		24	109									
<b>Total Domestic EFTS</b>		<b>2,973</b>	<b>6,502</b>									
<b>Total International EFTS</b>		<b>40</b>	<b>509</b>									
<b>Total EFTS (including eCampus)</b>		<b>3,013</b>	<b>7,011</b>									
Levels 1-2		264	491									
Levels 3-4		1,019	2,521									
Levels 5-6		359	979									
Level 7		1,333	2,938									
Levels 8-9		39	81									
<b>Participation</b>				Actual	Target							
<b>Māori Student Participation Rate</b>		<b>15.6%</b>	<b>13.1%</b>									
<b>Pacific Student Participation Rate</b>		<b>5.3%</b>	<b>4.8%</b>									
<b>Student Experience</b>				Actual	Target							
<b>Student Satisfaction, all learners</b>		<b>n/a</b>	<b>84.0%</b>									
<b>Student Achievement</b>				Actual	Target							
<b>Successful Course Completion</b>												
All learners at levels 1-6		35.9%	84.0%									
All learners at levels 7-9		27.4%	94.0%									
Māori learners at all levels		40.7%	82.0%									
Pacific learners at all levels		45.5%	82.0%									
<b>Overall all learners at all levels</b>		<b>34.7%</b>	<b>88.0%</b>									
<b>Financial</b>				YTD period ending Jan	Actual YTD	Budget YTD	Budget FY					
Teaching Revenue					\$2.1m	\$106.1m						
Other Revenue					\$0.4m	\$6.8m						
<b>Total Revenue</b>					<b>\$2.5m</b>	<b>\$113.0m</b>						
Other Costs					\$2.9m	\$41.9m						
Staffing Costs					\$4.8m	\$74.0m						
<b>Total Expenses</b>					<b>\$7.7m</b>	<b>\$116.1m</b>						
<b>Surplus (excluding abnormal items)</b>					<b>-\$5.1m</b>	<b>-\$3.1m</b>						

Enrolments reflect the 2021 Ara Mix of Provision and Financial Budget. Participation targets are the EFTS-weighted proportion of domestic enrolments. Student satisfaction is measured as the proportion of respondents that Strongly Agree or Agree with four benchmarked questions. Successful Course Completion is the EFTS-weighted proportion of successful completion of all assessed courses, with the level breakdown based the level of the programme. Financial targets exclude abnormal items, and Other Costs includes Depreciation.




## Māori Participation

To support the Framework for Māori achievement, Pae Tata has been developed to provide information on our Māori students.



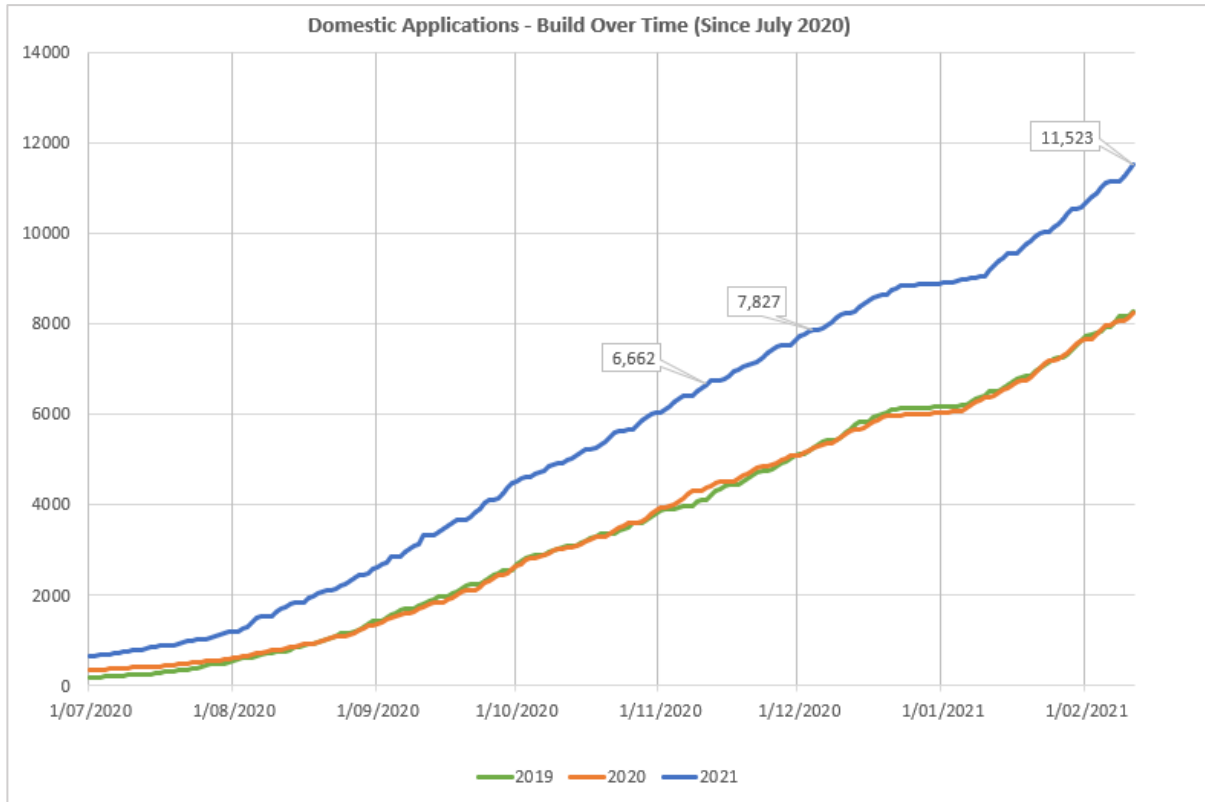
## 2021 EFTS

	Active	Committed	Future	Potential		
						
<b>Ara Overall</b>	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
	<b>7,011.0</b>	<b>7,295.0</b>	<b>3,013.0</b>	<b>3,154.6</b>	<b>-3.9%</b>	<b>-4.5%</b>
<b>International/Domestic</b>						
Domestic	6,501.8	6,445.9	2,973.0	2,838.7	0.9%	4.7%
International	509.2	849.2	40.0	315.9	-40.0%	-87.3%
<b>Source of funding</b>						
⊕ SAC 3+	5,845.9	5,819.2	2,608.9	2,444.6	0.5%	6.7%
⊕ Intl	509.2	849.2	40.0	315.9	-40.0%	-87.3%
⊕ TA	153.2	148.4	184.2	167.7	3.3%	9.8%
⊕ SAC 1-2	126.5	137.2	75.8	96.0	-7.8%	-21.1%
⊕ Other	109.3	71.5	24.2	27.3	52.6%	-11.5%
⊕ ITO	98.8	97.6	34.0	33.7	1.2%	0.9%
⊕ ACE	85.5	78.0	8.0	10.4	9.7%	-22.7%
⊕ YG	82.6	94.0	38.0	59.0	-12.1%	-35.6%
<b>Location</b>						
⊕ All Other	6,466.1	6,751.2	2,810.1	2,974.0	-4.2%	-5.5%
⊕ South Canterb...	395.0	350.8	147.5	136.6	12.6%	8.0%
⊕ eCampus	150.0	193.0	55.4	44.0	-22.3%	26.0%

Department - Programme owning	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
Applied Sciences and Social Practice, Te ...	831.7	878.8	488.2	335.2	-5.4%	45.7%
Creative Industries	708.5	725.9	220.3	331.2	-2.4%	-33.5%
Engineering & Architectural Studies	606.2	688.9	157.1	202.6	-12.0%	-22.5%
Enterprise and Digital Innovation	956.4	1,054.1	195.1	305.8	-9.3%	-36.2%
Health Practice	1,153.7	1,168.5	707.4	729.8	-1.3%	-3.1%
Hospitality & Service Industries	626.3	654.5	314.6	324.3	-4.3%	-3.0%
Humanities	849.8	803.3	346.3	373.7	5.8%	-7.3%
TANZ eCampus	150.0	193.0	55.4	44.0	-22.3%	26.0%
Trades	1,128.5	1,128.2	528.7	508.1	0.0%	4.1%
<b>Total</b>	<b>7,011.0</b>	<b>7,295.0</b>	<b>3,013.0</b>	<b>3,154.6</b>	<b>-3.9%</b>	<b>-4.5%</b>

## 2021 Applications – Domestic Learners

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



## 3 Health, Safety and Wellbeing

### 3.1 Overview – Key Issues

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- a This report primarily covers activities until the end of January 2021.
- b At the time of finalising this report, Ara has shifted to COVID-19 Alert Level 2. The Incident Management Team was stood up by the Chief Executive on the evening of Sunday 14 February 2021 and met early the following morning. Alert Level 2 Guidelines have been operationalised, including the postponement of the Timaru graduation.
- c There were no notifiable incidents during the month of January.
- d The Safety and Wellbeing team structure is now complete with the Safety and Wellbeing Business Partner being engaged. David Currie, the Health and Safety Manager, has transitioned to three days a week and has confirmed that his last day with Ara will be 28 April 2021 (World Health and Safety Day).
- e The implementation of the SafePlace system is progressing beyond pilot testing with learners to now going 'live' in February after the rolling out of promotional material. Recording safety observations in SafePlace has been widely promoted to colleagues to encourage positive practice and growing familiarisation with the tool.
- f A Health, Safety and Wellbeing Annual Report has been completed for 2020 and will be tabled at the March Ara Board meeting. A strategic and tactical plan for Safety and Wellbeing for 2021 has been drafted and provided to the Health, Safety and Wellbeing Leadership Group for their endorsement, with an anticipated adoption by the Working and Action Groups in March. Preliminary feedback from the Health, Safety and Wellbeing Leadership Group has been positive (eg clear, logical) with notes to consider the volume of work included and to ensure that the learner is fully considered.
- g Additionally, an alternative monthly reporting format has been drafted as a starting discussion point with the Health, Safety and Wellbeing Leadership Group. The SafePlace Project Manager advises that reporting via PowerBI is still yet to be achieved.
- h Jo Borren, the Chair of the Wellbeing Action Group has resigned from Ara. We acknowledge her sound leadership of the group through its establishment period. Jo leaves a legacy of a supportive community amongst the Wellbeing Action Group members and a good profile across Ara of the group and their wellbeing activities.

## 3.2 Health and Safety

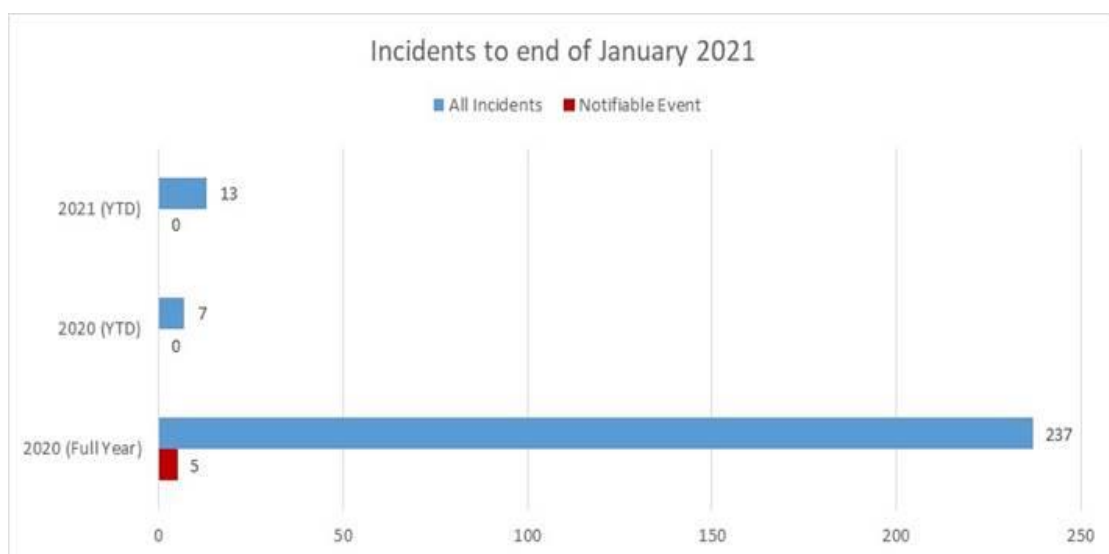
### a Performance

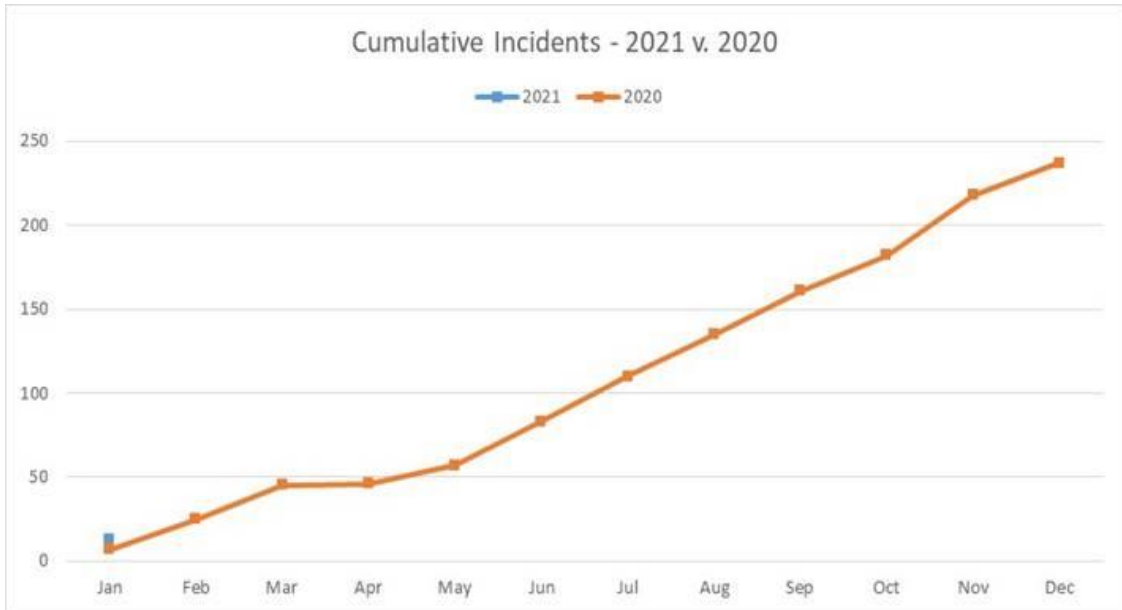
INCIDENT SUMMARY – MONTH AND YEAR TO DATE						
Person Type	Notifiable Injury or Illness		Notifiable Incident		All Incidents	
	This month	YTD	This Month	YTD	This Month	YTD
Colleagues	0	0	0	0	8	8
Learners	0	0	0	0	2	2
Contractors	0	0	0	0	0	0
Visitors	0	0	0	0	1	1
Capital Works	0	0	0	0	2	2
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>13</b>

High level summary of key incidents:

- i Minor injuries – knee pain (two), minor burn (from grinding sparks) and minor cuts to fingers.
- ii Extreme weather shifts resulting in discomfort in an Ara venue where a large number of colleagues were meeting.
- iii In December, a colleague cut through a fire alarm cable in Timaru. Due to potential seriousness of this near miss, this incident has been investigated by the Safety and Wellbeing team, findings circulated to operational leadership for engagement and corrective actions are now being implemented.

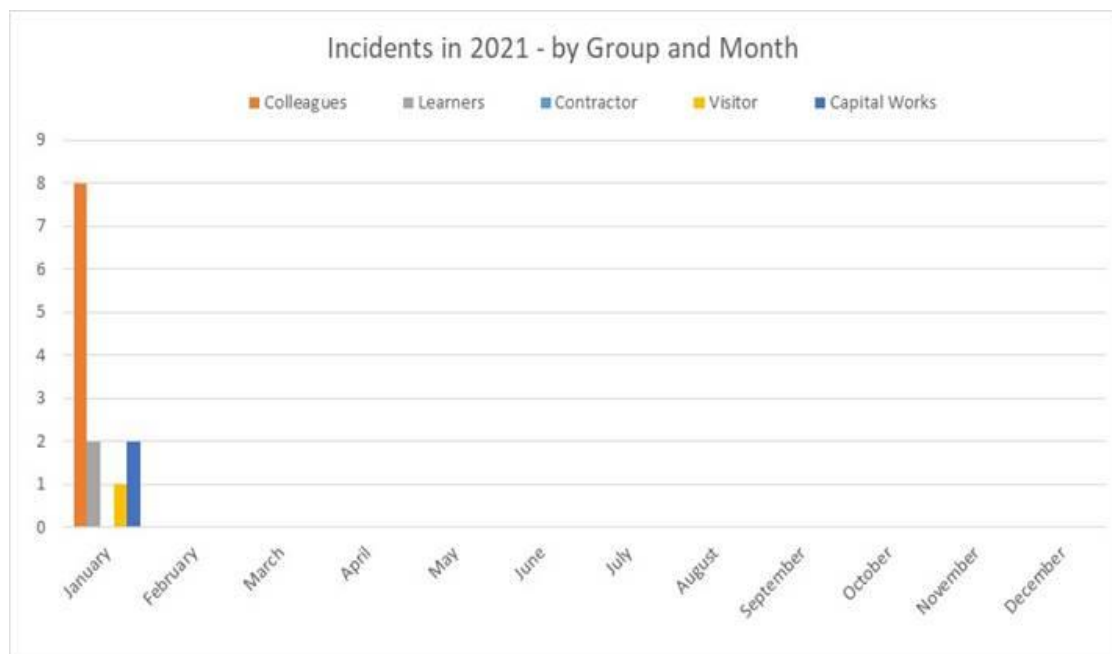
### INCIDENT DETAIL (SINCE LAST REPORT)





The level of reporting in January is higher than the same time last year which is a positive start to 2021. It demonstrates the growing awareness and engagement with the SafePlace tool.

The Safety and Wellbeing team continue to work with the organisation and the SafePlace Project team to fine tune the tool, aiming for higher ease of use to further encourage use. With Safety Observations (proactive reporting) being added as an option for reporting, the team are working through how comparative reporting will be best represented.



It is expected that student/learner reporting will increase from March after they have been enrolled in the use of the SafePlace tool.

**b Leadership**

The matrix of roles and responsibilities around safety and wellbeing continues to be updated by the Health and Safety Working Group, encompassing all the changes made in the last 18 months.

**c Engagement and Participation****i Promotion of Policy and Practice February/March 2021**

- **Drug and Alcohol Policy**

Implementation of the finalised Drug and Alcohol Policy (primarily around training for colleagues) is dependent on the outcome of investment decisions.

- **Rehabilitation Guidelines**

Plans are being finalised to work with managers on the updated guidelines and track embedding of a consistent approach.

**d Critical Risks**

The 10 identified critical risks that resulted from the project the Health and Safety Working Group undertook have been tabled on Waituhi. Consideration is now underway around how to integrate them into our systems of work so that we can prioritise our attention to them. The new Safety and Wellbeing Business Partner has a strength in risk management. He is applying that knowledge to reviewing our risk management approach, taking into consideration how we currently assess risk and the newly identified critical risks.

**e Health and Safety Systems**

HEALTH AND SAFETY SYSTEMS AND PROCESSES		
Number of audits and inspections	1	Capital Works Audits
Colleagues participating in Health and Safety Oversight	35	Health and Safety Coordinators
Permanent colleagues completed Pathways Woven Together induction	8	10 still to complete – additional sessions have been arranged
Casual colleagues completed their induction	7	8 new casuals – follow up in place
1 fire alarm event occurred in January		1 – YTD
33 contractors were inducted during January		33 – YTD
0 workstation assessments completed in January		0 – YTD

**f Health and Safety Auditing****i Objective**

- Evolve our auditing approach to be “leader led” and include both internal and external auditing, in a planned way, which aims to continuously improve Ara health and safety systems but also our health and safety capability and engagement across all levels.

- The draft Health, Safety and Wellbeing Strategic Plan for 2021 has a considered approach to auditing to meet the above objective. The information below incorporates aspects from that plan.

## ii External Auditing Schedule

When	Topic	Status
Q2-Q3	<b>Contract Management (proposed)</b> <ul style="list-style-type: none"> <li>• Third party review on how we manage contractor risk</li> </ul>	Audit scope to be prepared
Q2-Q3	<b>Machine Safety (proposed)</b> <ul style="list-style-type: none"> <li>• Third party review on an area of critical risk</li> </ul>	Audit scope to be prepared
Q3-Q4	<b>Environmental monitoring (proposed)</b> <ul style="list-style-type: none"> <li>• Likely scope, asbestos, solvents, wood dust</li> </ul>	Audit scope to be prepared

## iii Internal Auditing Schedule

The Health, Safety and Wellbeing Strategic Plan outlines a piece of work to finalise the internal audits procedure by Quarter One. A draft has been completed and will be tabled at the next Health and Safety Working Group. The plan also outlines that the schedule will be operational by Quarter Two after engaging and training audit participants (leaders, the Health and Safety Working Group, and Health and Safety Coordinators).

## g Health and Safety Actions

HEALTH AND SAFETY ACTIONS UNDERWAY			
Action Description	Owner	Due Date	% Complete
Develop and implement a Health and Safety Communications Plan	H&S Manager Internal Comms Lead	Q1	80% Internal Comms Lead has met with S&W Manager and the plan is near finalisation.
Review rehabilitation guidelines as they relate to experience rating	People & Culture Business Partner H&S Manager S&W Manager	Q1	95% As per commentary above

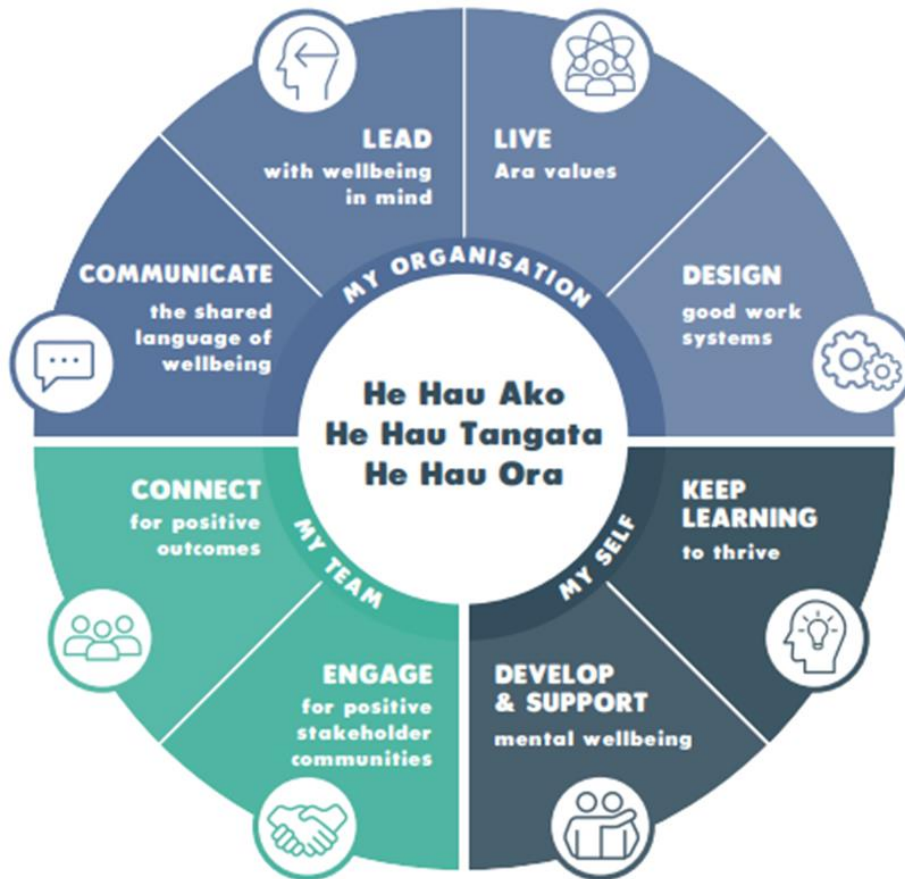


## h Trades External Audit Actions Summary

<b>TRADES HEALTH AND SAFETY EXTERNAL AUDIT ACTIONS</b>			
<b>Action</b>	<b>Accountability</b>	<b>Priority</b>	<b>Status</b>
P&C Business Partner for Trades to interview tutors who have undergone new Induction process to determine extent of health and safety training provided	DCE P&C Manager Capability	Medium	In progress
A technology solution for competency recording. Explore the possibility of a common tool (an App) that is adaptable to diverse needs.	DCE COO ICT Director	Low (but moving to Medium in 2021)	In progress
Schedule of Ara Board health and safety walks to be reinstated. Suggest a shift to individual/pairs hosted by the Divisional Leader of that Department.	CE	High/Medium	Complete
A communication to Trades colleagues reminding them of the opportunity to elevate health and safety concerns if they feel they cannot eliminate or mitigate the risk.	DCE AIR HoD Trades	Low	In progress
Present findings to the Department of Trades.	CE HoD Trades H&S Manager	High	Complete

### 3.3 Wellbeing

## He Ara Hauora Pathways To Wellbeing



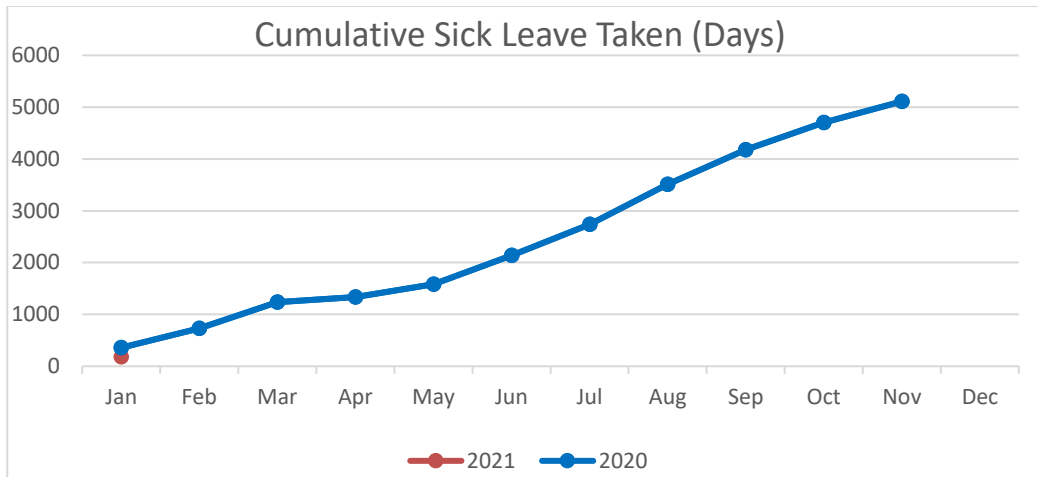
#### a Performance

##### i Employee Assistance Programme

- Nine colleagues were seen through the Ara EAP in January 2021
- In comparison, four colleagues were seen in January 2020
- 100% are self-referrals
- 93% female identified, 7% male identified
- The average number of sessions attended for an individual was 1.5

Based on the events of 2020, providers are reporting an increase in usage of this service nationally. The increase of use year on year can also be attributed to our increased communications to colleagues about the existence of the EAP service.

**ii Sick Leave**



COLLEAGUE WELLBEING		
<b>Lost days due to sickness</b>	<b>January 2021</b> 183 days initiated <ul style="list-style-type: none"> <li>• 138 – City/Madras</li> <li>• 17 – Manawa</li> <li>• 19 – Woolston</li> <li>• 8 – Timaru</li> <li>• 1 – Oamaru</li> </ul>	<b>January 2021</b> <ul style="list-style-type: none"> <li>• YTD – 183 days. Includes some in advance</li> <li>• YTD sick leave of more than 5 days – 10 days by 1 person</li> </ul>
	<b>January 2020</b> 335 days initiated <ul style="list-style-type: none"> <li>• 284 – City/Madras</li> <li>• 11 – Manawa</li> <li>• 25 – Woolston</li> <li>• 13 – Timaru</li> <li>• 2 - Rangiora</li> </ul>	<b>January 2020</b> <ul style="list-style-type: none"> <li>• YTD 335 days.</li> <li>• YTD sick leave of more than 5 days, 0</li> </ul>
<b>YTD ACC leave</b>	<b>January 2021</b> <ul style="list-style-type: none"> <li>• 0 work related days</li> <li>• 0 non-work related days</li> </ul>	<ul style="list-style-type: none"> <li>• Work related ACC – 20 days</li> <li>Non-work related – 28 days</li> </ul>
	<b>January 2020</b> <ul style="list-style-type: none"> <li>• 48 days</li> </ul>	Work related ACC – 20 days Non-work related – 28 days
<b>Number of colleagues on a return to work plan</b>	<b>January 2021</b> <ul style="list-style-type: none"> <li>• Nil</li> </ul>	<b>January 2021</b> <ul style="list-style-type: none"> <li>• Nil</li> </ul>
	<b>January 2020</b> <ul style="list-style-type: none"> <li>• 2 colleagues</li> </ul>	<b>January 2020</b> <ul style="list-style-type: none"> <li>• Both non-work related</li> </ul>

**Note:** Data has been requested for Māori colleague sick leave. Investigation with our People and Culture Analyst is that re-engineering of the HRIS system will be required to do this. This work was already underway.

**b SafePlace Health and Wellbeing Events**

The SafePlace project team have been asked to explore how to escalate events logged in the Health and Wellbeing category if they have not been responded to in a certain timeframe.

**From:** Tony Gray <Tony.Gray@ara.ac.nz>  
**Sent:** Sunday, 14 February 2021 9:21 PM  
**To:** All of Institute <allofinstitute@ara.ac.nz>  
**Subject:** IMPORTANT - Ara COVID-19 Alert Level 2 Update - Sunday 14 February 2021

Kia ora colleagues

Following the government announcement this evening on the [changes to Alert Levels from 11.59 pm tonight](#) a sub-group of our Incident Management Team (IMT) will meet early tomorrow (Monday) morning.

This sub-group will review our approach to both Alert Level 2, as well as prepare for any worst case scenario, should Alert levels be further raised this week; **decisions about Ara activities this week will be based on government guidelines.**

**At this time all our campus sites remain open to the public and all colleagues and learners can come to our sites and attend classes as planned. We will manage classrooms, classroom groups and all Ara sites in a practical manner.**

**I'm asking colleagues who have business travel outside of Canterbury to delay this until further notice, unless you have agreement from myself or our Incident Controller (Darren Mitchell).**

**Below are a few reminders for everyone as we move to Alert Level 2:**

- The QR codes for the Contract Tracer app remain in place and we encourage you to continue to use these each time you are on site.
- Please continue to be careful with your own personal health and hygiene; stay at home if you are not well and seek medical advice if you need to.
- You are encouraged to maintain physical distancing of 1 metre from others, as much as this is practical to do; classroom/practical sessions will be closely monitored over the next few days.
- There should be no organised group activity that exceeds 100 people.

We will provide a further update tomorrow morning following the IMT sub-group meeting. This will include our updated Operating Guidelines for Alert Level 2.

Please continue to look after each other and stay safe.

Tony



**Tony Gray**  
Chief Executive  
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**From:** Tony Gray <Tony.Gray@ara.ac.nz>  
**Sent:** Monday, 15 February 2021 11:15 AM  
**To:** All of Institute <allofinstitute@ara.ac.nz>  
**Subject:** COVID-19 Update – Monday 15 February 2021

Kia ora colleagues

Our Incident Management Team (IMT) sub-group met this morning and has re-confirmed our [Operating Guidelines for Alert Level 2](#). These are available here on Waituhi and apply until 11.59 pm on Wednesday. Please take a few minutes to make sure you are familiar with the guidelines as there are some minor updates.

The IMT is now reviewing our Operating Guidelines for Alert Level 3 to ensure we are prepared for any escalation of alert levels. We will meet again mid-week and will follow government announcements and directions regarding any changes to alert levels or our activities.

A few reminders as we begin working within [Alert Level 2 Guidelines](#):

- We will not hold any organised activity which exceeds 100 people during this week. This means that unfortunately we will not proceed with the Mihi Whakatau at Woolston on Wednesday and our Graduation ceremony in Timaru has been postponed. If you have an event where over 100 people will attend this week you must make suitable alternative arrangements.
- All Ara campus locations remain open for colleagues, learners and the public. There will be additional security and cleaning happening across our sites to keep everyone safe. Please keep a 1m distance from others where practical.
- Our AIR colleagues will ensure that appropriate flexible arrangements are able to be put in place for vulnerable learners where appropriate.
- We encourage everyone to be vigilant about noting your location using the QR codes and ensuring that Bluetooth tracing is turned on. Our ICT Service Desk can be contacted if you require any technical support.
- The Ministry of Health recommends learners bring face masks and wear them as appropriate on site, particularly where physical distancing is difficult.
- Travel outside Canterbury (with the exception of our site in North Otago) should be delayed until further notice, unless you have agreement from myself or the Incident Controller.

The latest Ministry of Health detail about Alert Levels is [available here](#). We will provide ongoing updates this week as required and encourage you to refer to [Waituhi](#), myAra and [our website](#) for the latest detail.

We recognise that this can be an unsettling time for everyone so please continue to look after each other and stay safe. If you have any questions or concerns please talk with your manager / tutor in the first instance.



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**From:** Tony Gray <Tony.Gray@ara.ac.nz>  
**Sent:** Wednesday, 17 February 2021 5:04 PM  
**To:** All of Institute <allofinstitute@ara.ac.nz>  
**Subject:** COVID-19 Update – Wednesday 17 February 2021

Kia ora colleagues

Following the government announcement this afternoon we will return to Alert Level 1 as of 11.59 pm Wednesday 17 February 2021. Our Incident Management Team will be stood down, but is ready to meet again as required.

My thanks to all colleagues for your quick response this week so we could continue to operate under Alert Level 2, and support each other and our learners.

**General reminders:**

- We will not hold any organised activity which exceeds 100 people for the remainder of this week. Please continue to make suitable alternative arrangements if you have an event where this applies.
- Work travel outside Canterbury can resume from 11.59 pm Wednesday 17 February 2021.
- Please keep scanning the QR code and ensure that Bluetooth tracing is turned on. Our ICT Service Desk can be contacted if you require any technical support.
- It's important we all maintain hand washing hygiene. Please stay at home if you feel unwell and follow Ministry of Health directions [here](#).

We have Operating Guidelines in place for Alert Level 2 and Alert Level 3 to ensure we are prepared for any future Alert Level changes. Our guidelines for Alert Level 3 are being reviewed by IMT this week.

The latest Ministry of Health detail about Alert Levels is [available here](#). For details specific to Ara, please keep visiting [Waituhi](#), myAra and [our website](#). If you have any other questions or concerns, please talk with your manager/tutor in the first instance.

Thank you again for your support and commitment to the health and wellbeing of our colleagues and learners.

Tony



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## Ara Operating Procedures for Alert Level 2 – from 9am Mon 15<sup>th</sup> February 2021

Our principles of decision making for how Ara will operate on campuses under Alert Level 2 are based on the primary considerations of Safety, Health and Wellbeing of all colleagues and learners. Ara will follow Government guidelines related to Covid-19.

### Approved, Appropriate Health and Safety Measures Include:

1. High hygiene levels, along with robust contact tracing and physical distancing will be facilitated. In summary these measures are:
  - For people you work/study with, where contact tracing and hygiene measures are in place – **1m distance is encouraged where possible**
  - For people you do not know and in places where there is no contact tracing and hygiene measures – maintain 2m distance
  - Wearing masks is recommended where appropriate physical distancing cannot be maintained
  - Adhering to personal hygiene practices including regular handwashing and covering coughs and sneezes; and
  - Maintaining daily contact tracing on campuses using the Government’s Contact Tracer App and by keeping manual records.
  
2. There are three levels of control when it comes to our campus environments to consider:
  - I. *Controlled – Intensive*: e.g. classroom situation or open plan workspaces with high expectations around hygiene and contact tracing with **1m distance encouraged where possible**; this includes the use of PPE for close contact situations like hairdressing and osteopathy (who will therefore not need to observe the 1m rule)
  - II. *Controlled – Less intensive*: e.g. controlled open indoor space, such as ALX Atrium or TA Block library & reception, student & academic services engagements, ICT Service Desk appointments, requires individual learners and colleagues to maintain physical distancing, contact tracing and hygiene practices; and
  - III. *Uncontrolled*: e.g. open outdoor space without perimeter control e.g. North Green at City campus, field on Timaru campus or heartspace at Woolston. In an uncontrolled environment, it is the responsibility of the individual to follow Government guidance on physical distancing and hygiene practices.

**For any of these control levels, the maximum group size of 100 should not be exceeded.**

3. Contact tracing is an essential requirement:
  - Ara expects all colleagues and learners to make full use of the Government’s Contact Tracer App – including enabling the Bluetooth feature
  - Ara has provided QR codes for the Government’s Contact Tracer App at all sites. Colleagues and learners are expected to use these when they enter campuses
  - Colleagues with learner groups, **must use Tribal class attendance registers as a key contact tracing element**, along with reminding students to individually use the Government’s Contact Tracer App for entering campuses
  - Colleagues must also keep a track of their daily interactions with others on campus; and
  - As well as using the Government’s Contact Tracer App, class registers, Wi-Fi and swipe-card logs have been identified as additional sources should they be needed.



The retention of data for any extended period would only be to support potential contact tracing and no additional data, beyond that normally recorded, would be held for longer than two months.

4. Appropriate PPE will be used for close contact activities such as hairdressing, osteopathy, and beauty therapy. This will also be the case for frontline colleagues working in our Health Centre. Please discuss and coordinate requirements with Ara Facilities Management and the Manager - Health and Safety.
5. Stay away from campuses when unwell or displaying any Covid-19 like symptoms including colds, coughs, flus or respiratory problems.
6. Maintain alternative learning or working opportunities for **vulnerable learners** and colleagues. If you are concerned that you are vulnerable, speak with your tutor or manager about suitable alternative arrangements.
7. Ara will maintain modified cleaning regimes based on guidance from the Ministry of Health, WorkSafe New Zealand and the World Health Organisation.

The Ministry of Education has published specific **public health control measures for tertiary education organisations**. In accordance with these guidelines, Ara is adopting the following:

8. The Ministry recommends that students bring face coverings or masks with them when attending on-site activities, and make use of these where appropriate, particularly where physical distancing may be difficult; for example, in a confined space with other students or staff, such as in workshops, lifts, transportation, etc.
9. We will observe the primary requirements associated with Alert Level 2 of “Whilst we are open for business, colleagues are responsible for ensuring **physical distancing, contact tracing and hygiene practices are followed**”.
10. Ara colleagues should take this time during Alert Level 2 to prepare for the potential escalation to Alert Level 3. Our DCEs are leading this activity.
11. Access for learners and colleagues to all Ara campuses and classes, lectures, labs, workshops, tutorials, noho and meetings are permitted under Alert Level 2, with a focus on following approved, appropriate health and safety measures.
12. Learners should still attend their timetabled learning classes, planned events, and/or to access learner support services.
13. Colleagues should ensure that all planned use of learning spaces is checked to ensure that our density of occupation is appropriate and is aligned to these guidelines. Any concerns to be discussed with Facilities Management.
14. ICT equipment and other Ara resources should not be moved, repurposed or removed from campuses without the approval of the Level 300 manager and in consultation with Facilities Management and ICT.
15. People at higher-risk of severe illness from COVID-19 (e.g. older people and those with underlying medical conditions, especially if not well-controlled) may work and study, in agreement with their manager, that they can do so safely.
16. Under Alert Level 2, remote learning and teaching should be made available to learners for whom attendance on campuses is not possible.
17. If you believe you have vulnerable learners, please discuss with your HoD or Academic Lead options to meet their learning needs at Alert Level 2.

18. All colleagues and learners should be able to move, where possible, to **remote delivery**, should campus escalation or shutdown of the Alert Levels occur.
19. Should a case be discovered on one of our campuses, a shutdown period (determined by the Medical Officer of Health) will be required – either in part or for the whole of a campus.
20. Workplace-based learning, that is on-site or face-to-face can continue, ensuring appropriate health and safety arrangements are made with both the individuals and the employers.
21. Externally leased businesses (e.g. MoA, CAB, Plains FM) can remain on campuses but must follow Government contact tracing and hygiene requirements. A Covid-19 specific Health and Safety Plan is the responsibility of these co-located businesses to support their continuing work on campuses.
22. The following services will be open under Alert Level 2, subject to application of appropriate controls as specified by Government, including, where appropriate, making a booking:
  - Ara's Early Learning Centre
  - Career Centre
  - Recreation Centre
  - Bookshop and campus cafés
  - Libraries
  - Student Central
  - Admissions
  - Student Finance
  - Central Academic Records
  - Visions Restaurant and The Pantry
23. The Health Centre will remain open. However, under Alert Level 2, please do not come into the Health Centre if you have any respiratory symptoms - ring your own GP or contact the Health Centre for advice on **940 7566**.
24. **Ara's student accommodation at Ōtautahi House will remain open** under Alert Level 2.
  - To ensure the safety of residents and colleagues, strict hygiene and cleaning protocols, robust contact tracing information of all those who enter the premises (including approved guests) will be maintained.
25. Computer labs will be available for supervised learning and teaching. Additionally, all drop-in suites will remain open, with physical distancing practices required.
26. **Domestic travel can be undertaken for work purposes, only within the Canterbury Region and Oamaru.** If you have a request concerning this, please raise this with your DCE in the first instance. Those travelling privately must adhere to Government guidelines.
27. **Reporting of known Covid-19 cases:** a reminder that cases of Covid-19 need to be reported to Manager – Health and Safety as soon as they become known.

**Ara Board Health and Safety – Schedule for Campus Walkabouts March to October 2021****Group 1:** Maryann, Murray**Group 2:** Therese, Bryn**Group 3:** Melanie, Nettles**Group 4:** Jane, Andrea

<b>Group</b>	<b>Name</b>	<b>Date</b>	<b>Location</b>	<b>Dept</b>	<b>HoD</b>
1	Maryann Geddes	Mar	City	HSI	Mandy Gould
1	Murray Bain	Mar	City	HSI	Mandy Gould
2	Therese Arseneau	April	Timaru	All areas	Leonie Rasmussen
2	Bryn Thompson	April	Timaru	All areas	Leonie Rasmussen
3	Melanie Taite-Pitama	May	City	EDI	Nigel Young
3	Nettles Lamont	May	City	EDI	Nigel Young
4	Jane Cartwright	June	City	Manawa	John Grant
4	Andrea Leslie	June	City	Manawa	John Grant
1	Maryann Geddes	July	City	EAS	Michael Edmonds
1	Murray Bain	July	City	EAS	Michael Edmonds
2	Therese Arseneau	Aug	Woolston	Trades	Dennis Taylor
2	Bryn Thompson	Aug	Woolston	Trades	Dennis Taylor
3	Melanie Taite-Pitama	Sept	City	Creative	Hazel Barrer
3	Nettles Lamont	Sept	City	Creative	Hazel Barrer
4	Jane Cartwright	Oct	City	FM	Grant McPhail
4	Andrea Leslie	Oct	City	FM	Grant McPhail

## **Briefing Sheet**

The Ara Board to commence Health and Safety Walkabouts (LBWA's) around specific areas within all Ara Campuses through a planned schedule to October 2021, with quarterly reviews to determine if revisits are deemed necessary. The Board to be allocated into groups of two persons and walkabouts to specific areas scheduled separately to Board meeting times. Areas to be covered include Engineering and Architectural Studies (EAS), Trades, Creative Industries, Hospitality and Service Industries (HSI), Facilities Management (FM), Enterprise and Digital Innovation (EDI), Health Practise at Manawa and areas within the Timaru Campus to be determined in consultation with the Chief Executive and the Southern Campus Manager.

### **Principle and the role of the Board with reference to Health and Safety Walkabouts:**

*Principle behind the walkabouts is "influencing up"*

- **Leading** by walking about (LBWA)
- **Hear** views of Ara colleagues first-hand
- **Understand what's** not working
- **Demonstrate** visible commitment
- **Ask** effective questions.

**Approach** by the Board would be not as 'Experts' or 'Inspectors' but by their presence and involvement in the walkabout exercise; Board members should

- Think of the area being visited as constantly under attack from 'Sod's Law'
- Asking the question (to themselves) where the next incident/accident may happen
- Having a 'the three D's' mindset to their walkabout in terms of overview – 'If it's **Dodgy – Different – Dangerous** it needs to be 'called-out' with the Ara colleague.

### **Outcomes**

To show that the Board is engaged with good health, safety and wellbeing practice, through:

- strong visible leadership
- an understanding of all Ara People's role in ensuring a healthy and safe workplace
- the ability to influence and persuade.

<b>Ara Board 23 February 2021</b>	<b>Agenda Item</b>	<b>7.1</b>
		<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>	Tony Gray

<b>ARA BOARD REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	Academic, Innovation and Research
<b>BACKGROUND AND PURPOSE</b>	To provide the Ara Board with a summary of the AIR Division monthly activities and outcomes linked to the Ara Strategic focus areas.
<b>RECOMMENDATION(S)</b>	That the Ara Board receive and note the contents of this report.
<b>LINK TO ARA STRATEGY</b>	Full report linked to strategic focus areas.
<b>KEY ISSUES IDENTIFIED</b>	Enrolments in Humanities and EDI tracking behind last year.
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	Financial risk if targets not met.
<b>RISK IMPLICATIONS FOR ARA</b>	As above.
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	Nil.

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



### Executive Summary

#### Key focus areas this month

- Enrolments
- EER targeted review
- Developments and innovation in the context of Te Pūkenga

<b>Learners at the heart of everything we do</b>	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> <li>• Large number of applications being processed and converted. Strong focus on finding places for as many learners as possible. Strategies include offering additional occurrences, special admissions (supported), Recognition of Prior Learning, alternative pathways.</li> </ul>
<b>Dynamic delivery of contemporary programmes and research</b>	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> <li>• Creative Industries: collaborative re-development of the Bachelors of Broadcasting Communications, Design, Performing Arts and Music Arts ongoing with synergies identified to enable accessibility and flexibility for learners. Development strongly referenced to extensive consultation, and Te Pūkenga direction.</li> <li>• EDI: piloting use of MS Teams for teaching. MS Teams sites established where learners can collaborate and can engage with industry partners.</li> <li>• APS: Accreditation received from the Medical Sciences Council for Ara Pre-Analytical Technician Pathway (Level 5 Healthscope). Ara is now the preferred provider. This will enable graduates to apply for registration with the Council.</li> <li>• Joint delivery plans between EAS and Creative and eCampusNZ.</li> </ul>

<b>High performing customer focused teams</b>	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> <li>NZQA Targeted Evaluation taking place 8-10 March 2021. Scope of enquiry to be finalised by Feb 8, 2021. Self-Assessment coaching taking place with a variety of teams, including Te Kāhui Manukura and Academic Committee. Programme Evaluations to be completed by 30 March 2021.</li> <li>AWA representative presented a webinar for the Vietnamese Ministry. Focus: practitioners' viewpoint of practice-based, e-learning; challenges and ideas. Funding may provide further opportunities for collaboration.</li> <li>Online subject guides (supplementary to course resources) usage up 60% (from 2019). LinkedIn Learning usage up 70%. Suggests more engagement (colleagues and learners) with online resources.</li> </ul>
<b>Innovative and sustainable practice</b>	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> <li>Research: Hub@Ara -a collaborative initiative between the Research and Innovation offices that draws on capability and networks from within Te Ōhaka. Aims: to facilitate external industry led Research and Development Projects that Ara learners and colleagues can contribute to, create a revenue pathway for Ara by offering Research and Development services to industry, and positioning Ara as an industry/research oriented vocational institute.</li> <li>Ambitious Start-Ups pitching for a space in the Te Ōhaka incubation programme have been through an evaluation process and panel made up of ChristchurchNZ, Ara, and Ministry of Awesome to ensure criteria met.</li> <li>EAS: Construction management collaboration with Florida Gulf Coast University in an online international learning opportunity for learners.</li> <li>The Extended Reality Lab (XR Lab) established and being utilised by colleagues seeking to incorporate extended reality into their teaching.</li> </ul>
<b>Summary of financial performance</b>	
<ul style="list-style-type: none"> <li>As at 31st December 2020, the Academic, Research and Innovation Division were \$1.4m (2.6%) adverse to the divisional budgeted contribution. Actual contribution being \$52.4m compared with the budgeted expectation of \$53.8m.</li> <li>Divisional Revenue was \$108.3m compared with the budgeted \$108.4m, resulting in an overall shortfall of \$141k (0.13%). International revenue, Other Income and Other Teaching Income combined fell short of budget by \$2.4m (12%), however, this was largely offset by the performance in Domestic Fee Income and Ministry Funding.</li> <li>Personnel Expenses were overspent by \$2.0m (4.5%), of which \$346k is attributable to accumulated annual leave costs, the remaining being spread across the division. A number of departments incurred additional teaching costs due to increased student numbers.</li> </ul>	

- Savings have been achieved across a number of expense lines within General Expenses resulting in a \$1.2m favourable variance. Most significant being Sub-contracted Delivery costs (\$357k) and Student and Personnel Travel expenses (\$323k).
- Depreciation exceeded budget by \$423K largely as a result of the change to Te Pukenga's depreciation policy.

### Summary of Performance as of Year End Enrolment Performance (as at 3 February 2021)

Department	Commentary
<b>APS</b> (Applied Sciences and Social Practice)	<p><b>2020 closing position:</b>            878.6 EFTS against 763.7 target (115% met). Exceeding target is driven by domestic enrolments (838.4 EFTS met 114.9% of target); International learners (40.3 EFTS met 118.2% of target)</p> <p>81.1% Successful course completion vs 83.2% 2019 full year (-2.1% down) [Includes 5 unsuccessful EFTS due to results not yet being published]</p> <ul style="list-style-type: none"> <li>• Māori 75.5% vs 73.5% 2019 full year (2.0% up)</li> <li>• Pacific 69.7% vs 73.6% 2019 full year (-3.9% down)</li> <li>• Levels 1-6 76.8% vs 78.0% 2019 full year (-1.2% down)</li> <li>• Levels 7+ 89.1% vs 92.0% 2019 full year (-2.9% down)</li> </ul>
<b>CRE</b> (Creative Industries)	<p><b>2020 closing position:</b>            725.9 EFTS against 703.1 target (103.2% met). Exceeding target is driven by domestic enrolments (716.0 EFTS met 103.6% of target)</p> <ul style="list-style-type: none"> <li>• International learners are down (9.8 EFTS met 79.6% of target)</li> </ul> <p>93.0% Successful course completion vs 93.0% 2019 full year (no change) [Includes 2 unsuccessful EFTS due to results not yet being published]</p> <ul style="list-style-type: none"> <li>• Māori 88.6% vs 87.9% 2019 full year (0.7% up)</li> <li>• Pacific 84.9% vs 83.2% 2019 full year (1.7% up)</li> <li>• Levels 1-6 81.6% vs 81.2% 2019 full year (0.4% up)</li> <li>• Levels 7+ 94.2% vs 94.3% 2019 full year (-0.1% down)</li> </ul>
<b>EAS</b> (Engineering and Architectural Studies)	<p><b>2020 closing position:</b>            688.9 EFTS against 743.1 target (92.7% met)</p> <ul style="list-style-type: none"> <li>• Loss of international learners' significant factor for not achieving target (208.0 EFTS met 84.8% of target)</li> <li>• Domestic learner numbers down (480.9 EFTS met 96.9% of target)</li> </ul>



	<p>88.9% Successful course completion vs 89.6% 2019 full year (-0.7% down). [Includes 2 unsuccessful EFTS due to results not yet being published]</p> <ul style="list-style-type: none"> <li>• Māori 86.1% vs 82.3% 2019 full year (+4.1%)</li> <li>• Pacific 62.3% vs 67.0% 2019 full year (-4.7%)</li> <li>• Levels 1-6 84.4% vs 85.1% 2019 full year (-0.7%)</li> <li>• Levels 7+ 92.9% vs 93.7% 2019 full year (-0.8%)</li> </ul>
<p><b>EDI</b> (Enterprise and Digital Innovation)</p>	<p><b>2020 Closing position:</b> 1,054.6 EFTS against 1,112.8 target (94.8% met)</p> <ul style="list-style-type: none"> <li>• International target exceeded (102.6% met)</li> <li>• Low domestic learner numbers significant factor for not achieving the target (740.6 EFTS met 91.8% of target)</li> </ul> <p>Reductions in levels 4 and 5</p> <ul style="list-style-type: none"> <li>• L4: 41.4 EFTS met 76% of target, down -19.5% on 2019</li> <li>• L5: 200.6 EFTS met 85.9% of target, down 9.4% on 2019</li> </ul> <p>80.6% Successful course completion vs 82.3% 2019 full year (-1.7% down) [Includes 4 unsuccessful EFTS due to results not yet being published]</p> <ul style="list-style-type: none"> <li>• Māori 60.4% vs 69.2% 2019 full year (-8.8%)</li> <li>• Pacific 72.1% vs 73.1% 2019 full year (-1%)</li> <li>• Levels 1-6 66.9% vs 73.1% 2019 full year (-6.2%)</li> <li>• Levels 7+ 86.8% vs 87.2% 2019 full year (-0.4%)</li> </ul>
<p><b>HPR</b> (Health Practice)</p>	<p><b>2020 closing position:</b> 1,168.5 EFTS against 1,145.3 target (102% met)</p> <ul style="list-style-type: none"> <li>• Exceeding target is driven by domestic enrolments (1,094.4 EFTS met 102% of target)</li> <li>• International learner numbers decreased slightly (74.1 EFTS met 98.7% of target)</li> </ul> <p>95.4% Successful course completion vs 93.4% 2019 full year (+2.0% ). [Includes 8 unsuccessful EFTS due to results not yet being published]</p> <ul style="list-style-type: none"> <li>• Māori 94.5% vs 90.6% 2019 full year (+3.9%)</li> <li>• Pacific 86.6% vs 85.3% 2019 full year (+1.3%)</li> <li>• Levels 1-6 96.1% vs 94.3% 2019 full year (+1.8%)</li> <li>• Levels 7+ 95.3% vs 93.3% 2019 full year (+2.0%)</li> </ul>

<p><b>HSI</b> (Hospitality and Service Industries)</p>	<p><b>2020 closing position:</b> 654.5 EFTS against 623.6 target (105% met)</p> <ul style="list-style-type: none"> <li>Exceeding target is driven by domestic enrolments (555.9 EFTS met 106.1% of target)</li> <li>International learner numbers down (98.6 EFTS met 98.9% of target)</li> </ul> <p>82.0% Successful course completion vs 81.1% 2019 full year (0.9% up). [Includes 2 unsuccessful EFTS due to results not yet being published]</p> <ul style="list-style-type: none"> <li>Māori 71.7% vs 63.7% 2019 full year (+8.0%)</li> <li>Pacific 66.1% vs 71.1% 2019 full year (-5.0%)</li> <li>Levels 1-6 81.7% vs 80.6% 2019 full year (+1.1%)</li> <li>Levels 7+ 86.3% vs 91.4% 2019 full year (-5.1%)</li> </ul>
<p><b>HUM</b> (Humanities)</p>	<p><b>2020 Closing position:</b> 803.3 EFTS against 882.3 target (91.0% met)</p> <ul style="list-style-type: none"> <li>Domestic target exceeded (103.7% met)</li> <li>Low international learner numbers significant factor for not achieving the target (101.9 EFTS met 49.5% of target)</li> </ul> <p>75.2% Successful course completion vs 74.9% 2019 full year (0.3% up). [Includes 2 unsuccessful EFTS due to results not yet being published]</p> <ul style="list-style-type: none"> <li>Māori 68.9% vs 69.9% 2019 full year (-1.0%)</li> <li>Pacific 72.6% vs 69.4% 2019 full year (+3.2%)</li> <li>Levels 1-6 71.6% vs 72.8% 2019 full year (-1.2%)</li> <li>Levels 7+ 92.5% vs 86.4% 2019 full year (+6.1%)</li> </ul>
<p><b>TRA</b> (Trades)</p>	<p><b>2020 Closing position:</b> 1,128.3 EFTS against 1,084.7 target (104% met)</p> <ul style="list-style-type: none"> <li>Exceeding target is driven by level 3 programmes (838.4 EFTS met 114.9% of target)</li> </ul> <p>87.0% Successful course completion vs 83.1% 2019 full year (3.9% up). [Includes 3 unsuccessful EFTS due to results not yet being published]</p> <ul style="list-style-type: none"> <li>Māori 80.0% vs 73.9% 2019 full year (+6.1%)</li> <li>Pacific 83% vs 80.9% 2019 full year (+2.1%)</li> </ul>

<b>Ara Board</b>	<b>Agenda Item</b>	<b>7.1</b>
		<b>For Information</b>
<b>PUBLIC</b>	<b>Presented by</b>	Karen Te Puke

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

## CUSTOMER EXPERIENCE AND ENGAGEMENT – REPORT FOR ARA BOARD



### Executive Summary

#### Key focus areas this month

- The peak processing period for Admissions and Enrolments has resulted in the significant increase in processing of applications and in excess of those at the same time in 2019.
- Autumn Graduation in Timaru final preparations. The Autumn Graduation in Christchurch has received a record number of registrations. This year the ceremony will include 250 - 300 graduates from 2020.
- Ara Learner Pastoral Support Model - final preparations completed. This new initiative introduces change across the entire Pastoral Support Team and introduces a change in the Pastoral Support model. The model has been developed based on the principles of the Framework for Maori Achievement (FMA).
- Ōtautahi House residents' arrival, orientation and induction has progressed well with several new initiatives implemented including the development of more comprehensive training and support for Residential Assistants (RA's).
- Customer Experience and Engagement Teams have been reviewing COVID-19 Alert Level procedures, updating technology and other remote working needs, and updating contact details.
- Pacific Development Lead has been successful in gaining external funds from the Ministry of Education and the Ara Foundation, to support the development and delivery of a range of mentoring and study support initiatives for Pacific learners. Funds will also be used for the development of a Family Home initiative including staffing costs to implement this innovative approach in the first part of 2021.
- Customer Experience and Engagement teams have worked to shift their business units to meet the changing environment, this has been done while either reducing or maintaining staffing expenditure. Teams that have made significant shifts include: International Admissions & Enrolments, International Pastoral Support, and Refugee and Migrant Support.

<b>Learners at the heart of everything we do</b>	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> <li>• The Ministry of Education has approved the Ara Learner Exchange programme for a further five-year period. The approval covers incoming and outgoing learner mobility with approved institutional partners offshore. Approval enables Ara to claim domestic funding for incoming exchange learners and allows these learners to apply for a Student Exchange Visa to study in New Zealand.</li> <li>• Final preparations completed for a new Ara Learner Pastoral Support Model to be piloted in 2021. The model introduces a significant change across Pastoral Support from a centralised cohort-based model to that which will focus on supporting learners within their Departments. It is a blended model which also focuses on priority learners, specific cohort groups, and continues to ensure the provision of centralised support. Two new Māori colleagues have been appointed to support this model. Resourcing has been reallocated to ensure that a Maori and Pacific Student Pastoral Support Advisor is appointed to each Department.</li> <li>• Ōtautahi House new initiatives for the Welcome, Induction, and Whakawhanaungatanga practices implemented for the Residential Assistant Team and the 2021 residential community. Initiatives for the RA Team include the development and attendance at Restorative Justice, Privacy, and Resident Wellbeing Workshops to develop and support (alongside key staff members) a resilient, caring, and supportive residential community at Ōtautahi House.</li> <li>• The Pacific Development Lead has been successful in being awarded Ara Foundation Funds of \$24,000. These funds will provide: peer tutors to support Pacific learners in their academic study; peer mentoring to support new learners in their pastoral needs, and to develop and launch the Pacific Peer Mentoring &amp; Tutoring programme at the Pacific Student Welcome Day.</li> </ul>
<b>Dynamic delivery of contemporary programmes and research</b>	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> <li>• International learners from Canterbury High Schools studied English Language at Ara during the January holiday period.</li> <li>• A Pacific Culture Awareness programme has been developed and is ready to be delivered. Priority is to deliver workshops to teaching colleagues.</li> <li>• Implementation of significant improvements in the process of calculating International Fees for re-enrolling learners. It is now partially automated, still requiring individual learner plans to be entered into the Student Management System (SMS) but the fee is now automatically calculated.</li> <li>• The Health Centre Manager will be assisting rollout of the COVID-19 Vaccination Programme (offsite) and attended initial on-line training run by Pegasus Health.</li> </ul>

<b>High performing customer focused teams</b>	
Outcomes delivered during current reporting period.	<ul style="list-style-type: none"> <li>The Careers &amp; Employment Team have been working with the Engagement Team to develop a 'Career Smart' product portfolio to meet the growing development needs of organisations, industries, and communities in the continuing post-COVID business environment.</li> <li>CEE teams have worked to shift their business units to meet the changing environment. In particular, International Admissions &amp; Enrolments have worked smartly to redeploy and upskill team members to work in Domestic Admissions &amp; Enrolments. At the same time the entire CEE team have attended the development workshops to support final preparations for the implementation of the new Pastoral Learner Support Model and adjusting to the new model. Development also included team members attending a Planning &amp; Development day at Koukourarata Marae.</li> </ul>
<b>Innovative and sustainable practice</b>	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> <li>Reduction in staffing resource in the International Recruitment Team as a of reduced international learner numbers.</li> <li>International Admissions team and Enrolment team members have been redeployed to Domestic Admissions and Enrolment with corresponding training and induction completed.</li> <li>International Pastoral Support team members have been redeployed to support domestic learner cohort groups such as Youth, Māori and Dual Enrolment cohorts.</li> </ul>
<b>Summary of financial performance</b>	
<ul style="list-style-type: none"> <li>The 2020 Customer Experience and Engagement Divisional performance significantly exceeded budgeted expectations. The division had been budgeted to be a net cost to Ara of \$14.7m, however, the actual net cost was \$13.9m, a reduction in cost for the year of 5.5%. A \$380,000 staffing budget reduction target was achieved in 2020.</li> <li>Divisional Revenue was \$5.9m compared with the budgeted \$5.7m, resulting in an overall shortfall of \$202k (3.4%). The student accommodation revenue shortfall (\$354k) being partially offset elsewhere.</li> <li>Personnel Expenses were overspent by \$80.5k (0.6%), however, this was entirely attributable to accumulated annual leave costs.</li> <li>Savings have been achieved across a number of expense lines within General Expenses resulting in a \$1.1m favourable variance. Most significant being Other Services Expenditure (\$308k), Consultants Fees (\$271k) and Staff Travel (\$262k).</li> <li>Depreciation exceeded budget as a result of Te Pūkenga's depreciation policy.</li> </ul>	

<b>Ara Board 23 February 2021</b>	<b>Agenda Item</b>	<b>7.1</b>
		<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>	Darren Mitchell

<b>ARA BOARD REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	Corporate Services Division February Report for the Ara Board
<b>BACKGROUND AND PURPOSE</b>	To provide the Ara Board with monthly insights and information pertaining to the Corporate Services Division for February 2021.
<b>RECOMMENDATION(S)</b>	Review and receive the information as provided in the report.
<b>LINK TO ARA STRATEGY</b>	<ul style="list-style-type: none"> <li>• Learners are at the heart of everything we do</li> <li>• Dynamic delivery of contemporary programmes and research</li> <li>• High performing customer focused teams</li> <li>• Innovative and sustainable practice.</li> </ul>
<b>KEY ISSUES IDENTIFIED</b>	Nil.
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	As at 31 December 2020, the Corporate Services division outperformed budgeted expectations. The division had been budgeted to be a net cost to Ara of \$31.8m, however, the actual net cost was \$29.5m, a reduction in expected cost for the year of 7%.
<b>RISK IMPLICATIONS FOR ARA</b>	Nothing identified.
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	N/A



## CORPORATE SERVICES DIVISION – REPORT FOR ARA BOARD

### Executive Summary

#### Key focus areas this month

- Progressing project and change management for Online Enrolments. This has initiated a tactical piece of work to ensure wider organisational planning, management processes, definition and data quality of 2022 curriculum is sufficient to support Online Enrolments.
- Close out of remaining activities in the old website platform (Ara experience and one micro-site left to go).
- Programme planning for 2021 Transformation Programme underway.
- Tracking remaining actions from the Ara Covid-19 IMT closure report.
- Continuing development of Better Business Case for future investment in the Timaru Campus.
- Review and document summary of intentions for all buildings under 67% of NBS for consideration by TKM and CRC.
- Providing ongoing programme management, project management and business analysis for the Transformation programme:
  - People and Culture projects – Health and Safety system (reporting and student use are the two remaining deliverables)
  - Student focused projects – Online Enrolments, Adaptive Learning, Teaching and Support.
- Te Pūkenga engagement continues to escalate. The CIO advisory group (of which the IT Director is a member) are progressing the development of the ISSP with Ernst Young.
- Significant workload for Finance and the Performance teams as they prepare the Annual Report, prepare for Audit and answer a significant number of Te Pūkenga requests.

#### Learners at the heart of everything we do

Outcomes delivered during current reporting period

- The Facilities team have been working to ensure the Paxus House refurbishment is on schedule to be completed, mid - February 2021 and the TPW refurbishment will be completed, mid-March 2021.
- Diagnostic Analytics project has delivered training and new support capabilities to academic staff in time for 2021 educational delivery. Primary area of focus is identification of learners who are not engaging.

#### High performing customer focused teams

Outcomes delivered during current reporting period

- Cybersecurity continues to be a significant ongoing focus area.



## Summary of financial performance

The following commentary and financial statements are provisional. *At time of writing, the results are subject to any further change required as part of the Annual Report process.*

- The Corporate Services Division out-performed budgeted expectations. The division had been budgeted to be a net cost to Ara of \$31.8m, however, the actual net cost was \$29.5m, a reduction in expected cost for the year of 7%.
- Divisional Revenue was \$2.2m compared with the budgeted \$2.8m, a shortfall of \$537k (19.4%). The shortfall being in interest income (\$116k), car parking (\$215k) and room hires (\$203k), all of which are due to COVID-19.
- Personnel Expenses were underspent by \$219k (2.6%), of which \$49k is attributable to accumulated annual leave costs.
- Savings have been achieved across several expense lines within General Expenses resulting in a \$779k favourable variance. Most significant being Software Licensing (\$375k) and Printing (\$213k).
- Occupancy costs were less than budgeted (\$1m) due to savings in Energy (\$485k), Long Term Property Hire (\$325k) and Cleaning (\$212k)
- Depreciation was favourable against budget (\$740k) as a result of Te Pukenga's depreciation policy.
- Transformation Programme was within approved budget for 2020. The 2021 proposed distribution is with the Board and TKM for review and approval.

<b>Ara Board 23 February 2021</b>	<b>Agenda Item</b>	<b>7.1</b>
		<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>	Tony Gray

<b>ARA BOARD REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	People and Culture Division – Report for the Board.
<b>BACKGROUND AND PURPOSE</b>	<ul style="list-style-type: none"> <li>To provide the Ara Board with data and information as to how we are ensuring our colleagues are engaged, capable, safe, feel good and are functioning well.</li> <li>To highlight to the Ara Board areas of opportunity in relating to People and Culture (including change leadership) that need to be optimised or addressed and provide recommendations.</li> </ul>
<b>RECOMMENDATION(S)</b>	That the Ara Board note the contents of this report, in particular the references to the changes occurring in Safety and Wellbeing, the significant transformation project work being supported by capability development and communications and the increasing activity around the future of work skills and collaboration.
<b>LINK TO ARA STRATEGY</b>	<p>Across all four focus areas:</p> <ul style="list-style-type: none"> <li>Learners at the heart of everything we do.</li> <li>Dynamic delivery of contemporary programmes and research.</li> <li>High performing customer focused teams.</li> <li>Innovative and sustainable practice.</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>The Framework for Māori Achievement.</li> <li>The Ara Strategic Roadmap.</li> </ul>
<b>KEY ISSUES IDENTIFIED</b>	Current Covid-19 uncertain world context and increasing activity from Te Pūkenga that continually requires our people and leadership to be agile and resilient.
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	Ongoing capability lifts for leadership and people around building adaptability, resilience, digital literacy, safety and wellbeing and change leadership are not part of business-as-usual budgeting.
<b>RISK IMPLICATIONS FOR ARA</b>	Ongoing internal change (eg Transformation, Te Pūkenga etc) layered on a Covid-19 change context without a focus on capability and change leadership could potentially impact on service outcomes and the ability to transition to the new way of operating.
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	n/a.

## PEOPLE AND CULTURE – REPORT FOR ARA BOARD



### Executive Summary

#### Key focus areas this month

- An external evaluation of the Growing Inspiring Leaders programmes showed positive impacts on individuals and teams.
- The Diversity and Inclusion Working Group is engaging in a colleague-wide consultation process.
- Two collective agreement negotiations were settled, and one is at ratification pending stage.
- The HRIS upgrade was completed; quarterly patches are being implemented.
- The People and Culture team undertook agile 90-day action planning for February – April 2021 at Arowhenua Marae in Temuka.

Health Safety and Wellbeing	
Performance during current reporting period	<ul style="list-style-type: none"> <li>• There were no notifiable or significant incidents/events reported during the period.</li> <li>• The annual OCP (EAP service) report was reviewed. 92 individuals accessed this service.</li> </ul>
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> <li>• The SafePlace roll out to students is being planned for mid to late February. Technical adjustments are ongoing to improve usability for colleagues and learners, along with work towards reporting through PowerBI continuing.</li> <li>• A Safety and Wellbeing Strategic Plan for 2021 has been drafted and key stakeholders are being consulted.</li> </ul>
Learners at the heart of everything we do	
<ul style="list-style-type: none"> <li>• People and Culture advice to the Domestic Student Code of Practice (Interim Code of Practice) working group and report was largely finalised.</li> </ul>	
Dynamic delivery of contemporary programmes and research	
<ul style="list-style-type: none"> <li>• <b>The teaching improvement initiative</b> - final report was presented to Chief Executive (Acting Deputy Chief Executive Academic, Innovation and Research)/ for feedback and action. Further discussion on recommendations will be progressed through the Learning and Teaching Committee work in 2021.</li> <li>• <b>2020 Academic Promotions</b> have been concluded after the consideration of 41 applications. The 2021 revised, more flexible process that places more emphasis on colleague and leaders working together through Valuable Conversations and development planning will be implemented in March.</li> <li>• <b>New teacher induction</b> - mapping out the Waituhi structure and content of induction resources for new teachers is underway.</li> </ul>	

## High performing customer focused teams

### People and Culture Team

- Employee Experience Team optimisation discovery work continues to confirm future workload distribution, structure and role clarity.
- 90 Day Action Planning by the People and Culture team occurred at Arowhenua Marae, Temuka. Priorities for the period were shared, collaborative opportunities identified, and the teams' cultural competency was further enhanced.
- The Internal Communications Lead has full time secondment to Te Pūkenga for remainder of 2021. This is a positive opportunity for Ara, Te Pūkenga and the People and Culture team. A fixed term replacement has been secured.

### Talent Growth

- A Valuable Conversations impact report is being prepared to provide a snapshot of progress and inform the areas for development.
- Talent mapping - working with leaders to identify their current developmental focus has been introduced to Te Kāhui Manukura.

### Leadership

- The external evaluation of the Growing Inspiring Leaders Programme is complete. Leaders have provided feedback comments, suggestions and data indicated the impact of the programme was highly positive.

### Culture and Team Building

- Teams continue to seek support for culture and team building development activity. Across December 2020 and January 2021 team building has included DISC training, values and charter workshops, collaborative leadership, and individual coaching.

### Diversity and Inclusion

- In January and February, the Diversity and Inclusion Working Group is conducting open consultation sessions in order to create opportunities for Ara colleagues to contribute their ideas and experiences to the co-design of the Ara Diversity and Inclusion Strategy.

### Framework for Māori Achievement/Cultural Intelligence Capability

- Collaboration continues with the Office of the Kaiarahi around the People and Culture Framework for Māori Achievement implementation plan with key activities to support Cultural Intelligence capability, support for Maui te Tauira, wellbeing, and co-design of employee experiences for Māori through recruitment processes.
- Treaty of Waitangi workshops continue to garner very positive feedback and be well subscribed. The team are working with the Kaiarahi office to re-format and extend the support and impact.

### Digital Capability

- Our capability training team have provided 10 digital skills workshops in January 2021, and continue to enhance resources and training for Mahi Tahi, HR Kiosk and Outlook and OneDrive.
- A priority activity is collaboration with the ICT team to provide resources and delivery to support an effective rollout of MS Teams Telephony in February and March 2021.
- On the back of very positive feedback from a Timaru training day (covering Outlook, Tribal, Telephony) further dates are being planned.

## Innovative and sustainable practice

### Sustainability

- The International Services Team Review implementation is mostly complete with changes taking effect from 11 February 2021.
- The Child Care Collective Agreement (NZEI) and Cleaners Collective Agreement (E tū) have been negotiated, settled and implemented.
- The Allied Staff (TIASA) Collective Agreement has reached proposed Terms of Settlement and is awaiting membership ratification consideration.

### Innovative, future focused and collaborative activity

- HRIS upgrade was completed collaboratively between People and Culture, Payroll and ICT and included instructional videos for colleagues to follow in how to book leave. Further optimisation of functionalities is now being explored.
- Shifting centralised hard copy personnel files to digital e-personnel files is now complete.
- Safety and Wellbeing team members are now part of a regular forum connection across network Subsidiaries.
- A Change Leadership paper was finalised in collaboration with other People and Culture Leaders forum members and presented to Te Pūkenga DCE Transformation for consideration.

## Summary of financial performance

- As at 31st December 2020, the People and Culture Division were \$116k (5.2%) adverse to the divisional full year budget. Actual divisional net cost being \$2.35m compared with the budgeted expectation of \$2.23m.
- Personnel Expenses were overspent by \$114k (5.9%), of which \$28k is attributable to accumulated annual leave costs.
- General Expenses and Depreciation are both in line with budget.

# Ara Institute of Canterbury Ltd

## Board of Directors

### 2021 Work Programme

**as at 23 February 2021**

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

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

**Ara Board meeting timings**

9.00am – 9.30 am Board only time

9.30 am – 1.30 pm Board meeting

**Ara Board and Committee meeting venues**

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

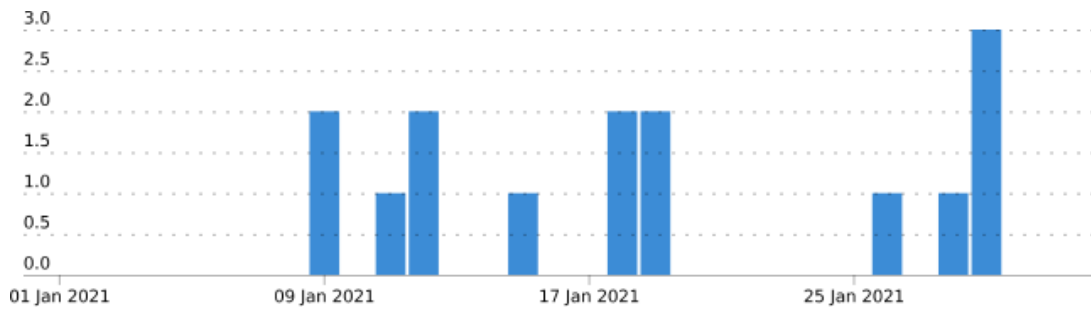
Timaru – Room TA210, Boardroom, Timaru Campus

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

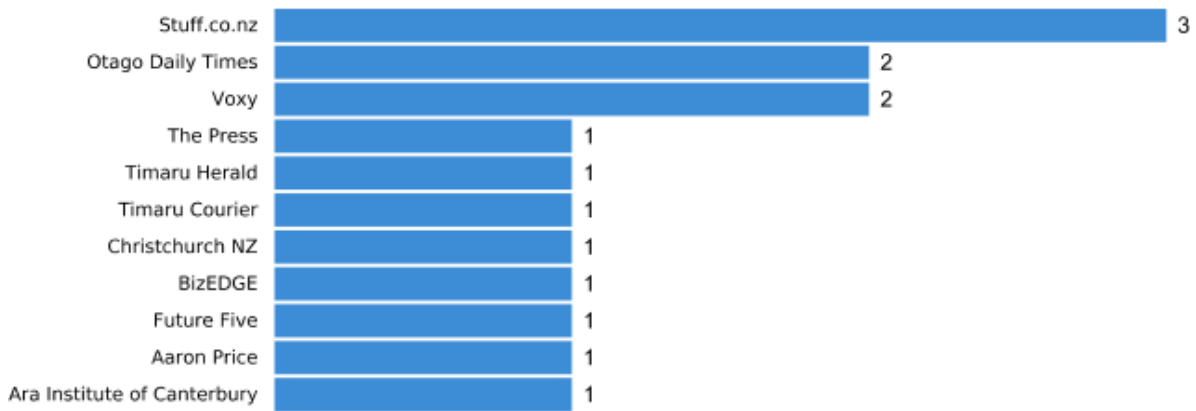


## Media Report January 2021

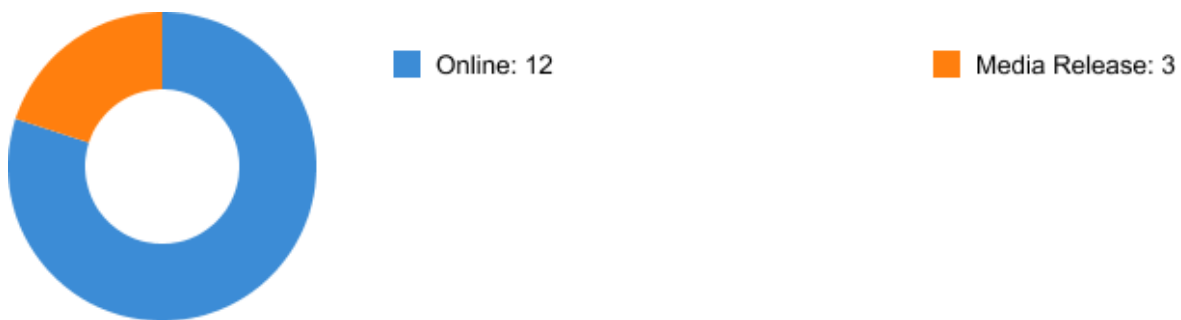
### Volume



### Sources



### Content Types





## **1. EXTERNAL CONTENT:**

### **[Timaru tertiary institute seeks to boost domestic enrolments](#)**

**From** Timaru Herald  
**Published** 12:45 29/01/2021  
**Keywords** Ara, Ara's, Canterbury's, Ara Institute, Tony Gray

### **[Ara IT and digital technology courses free to all under the TTA scheme](#)**

**From** Voxy  
**Published** 10:49 29/01/2021  
**Keywords** Canterbury, Ara Institute

### **[Emotional hometown farewell for Kiwi nurse who died of Covid-19 in the UK](#)**

**From** Stuff.co.nz  
**Published** 17:49 28/01/2021  
**Keywords** Christchurch Polytechnic

### **[Chch offers start-up support for COVID-19 impacted jobseekers](#)**

**From** BizEDGE + Future Five + Christchurch NZ  
**Published** 15:42 19/01/2021  
**Keywords** Ara, Awesome's, Canterbury, Ministry, Te Ōhaka, Ara Institute

### **[Piano man performed live on Facebook almost every night of lockdown](#)**

**From** Stuff.co.nz  
**Published** 05:05 18/01/2021  
**Keywords** NASDA

### **[Truck-driving course filling up](#)**

**From** Timaru Courier  
**Published** 07:04 15/01/2021  
**Keywords** Ara Institute

### **[Demolition work resumes](#)**

**From** Otago Daily Times  
**Published** 16:41 12/01/2021  
**Keywords** Aoraki Polytechnic

### **[Fascination with medieval weaponry leads teen to knife-making](#)**

**From** The Press  
**Published** 12:47 11/01/2021  
**Keywords** Canterbury, Ara Institute

[Mitchell, Henry return for sold out Super Smash](#)

**From** Voxy + Canterbury Cricket

**Published** 18:19 09/01/2021

**Keywords** Canterbury, Ara Institute

**2. [INTERNAL CONTENT:](#)**

[Ara IT and digital technology courses free to all under the TTAF](#)

**From** Ara News

**Published** 29/01/2021

[Ara offers two new scholarships for Māori learners](#)

**From** Ara News

**Published** 26/01/2021