Ara Institute of Canterbury Limited

(the **Company**)

MEETING OF THE BOARD OF DIRECTORS

Date: 26 October 2021

Time: 11.00am

Venue: Room TA210, Boardroom, Timaru Campus

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

OPEN AGENDA

Item	Subject
1.	**Karakia**
2.	**Welcome/Apologies/Notices**
3.	**Conflicts of interest**
4.	**Call for and discussion of minor items not on the Agenda**
5.	**Confirmation of Meeting Minutes (Public) – meeting 28 September 2021** 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List
6.	**Discussion Items** 6.1 Chief Executive Report a EFTS Performance b Financial Performance c Regional Roundup d Director Māori Achievement Report 6.2 Chair Report
7.	**Information Items [For noting]** 7.1 Simplifying NZ Qualifications and Other Credentials 7.2 Sub-Committee Reports a Audit and Risk Committee [no meeting held] b Campus Redevelopment Committee [no meeting held] 7.3 Academic Committee 7.4 Ara Board Work Programme 7.5 Media Report
8.	**General Business**

11.30am Briefing to the Ara Board for the RMP sessions – Colin King, Acting Executive Director of Operations

12-1.00pm Meet with colleagues – RMP / "Meet & Greet" with the Board *[STARZ Restaurant]*

CLOSED AGENDA [FROM 1.15PM]

PUBLIC EXCLUDED: *It will be moved that the public be excluded from the remainder of the meeting. The general subject of the matters to be considered while the public is excluded is:*

Item	Subject	
9.	**Confirmation of Meeting Minutes (Public Excluded) - meeting held 28 September 2021** 9.1 Approval of Meeting Minutes 9.2 Matters Arising 9.3 Action List	[s9(2) (f), (i), (j)]

10.	**For Discussion**
	
	10.1 Chief Executive Report
	      a Health, Safety and Wellbeing
	      b Performance Dashboard/Placemat
	      c NZQA Targeted Evaluation Report on Ara
	
	10.2 Executive Director Te Tiriti Partnerships Report
	10.3 Te Pūkenga Operating Model
		[s9(2) (f), (i), (j)]

11.	**For Decision** 11.1 eCampus	[s9(2) (f), (i), (j)]

12.	**For Information [For noting]**
	
	12.1 Trustees
	
	12.2 Sub-Committee Reports
	      a Audit and Risk Committee [no meeting held]
	      b Campus Redevelopment Committee [no meeting held]
	
	12.3 Leadership Team
		[s9(2) (f), (i), (j)]

13.	**General Business**	

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

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

5-7pm – KEY STAKEHOLDER RMP CONSULTATIONS *[STARZ Restaurant]*

2021 Register of Disclosure of Conflicts of Interest

Last update as of 2 August 2021

Ara Board of Directors

Thérèse Arseneau [Chair]	• ChristchurchNZ (Chair and Director) • J Ballantyne and Company Ltd (Director) • Elder Family Trust (Trustee) • Open Polytechnic (Board Director)	• Therese Arseneau Consulting Ltd (Director and Shareholder)
Melanie Taite-Pitama [Deputy Chair]	• Tuahiwi Education Ltd (Director/Shareholder) • Tuahiwi School Board of Trustees (Member)	• Taite Family Trust (Trustee)
Murray Bain	• TSB Bank (Deputy Chair) • Northland Polytechnic Ltd (Deputy Chair) • CTAS (Chair) • Kerikeri Retirement Village Trust (Chair)	• Southern Institute of Technology Ltd (Director) • Optimum Services Ltd (Director/Owner) • Oryx Technology Ltd (Director/Owner) • ESA Ltd (Director)
Jane Cartwright	• Brackenridge Estate Limited (Chair) • Nurse Maude Association (Chair – Clinical Quality & Risk Committee). • Nurse Maude Association (Deputy Chair and Finance & Audit Committee Member)	• Canterbury Clinical Network (Independent Advisor) • Cartwright-Newton Family Trust (Trustee) • JC Ltd (Director)
Maryann Geddes	• Te Pūkenga (Council member) • Southern Institute of Technology (Director) • Otago Polytechnic (Director)	• Service IQ (Director) • Workbased Learning (WBL)Ltd (Director)
Nettles Lamont	• Quality New Zealand Limited (Chair, Director and shareholder) • Conquest Training Limited (Director and shareholder) • Alliance Services Limited (Chair, Director)	• Arinui Limited Chair (Director) • Hortus Limited (Director) • JFC Limited (Director) • Kidson Trust Advisory (Board member) • Dublin Street Charitable Trust (CEO)
Andrea Leslie	• Primary ITO (Employee) • Authentic Education Ltd (non-trading) (Director)	• Greenhill Farm Trust (Trustee))
Bryn Thompson	• Metalcraft Engineering Company Limited (Principal/Director) • Avid Group Limited (Share Holder/Director) • Cassem Holdings Limited (Principal/Director) • Workbased Learning (WBL) Ltd (Director)	• B&S Thompson Family Trust (Trustee) • NZMEA (President/Director) • Mancan (Chairperson/Director) • Canterbury Manufacturing Trust (Chairperson/Trustee)

Ara Board Officers

Darren Mitchell Acting Chief Executive	• Ōtautahi Education Development Trust (Trustee) • Ara Foundation (Trustee) • WorldSkills NZ (Director)
Te Marino Lenihan Kaiārahi	• Ka Honua Momona (Traditional Fish Pond Non-Profit Organisation on Moloka'i, Hawai'i) (Board Member) • Kaiapoi Pā Trust (Trustee) • Ngā Aho (National Network of Māori Design Professionals) (Executive) • Ngāi Tahu (Whakapapa) • Canterbury Communications Trust (CCT) (Trustee) • He Toki ki Te Rika (Maori Trades Training) Trust • He Toki ki Te Mahi (Maori Apprenticeship) Trust • Te Tira Manukura (Chair)
Christina Yeates Executive Officer	• Nil

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

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

28 September 2021 at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 28 September 2021 in Room G202, Te Kei, City Campus and via zoom videoconference.

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

2   Welcome

Directors present: Thérèse Arseneau (Chair), Murray Bain, Jane Cartwright, Maryann Geddes (via videoconference), Nettles Lamont, Andrea Leslie (via videoconference) and Bryn Thompson.

Thérèse Arseneau acted as chairperson of the meeting.

Other attendees present: Darren Mitchell (Ara Institute of Canterbury Ltd (Ara) Acting Chief Executive), Jasmine Canon (Executive Director, People and Culture), Karen Te Puke (DCE, Customer Engagement and Experience), Colin King (Acting Executive Director, Operations) and Christina Yeates (Ara Executive Officer).

Apologies Melanie Taite-Pitama (Deputy Chair), Te Marino Lenihan (Executive Director, Te Tiriti Partnerships) and Glynnis Brook (Acting Executive Director, AIR).

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 and updates to the current register were requested to be notified to the Ara Executive Officer by email, as per usual process.

4   Items not on the Agenda Nil.

5   Confirmation of Meeting Minutes

5.1   Minutes of Committee Meeting – 31 August 2021

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 31 August 2021 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.

J Cartwright/ A Leslie   Carried

5.2 Matters Arising Nil.

5.3 Action List

a) AP63 – **CE Report – Targeted Review** – the Board were advised that Ara had been asked to submit additional material relating to our moderation practice. Further to this review by NZQA, the final report is expected. Carried forward.

b) AP67 – **Te Ōhaka** – report received and taken as read in public excluded. Action closed.

c) AP70 – **Ōtautahi House** – the Board visit to Ōtautahi House forms part of the activities of the September meeting. Action completed.

d) AP85 – **Professorial Appointments** – the CE advised that this is a live issue within the network. Ara is in discussions with Te Pūkenga, and the Ara Research Manager is attending a forthcoming sector workshop. Further information to be provided to the Ara Board pending these discussions, noting deferred proposed start date to early 2022. Carried forward.

e) AP86 - **Future of Vocational Education Systems** – future agenda item once the operating model has been produced. Carried forward.

f) AP87 - **Appreciation to Colleagues –** end of year event to be arranged. Carried forward.

g) AP88 – **Timaru Visit** – it was agreed to continue to plan for a visit to the Timaru Campus for the October Board meeting, to align to the Regional Masterplan consultations with South Canterbury colleagues. Post-meeting this action was completed.

6 Items for Discussion

6.1 Chief Executive (CE) Report

The report was taken as read and the following is a summary of the discussion areas:

a) **Graduation –** under the current level 2 conditions with Covid, it was agreed not to hold the Ara Graduation ceremony currently scheduled for 22 October, and the Board noted the intention for graduands to participate in the March 2022 ceremonies and to be awarded and issued the qualifications in the interim.

b) **Regional Roundup** – the Board are appreciative of the greater visibility of activities in the Southern Campus and the wraparound support that is being provided to those affected by the recent tragic incidents in Timaru.

c) **International Learner Activity** – the Board sought reassurance around international learner discussions within the sector and were advised of centrally led conversations currently led by Leon Fourie [CE - Toi Ohomai] who is connecting with subsidiary International Directors and CE's.

d) **Māori Achievement Update –** the Board were particularly interested to see the progress of the elements of the various Māui initiatives.

e) **Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021 –** the CE highlighted the high duty of care in the code of practice, noting the significant amount of work for the CEE team and how the Code needs to be embedded across the whole organisation.

7   Information Items

7.1   Subcommittee Reports

a) **Audit and Risk Committee** The draft meeting minutes of the Ara Audit and Risk Committee meeting held on 6 September 2021 were received.

b) **Campus Redevelopment Committee** There was no meeting of the Ara Campus Redevelopment Committee in September 2021 and the Board noted that management updates were circulated electronically for approval.

7.2   Ara Board Work Programme

The contents of the work programme were noted.

a) 26 October Board meeting – it was agreed to continue to plan to visit Timaru and to include the stakeholder engagement planning/ RMP consultations under the current Alert Level, noting this could be subject to change at late notice.

7.3   Media Report

The report was taken as read.

8   General Business

Nil.

Closure

There being no further business the Chairperson declared the public meeting closed at 10.20am.

[Note: The Ara Board conducted a tour of Ōtautahi House between 10.20am and 11.00am.]

Dated:

Signed as a correct record

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Chairperson *[note: signed via electronic signature]*

Ara Board Minutes - Action List as of 28 September 2021

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP63	25 May updated 29/6/21 31/8/21 28/9/21	7.1c	CE Report – Targeted Review	Final version of the Targeted Review report will be provided to the Board for the June meeting. 29/6 Updated – AWAITING final report. 31/8 Updated - still pending the moderation process with NZQA. 28/9 Updated – request to submit additional material [moderation practice] – final report now due.	CE	Awaiting final report	26 Oct 21
AP85	31 Aug 21 Updated 28/9/21	7.2	DCE Report – AIR – Professorial Appointments	Agreed Management and Board representatives to meet to discuss further. 28/9 Updated – proposed start date deferred to early 2022.	Board/CE	Carried forward	Feb 2022
AP86	31 Aug 21 Updated 28/9/21	7.2e	Future of Vocational Education Systems	Future Agenda Item - strategic discussion needs to happen at Board level in regard to the principle of vocational education. 28/9 Updated To be discussed once the operating model has been produced.	Full Board/CE	Carried forward	26 Oct 21
AP87	31 Aug 21	7.3	Chairs Report – Appreciation to Colleagues	Provide an opportunity for the Board to mix with all colleagues toward the end of the year e.g. morning tea.	CE/Board Secretary		Oct/Nov 21
AP88	31 Aug 21	8.3	Work Programme – Timaru visit	Stakeholder engagement sessions including with colleagues to be planned whilst the Board are visiting Timaru for the 28 September Board meeting. Potential for evening meetings on 28th.	Board Chair, CE, Board Secretary	Post meeting this item is rescheduled to October due to Covid lockdown levels	26 Oct 21

Ara Board	**Agenda Item**	**6.1**
26 October 2021	**Discussion Item**	
PUBLIC	**Presented by**	Darren Mitchell

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

Chief Executive's Report
Public Meeting

1   CE Overview

1.1   Te Pūkenga Operating Model

A significant focus area for this month is the launch of the first round of engagement on the proposed Te Pūkenga operating model. A lot of documentation was provided in the days leading up to the commencement of the process and had not been fully reviewed at time of writing this report. All documentation received has been shared with the Board and by the time of the Board meeting we will be able to discuss our collective views.

The Ara Board has an engagement session with Executive representation of Te Pūkenga scheduled for 4 November 2021.

The engagement process runs for three weeks from 18 October and ends on 8 November 2021.

1.2   Open Polytechnic of NZ Collaboration

Our collaboration with the Open Polytechnic of NZ continues to progress positively.

Included in the Board papers this month is a comprehensive report of our Dual Enrolment with Secondary Schools initiative (Appendix 1).

We have also signed an agreement enabling Ara to have access to use the Digital or Paper Based Course Materials developed by the Open Polytechnic for use across our region and are finalising the portfolio areas where we will pilot together the blended delivery model.

1.3   COVID-19

The pandemic continues to influence daily activities but in the main teaching and operations continue to be delivered effectively. We remain in a constant state of being as best prepared we can for an escalation in alert levels; however, with the peak assessment period approaching and the increasing scale of the pandemic within the North Island there is a heightened level of anxiousness about the impact of moving back into lockdown at short notice. Teaching teams have been asked to consider and prepare contingency plans for alternative assessment methods should this occur.

We are continuing to restrict travel out of the region to only that which is essential.

2   Ara Performance – EFTS Overview – as at 8 October 2021

2021 Targets Summary		
Enrolments (EFTS)	Actual	Target
SAC Level 3+	6,514	5,846
SAC Level 1-2	174	127
ACE	60	86
Trade Academy	179 (568 places)	153 (570 places)
Youth Guarantee	81	83
ITO	102	99
Other	71	109
Total Domestic EFTS	**7,181**	**6,502**
Total International EFTS	**368**	**509**
Total EFTS (including eCampus)	**7,549**	**7,011**
Levels 1-2	474	491
Levels 3-4	2,812	2,521
Levels 5-6	1,325	979
Level 7	2,841	2,938
Levels 8-9	96	81

Participation	Actual	Target
Māori Student Participation Rate	**14.1%**	**13.1%**
Pacific Student Participation Rate	**5.1%**	**4.8%**

Student Experience	Actual	Target
Student Satisfaction, all learners	**84.0%**	**84.0%**

Student Achievement	Actual	Target
Successful Course Completion		
All learners at levels 1-6	76.9%	84.0%
All learners at levels 7-9	91.5%	94.0%
Māori learners at all levels	75.1%	82.0%
Pacific learners at all levels	71.5%	82.0%
Overall all learners at all levels	**82.0%**	**88.0%**

Financial YTD period ending Aug	Actual YTD	Budget YTD	Budget FY
Teaching Revenue	$79.0m	$70.3m	$106.1m
Other Revenue	$3.7m	$4.6m	$6.8m
Total Revenue	**$82.7m**	**$74.9m**	**$113.0m**
Other Costs	$25.6m	$28.2m	$41.9m
Staffing Costs	$49.4m	$49.2m	$74.0m
Total Expenses	**$75.0m**	**$77.5m**	**$116.1m**
Surplus (excluding abnormal items)	**$7.6m**	**-$2.5m**	**-$3.1m**

Key points include:

2.1   As at 8 October 2021, Ara Global has enrolled 7,548.9 EFTS against a target of 7,011 EFTS. 107.6% of target enrolled *(excluding potential)*

2.2   Including potential EFTS, Ara Global has enrolled 7595.9 EFTS.

2.3   Ara overall: 3.9% growth against same time last year *(excluding potential)*

    a   SAC 3+ have enrolled 111.4% of target

    b   SAC 1-2 have enrolled 137.5% of target

    c   Trade Academies have enrolled 569 students, 99.8% of target places *(target is 570)*

2.4   Ara Global - Domestic has enrolled 7,181.0. EFTS *(excluding potential)*

    a   110.4% of target enrolled

    b   13.6 % year to date growth compared to same time last year

2.5   Māori & Pacific Participation - 2021
    Based on current enrolments *(excluding potential)*

    a   Māori participation is at 14.1% against a target of 13.1%. The same time last year position was 13.9%

    b   Pacific participation is at 5.1% against a target of 4.8%. The same time last year position was 5.5%.

2.6   2021 International

a   Ara Global (International) has enrolled 367.9 EFTS against a target of 509.2 EFTS. 72.2% of overall target enrolled.

Including potential, this at 371.6 enrolled EFTS which is 72.9% of target.

3   Financial Performance Report

Executive Financial Summary as at 31 August 2021

YTD EBITDA	$16.5m	**The year-to-date EBITDA is +$16.5m** which is **+$9.4m** (prior month was +$10.1m) **better than the budget of +$7.1m.**
YTD Total Revenue	$93.9m	**The year-to-date revenue is +$93.9m** which is **+$7.8m** (prior month was +$7.8m) **better than the budget of +$86.1m.** $1.8m of this income currently exceeds the current funding allocation. Te Pūkenga have advised that additional funding has been approved, however the amount allocated to each ITP is yet to be confirmed. Potentially all of current over delivery will be
YTD Total Personnel Exp	$(56.6)m	**The year-to-date personnel costs are -$56.6m** which is **-$0.8m worse than the budget of -$55.7m.** Annual leave is **$0.2m** for this month (prior month was $0.2m credit).
YTD Operating Surplus / (Deficit)	$8.1m	**The year-to-date operating surplus is +$8.1m** which is **+$9.6m better than the budget deficit of -$1.5m.** The operating surplus is **+8.6%** of revenue compared to a budget target of **-1.8%.**
YTD Net Surplus / (Deficit)	$7.3m	**The net surplus is +$7.3m** being **+$11.3m better than the budget of -$4.0m**
Cash	$79.0m	**The YTD cash position is +$79.0m.**
Cash Cover	8.9	Cash cover is 8.9 months compared to TEC benchmark of two months.
YTD Capex	$4.4m	Capex spend year-to-date is $4.4m compared to full-year budget $10.7m.

Notes to Statements

3.1 Financial Performance

a   The narrative below is provided to identify differences when compared to the prior month.

b   As of 30 September 2021, the year-to-date reported surplus decreased on the prior month by $418k, of which ($606k) was in ordinary operations and $188k in abnormal operations.

c   The year-to-date total Revenue improved on the prior month by $17k. The total year-to-date revenue is ahead of budget by $7.8m, a significant portion of this is due to SAC 3 funding up $5.4m and Domestic fee income, which is up $2.2m.

d   Following the August SDR, Te Pūkenga requested additional domestic funding for the sector. It has been advised that additional funding will be received. However, the amount that will be allocated has yet to be confirmed. International revenue decreased on the prior period by ($0.5m) (3% lower than budget YTD). The 2021 budget predicted that international borders would reopen for the second half of 2021. As this has not occurred, we are forecasting an unfavourable variance in international revenue at the end of 2021.

e   Overall EFTS delivered to end of August are ahead of budget (Actual 5,901.3 EFTS versus Budget 5,423.1 EFTS), more detailed departmental and funding information is provided below:

Department	Actual EFTS YTD	Budget EFTS YTD	EFTS Var YTD	FY Budget EFTS
CAPL Dept	2.19		2.19	
Dept of Applied Sciences and Social Practice, Te Hoe Ora	616.52	603.59	12.92	758.53
Dept of Business and Digital Technologies	669.54	721.53	(51.99)	978.16
Dept of Creative Industries	599.05	558.37	40.67	719.73
Dept of Engineering & Architectural Studies	595.22	455.41	139.81	598.57
Dept of Health Practice	937.15	876.68	60.47	1,144.46
Dept of Hospitality & Service Industries	567.93	491.65	76.28	619.02
Dept of Humanities	758.57	750.13	8.43	907.52
Dept of Trades	979.77	853.19	126.58	1,135.04
TANZ eCampus	175.41	112.50	62.91	150.00
Total	**5,901.33**	**5,423.06**	**478.28**	**7,011.04**

Funding	Actual EFTS YTD	Budget EFTS YTD	EFTS Var YTD	FY Budget EFTS
1010-SAC Funding 3+	5,067.83	4,566.94	500.90	5,845.88
1020-SAC Funding Level 1-2	129.66	112.79	16.87	126.50
1029-ACE Funding	51.66	64.00	(12.35)	85.51
1040-Youth Guarantee Delivery Funding	61.47	64.75	(3.28)	82.62
1050-Trades Academy Delivery Funding	149.22	124.96	24.26	153.20
1093-On Plan TEC Funding	25.90		25.90	
1160-International Student Fees	296.82	324.51	(27.68)	509.22
1180-ITO Funding Income	85.65	91.10	(5.45)	116.90
1190-Teaching Delivery to External Parties	33.12	74.01	(40.89)	91.20
Total	**5,901.33**	**5,423.06**	**478.28**	**7,011.04**

f   Personnel Costs overall are ($0.8m) unfavourable to budget, which includes a $0.2m change in the leave provision compared to a budget of $0.5m. The

personnel costs overspend is expected, and due to higher teaching staff needs for the higher EFTS.

g   Occupancy Costs savings improved on the prior period by $2k. The year-to-date expense being $6.4m compared to the budget of $7.8m.

h   The Finance Lease Charge is in line with budget.

i   General Operating Expenditure savings improved on the prior period by $42k, the most significant savings being $36k in Staff Travel.

j   The Transformation expenses underspend has increased by $0.2m. Forecast transformation spend for the year is $1.6m compared to a budget of $3.3m.

3.2   Financial Performance of Larger Divisions

Year-to-Date Summary	Actual $ YTD	Budget $ YTD	Var $ YTD	Var %	FY Budget $
AIR					
Revenue	87,779,610	80,448,716	7,330,895	9%	105,084,697
Personnel Expenses - Teaching	-28,241,893	-26,754,299	-1,487,594	6%	-35,853,705
Personnel Expenses - non-Teaching	-8,365,410	-8,297,420	-67,990	1%	-11,108,418
Other Expenses	-6,174,020	-6,375,267	201,247	-3%	- 8,345,851
AIR Total	**44,998,288**	**39,021,730**	**5,976,558**	**15%**	**49,776,722**
CEE					
Revenue	5,214,503	4,810,087	404,415	8%	6,389,375
Personnel Expenses - Teaching	-22,230		-22,230		
Personnel Expenses - non-Teaching	-10,816,692	-10,777,654	-39,039	0%	-14,482,800
Other Expenses	-4,037,324	-5,064,319	1,026,995	-20%	- 6,672,361
CEE Total	**-9,661,743**	**-11,031,885**	**1,370,141**	**-12%**	**-14,765,785**
COR					
Revenue	1,033,004	1,638,909	-605,905	-37%	2,150,168
Personnel Expenses - Teaching	0		0		
Personnel Expenses - non-Teaching	-6,198,733	-6,401,576	202,844	-3%	- 8,582,996
Other Expenses	-17,950,219	-19,140,902	1,190,683	-6%	-25,280,912
COR Total	**-23,115,947**	**-23,903,569**	**787,622**	**-3%**	**-31,713,739**
P&C					
Revenue	442		442		
Personnel Expenses - Teaching	-38,827		-38,827		
Personnel Expenses - non-Teaching	-1,644,575	-1,520,644	-123,932	8%	- 2,025,934
Other Expenses	-236,429	-270,586	34,157	-13%	- 380,838
P&C Total	**-1,919,389**	**-1,791,229**	**-128,160**	**7%**	**-2,406,772**
Net Surplus / (Deficit)	**10,301,208**	**2,295,046**	**8,006,161**	**349%**	**890,425**

a   The narrative below is specific to **year-to-date** movements.

b   AIR revenue is higher compared to budget due to higher EFTS. Resulting in higher personnel costs, excluding leave movements the personnel costs are $300k higher than budget for the month. Due to phasing of the budget and timing of when the costs are incurred this can significantly vary month on month.

c   CEE revenue is higher compared to budget due to additional funding in Trades Academy Travel, note a large portion of this revenue if not utilised will be transferred into 2022. There was also additional funding from the Ministry of Health for student support in the Health Centre.

d   COR revenue is unfavourable to budget due to interest income on investments,

because of the higher interest rate assumption used for budgeting compared to actuals. A further $300k unfavourable variance in revenue for Facilities, $105k under in parking and $155k in room hire.

September Summary	Actual $ Sep	Budget $ Sep	Var $ Sep	Var %	FY Budget $
AIR					
Revenue	10,556,267	10,372,258	184,010	2%	105,084,697
Personnel Expenses - Teaching	-3,635,542	-3,022,980	-612,562	20%	-35,853,705
Personnel Expenses - non-Teaching	-1,084,216	-940,298	-143,918	15%	-11,108,418
Other Expenses	-881,489	-749,847	-131,642	18%	- 8,345,851
AIR Total	**4,955,021**	**5,659,133**	**-704,113**	**-12%**	**49,776,722**
CEE					
Revenue	536,652	594,632	-57,980	-10%	6,389,375
Personnel Expenses - Teaching	-2,703		-2,703		
Personnel Expenses - non-Teaching	-1,303,779	-1,234,111	-69,669	6%	-14,482,800
Other Expenses	-459,235	-593,905	134,670	-23%	- 6,672,361
CEE Total	**-1,229,065**	**-1,233,384**	**4,319**	**0%**	**-14,765,785**
COR					
Revenue	116,722	187,793	-71,071	-38%	2,150,168
Personnel Expenses - Teaching					
Personnel Expenses - non-Teaching	-730,078	-727,140	-2,938	0%	- 8,582,996
Other Expenses	-2,076,539	-2,139,133	62,594	-3%	-25,280,912
COR Total	**-2,689,895**	**-2,678,481**	**-11,415**	**0%**	**-31,713,739**
P&C					
Revenue					
Personnel Expenses - Teaching	-5,627		-5,627		
Personnel Expenses - non-Teaching	-215,735	-168,430	-47,305	28%	- 2,025,934
Other Expenses	-37,711	-28,028	-9,683	35%	- 380,838
P&C Total	**-259,073**	**-196,458**	**-62,615**	**32%**	**-2,406,772**
Net Surplus / (Deficit)	**776,987**	**1,550,811**	**-773,823**	**-50%**	**890,425**

e   The narrative below is specific to **monthly** movements.

f   The Academic, Innovation and Research Division contribution has decreased by ($0.7m) on the prior period. With a favourable variance noted in Revenue $184k offset with an unfavourable variance in Personnel Expenses ($756k) and Other Expenses ($135k). The unfavourable variance in Personnel Expenses is due to the casuals and temporary staff requirements because of higher EFTS.

g   The Customer Experience and Engagement Division has had marginal improvement of $4k, with a favourable variance noted in Other Expenses $134k. An unfavourable variance noted in Revenue ($58k) due to student accommodation and student travel payments. An unfavourable variance in Personnel Expenses ($72k) particularly in services for disabled students, which is expected to exceed budget at year end.

h   The Corporate Services Division has additional overspend of $11k. With a favourable variance in Other Expenses $62k offset with an unfavourable variance in Revenue ($71k), largely due to the variance in interest income because of a higher interest rate assumption at budget setting than has eventuated.

i   The People and Culture Division had an unfavourable variance of $63k, largely within non-Teaching Personnel Expenses specifically in Health/Wellbeing.

3.3 Forecast

There is no change in the full year forecast for this month. Forecasting $7.8m surplus (before transition budget) compared to a full year budget of ($3.1m). Continuing to assume funding up to 105%. Additional funding to be confirmed for next month.

Any share of TANZ eCampus losses have not been factored into the forecast for this month.

Statement of Financial Performance
for the year to 30 September 2021

	Year to Date Actual	Year to Date Budget	% var	Full Year 2021 Budget	Full Year 2021 Forecast	2020 Actual
Government Funding						
SAC Funding Level 3+	49,405,638	44,024,845	12.2%	56,682,478	63,573,133	53,645,330
SAC Funding Level 1-2	1,169,021	1,016,555	15.0%	1,144,295	1,464,866	1,839,428
ACE Funding	237,407	294,175	-19.3%	393,055	272,709	578,954
Youth Guarantee Funding	743,023	830,088	-10.5%	1,060,780	1,237,624	3,018,869
CTC funding	2,129,596	2,096,258	1.6%	2,625,324	2,633,707	2,305,665
Other Non-EFTS grants	2,494,720	2,228,958	11.9%	2,971,944	2,986,856	3,064,783
Total	56,179,405	50,490,879	11.3%	64,877,876	72,168,895	64,453,029
Student Tuition Fees						
Domestic Fee Income	27,968,286	25,727,669	8.7%	32,869,962	36,435,166	32,354,452
less Scholarships/Discounts	(1,110,102)	(1,984,891)	-44.1%	(1,990,950)	(1,322,915)	(1,643,780)
International Fee Income	5,623,976	5,776,687	-2.6%	9,091,956	6,963,537	15,401,956
less Commissions/Discounts	(152,150)	(836,472)	-81.8%	(1,055,196)	(139,334)	(1,404,957)
Total	32,330,010	28,682,994	12.7%	38,915,772	41,936,454	44,707,671
Other Teaching Income	1,365,373	1,696,153	-19.5%	2,341,608	2,459,272	2,054,908
Other Income						
Interest	393,081	710,176	-44.7%	915,335	495,000	1,489,124
Other Revenue	3,622,835	4,501,161	-19.5%	5,914,491	5,040,931	4,400,883
Total	4,015,916	5,211,337	-22.9%	6,829,826	5,535,931	5,890,007
Total Revenue	**93,890,705**	**86,081,362**	**9.1%**	**112,965,082**	**122,100,552**	**117,105,614**
Personnel Costs						
Teaching	28,330,286	27,286,245	3.8%	36,565,697	37,359,038	36,369,282
Net Annual Leave - Teaching	258,173	328,902	-21.5%		(128,721)	216,611
Non-Teaching	27,979,972	27,951,771	0.1%	37,480,506	37,611,236	36,252,092
Net Annual Leave - Non-Teaching	(17,477)	150,096	-111.6%	-	(398,153)	124,615
Total	56,550,954	55,717,014	1.5%	74,046,203	74,443,400	72,962,599
as % of Revenue	60.2%	64.7%		65.5%	61.0%	62.3%
Other Costs (except Depreciation)						
Occupancy/Property costs	7,368,652	7,784,281	-5.3%	10,054,815	9,551,167	9,515,524
Finance Lease Charge	1,031,612	1,031,612	0.0%	1,373,256	1,373,256	1,389,636
General Operating Expenditure	12,459,406	14,478,057	-13.9%	19,293,187	17,985,443	17,211,391
Total other costs	20,859,671	23,293,950	-10.5%	30,721,258	28,909,866	28,116,551
Depreciation						
All Depreciation	8,368,658	8,595,020	-2.6%	11,346,495	10,975,594	12,472,593
Total Expenses	**85,779,283**	**87,605,984**	**-2.1%**	**116,113,956**	**114,328,860**	**113,551,743**
Surplus/(Deficit) excl Abnormal	**8,111,422**	**(1,524,622)**	**-632.0%**	**(3,148,874)**	**7,771,692**	**3,553,871**
as % of Revenue	8.6%	-1.8%		-2.8%	6.4%	3.0%
Abnormal Items						
Transformation Costs	(858,077)	(2,477,159)	-65.4%	(3,300,000)	(1,600,000)	(1,743,725)
Demolition Costs						(1,086,026)
Share of Associate Surplus/(Deficit)	-	-		-		18,065
Total Abnormal Items	(858,077)	(2,477,159)	-65.4%	(3,300,000)	(1,600,000)	(2,811,687)
Total Surplus/(Deficit)	**7,253,345**	**(4,001,781)**	**-281.3%**	**(6,448,874)**	**6,171,692**	**742,184**
as % of Revenue	7.7%	-4.6%		-5.7%	5.1%	0.6%

Statement of Financial Position as at 30 September 2021

	Actual 30-Sep-21 $000	Budget 31-Dec-21 $000	Forecast 31-Dec-21 $000	Actual 31-Dec-20 $000
ASSETS				
Current Assets				
Cash and Cash Equivalents	7,674	2,140	2,643	7,635
Loans and Receivables	1,602	2,000	4,420	1,676
Inventories	780	1,027	702	702
Prepayments	1,790	2,291	2,291	2,329
Short Term Investments	43,019	34,095	48,000	33,919
Residual Insurance Proceeds	28,281	22,905	27,000	28,281
Total Current Assets	83,147	64,458	85,056	74,542
Non-Current Assets				
Property Plant and Equipment	304,285	310,385	322,891	306,948
Intangible Assets	846	1,506	833	1,193
Investment in Associate	1,169	1,151	1,169	1,169
Total Non-Current Assets	306,299	313,043	324,893	309,310
TOTAL ASSETS	**389,446**	**377,501**	**409,949**	**383,852**
LIABILITIES				
Current Liabilities				
Trade and other payables	4,578	5,000	5,000	5,736
Finance leases	754	1,233	677	683
Employee Benefit Liabilities	5,466	3,157	4,427	3,615
Revenue Received in Advance	6,336	11,800	10,325	8,895
Total Current Liabilities	17,134	21,190	20,429	18,928
Non-Current Liabilities				
Finance leases	25,030	25,092	24,576	24,886
Employee Benefit Liabilities	228	238	228	228
Total Non-Current Liabilities	25,258	25,330	24,804	25,114
TOTAL LIABILITIES	**42,392**	**46,520**	**45,233**	**44,043**
NET ASSETS	**347,054**	**330,981**	**364,716**	**339,809**
EQUITY				
Retained Earnings	243,687	227,199	242,614	236,442
Asset Revaluation Reserve	103,367	103,782	122,102	103,367
TOTAL EQUITY	**347,054**	**330,981**	**364,716**	**339,809**

Statement of Cash Flows
for the year to 30 September 2021

	Year to Sep 2021 $000	2021 Budget $000	2021 Forecast $000	2020 Final $000
Cash Flows from Operating Activities				
Cash was Provided from:				
Government Grants	47,804	64,878	73,401	62,882
Student Tuition Fees	37,888	38,916	40,521	36,028
Other Teaching Revenue	1,365	2,342	2,459	2,055
Other Revenue	3,874	5,890	3,910	6,048
Interest	458	915	495	1,701
Total	91,389	112,941	120,786	108,714
Cash was Applied to:				
Employees and Suppliers	75,232	102,698	101,865	99,772
Net Cash Effect of Abnormal Items	858	3,300	1,600	2,830
Total	76,090	105,998	103,465	102,602
Net Cash Flows from Operating Activities	**15,299**	**6,943**	**17,321**	**6,112**
Cash Flows from Investing Activities				
Cash was Provided from:				
Sale of Fixed Assets	16	26	-	57
Total	16	26	-	57
Cash was Applied to:				
Purchase of Other Financial Assets				
Purchase of Fixed Assets	2,630	5,114	5,114	2,992
Campus Capital Plan Spending	1,763	5,547	2,000	4,158
Total	4,393	10,661	7,114	7,150
Net Cash Flows from Investing Activities	**(4,377)**	**(10,635)**	**(7,114)**	**(7,093)**
Cash Flows from Financing Activities				
Cash was Provided from:				
Equity	-	-	-	25
Total	-	-	-	25
Cash was Applied to:				
Finance Lease Payments	1,783	2,399	2,399	2,296
Total	1,783	2,399	2,399	2,296
Net Cash Flows from Financing Activities	**(1,783)**	**(2,399)**	**(2,399)**	**(2,321)**
Total Net Cash Flows	**9,139**	**(6,091)**	**7,808**	**(3,302)**
Opening Cash, Bank & Short Term Investments	69,835	65,231	69,835	73,138
Closing Cash, Bank & Short Term Investments	**78,974**	**59,140**	**77,643**	**69,835**

4   Southern Campuses Update

4.1   Background

The following is a summary of the Southern Campuses' activities of the past month. No specific decision is being sought from the board in this report. Please note that this report may cover items that overlap into already presented content from within other divisions of Ara.

4.2   Information Items

a   Timaru Learner update

i   Ara learners reported positive feedback to the wellbeing activities run by Student Counsellor Leigh lawless and Student Wellbeing Advisor Meg Nelis over the last week of Term Three.

ii   Fourteen Ara colleagues completed a half day training session with Annette Beautrais on 4 October 2021 for "Challenging Conversations: Mental health, suicide prevention and linking people to help". Ara colleagues provided positive feedback about this training and the practical nature of the tips and resources made available. Ara has booked a second full day workshop on 25 November 2021 covering "Responding to psychological distress and suicide risk – an evidence-based, best practice and practical workshop". Following the full day workshop, the Ara Capability team will arrange a session for all colleagues to discuss how they will apply the new learnings in practice for 2022.

b   Ara Southern Campus Co-location request update

i   The BCITO have now based their employee at the Ashburton Campus. The Ashburton team are looking forward to having BCITO team member onsite and being able to also support BCITO learners as needed.

ii   The Primary ITO space at Timaru Campus has been renovated to double the existing office space. Ara has provided the Primary ITO with free access to meeting rooms for their colleagues as needed.

iii   Oamaru Campus has made a small office space available for the Oamaru Pacific Group who have funding to increase literacy, numeracy skills and participation in study for the Pacific community in Oamaru.

c   Southern AIR (Academic Innovation and Research) projects and interactions

i   Glynnis Brook, Acting Executive Director – Academic, Innovation and Research has over a three-day period completed several key colleague and stakeholder engagements relating to potential Southern Campus projects. These were all positively received and supported by colleagues and stakeholders.

ii   South Canterbury District Health Board – Follow on meeting looking at a closer

collaboration, development of new programmes of study, and shared learning environments between Ara, SCDHB (South Canterbury District Health Board) and University of Otago. Currently this sits at the initial first stage discussion only. Additional meetings for the next stages are being confirmed.

iii   Electrician training – positive meeting with external stakeholders (industry, Venture Timaru, Skills Org) about increasing opportunities for pre trade, apprenticeship and post apprenticeship study and upskilling opportunities in the electrician space. A meeting to explore the next layer of details has been scheduled for Wednesday 27 October 2021.

iv   Social Work – Meetings held with Ara Health and Wellbeing learners and social workers and employers across Mid/South Canterbury and Waitaki. This was a first stage discussion to gather feedback about the concept of Ara enabling the delivery of the Bachelor of Social Work within Southern campus regions. Feedback from both Ara learners and external stakeholders was extremely positive and supportive of Ara exploring this further. There was also a clear willingness from stakeholders to support any follow-on work and Ara learners.

v   Colleagues catch up – due to term break there was only a small number of participants at this session but there was a robust and positive discussion. There was a positive response to the concept of partnership with Open Polytechnic of NZ. Glynnis Brook provided an update on NZQA, regional scan, RoVE Co-ordinator role, staff capability and more

d   Oamaru Campus Mayors Taskforce for Jobs pilot

Ara has been working with the Oamaru Mayor's Taskforce for Jobs to establish a short training course allowing unemployed Oamaru youth to transition into key employment spaces. The Taskforce has applied for funding and if successful we will deliver two pilot courses. The Taskforce leads will also be coming to participate in the Ara organised Waitaki School Taster Day hosted in Timaru so they can better understand the opportunities available in working with Ara and connecting to industry for Oamaru youth.

e   PWM Workshop (Revisioning Pastoral Care, Wellbeing and Mental Health)

Delivered by Tracey McGill and CEE (Customer Experience and Engagement) colleagues using design thinking principles. The Southern colleagues who participated loved the method of using design thinking to explore how our learners are supported. They explored the journey of Ara's Southern Campus based priority learners by putting themselves into the learner shoes and looking at our current practices and envisioning future opportunities.

f   COVID-19 Vaccination Clinics

i   Ara provided free facilities for Pacific community groups to host Health Day. This

was a fun day for families and covered a wide range of health screening and messaging, e.g. bowel cancer, etc. They also reported as being able to have 100+ members of our local Pacific community receive their COVID-19 vaccination.

ii   Ara is hosting a COVID-19 clinic on Wednesday 27 October 2021 from 1pm-4pm.

iii   Ara has been promoting and sharing the information provided by local community groups that target specific demographics. For example, we have promoted Arowhenua Whanau Services clinic to our Māori learners.

5   Update from Director, Māori Achievement

5.1   Māui te Tauira (MTT)

a   Planning is progressing for Semester One 2022 delivery - anticipating delivery to ~625 learners from Woolston, Madras and Timaru campuses.

Programme	# Intakes	# Students
Trades Department NZ2862- YG L2, NZ Certificate in Foundation Skills: • Engineering • Electrical • Automotive • Construction	3x Christchurch 1x Timaru	100
Humanities Department NZ2849- L3 • NZ Certificate in Early Childhood Education & Care NZ3045- L3 • Te Pokaitahi Reo NZ3046- L4 • Te Pokaitahi Reo	2x Christchurch 1x Timaru 2	75 50
Humanities Department NZ2863- CPSC300 L3, Study & Career preparation: • Support & Social work • Study opportunities pathway • Architectural Studies or Construction pathways • Animal Science/Vet Nursing pathway • Sports Nutrition/Health promotion pathway • Health pathway • Toa Sport pathway • Engineering pre-pathway	8	200
Hospitality and Service Industries Department • NZ2115- L3 Cert Barbering • NZ2411-L3 Cert Hairdressing • NZ2104- Cert Food & Beverage	5	125
Hospitality and Service Industries Department • NZ2198- L2 Tourism • NZ2199- L3 Cert Tourism	3	75

b   Exploring how MTT can be integrated into Māori and Pacific Trade Training (MPTT) delivery to further support the integration of culture and development of agency with these learners.

c   A renewed application is going to the Ara Foundation to further support the integration of MTT and associated events.

5.2   People and Culture (P&C)

a   Job descriptions and advertisements were revised with P&C earlier this year. This resulted in the recruitment of two Māori colleagues into the P&C team.

b   Teams are demonstrating an increased appetite to appeal to Māori in their design of roles and recruitment of new colleagues.

c   Requests to review four more job descriptions and advertisements across the institution have come in this month and are being progressed.

Secondary/Tertiary Initiative: Partnership between OPNZL and Ara

Introduction

This paper:
- Updates the OPNZL and Ara Boards on the Secondary/Tertiary partnership that the two subsidiaries have recently established
- Asks the Boards to endorse the next steps.

The objectives of the partnership are to pilot blended delivery of vocational educational programmes to learners enrolled at secondary schools in Canterbury in 2022.

The pilot builds on the Dual Enrolment portfolio currently operated by Ara. It aims to extend provision to learners who would not be able to access programmes delivered through a wholly face to face model.

If the pilot is successful, the initiative could be rolled out to secondary schools across the network from 2023.

Benefits to the Network

If the initiative is successfully rolled out:
- Secondary learners in New Zealand, regardless of their location or context, will have access to programmes in their chosen vocation leading to qualifications and employment
- The needs and aspirations of Māori will be specifically addressed through co-design of programme content and delivery arrangements
- Secondary schools will be able to make a wider range of vocational options available to their learners
- Learners will be able to access industry qualifications more quickly through making a head start while still at school
- Learners will be able to transfer their learning across schools and tertiary providers
- There will be clearer pathways from school into tertiary education and employment, to inform the decisions of learners, schools and employers
- Programmes will be delivered flexibly to address regional skills needs.

Work to Date

OPNZL and Ara have jointly:
- Agreed a set of principles to drive the partnership, including the roles of both subsidiaries
- Agreed programme areas to be included in the pilot
- Agreed how the pilots would be resourced
- Developed a Draft MOU covering issues such as intellectual property rights, performance standards and decision-making processes.

Further detail on these items is set out below.

Principles for the Partnership

Under the agreed principles, the Partnership will:

Learner Focus

1 Improve access and opportunities for learners in Canterbury to lift their aspirations and follow their preferred vocational pathway while still enrolled in secondary school

2 Address the needs and aspirations of Māori through establishing Treaty partnerships for design and delivery

3 Be learner centric – with flexible provision of learning and support focused on learner needs

4 Enhance relevance and learner engagement through providing a seamless blend between the theoretical and practical aspects of learning

Approach

5 Use a small number of programmes to inform a wider roll out in the Ara region and provide learnings and insights of benefit to the wider network

6 Demonstrate possibilities for "next level" secondary tertiary arrangements with integrated planning to drive improved learner access, quality, consistency, flexibility and transferability

Roles and Responsibilities

7 Draw on the respective strengths of the partners:
   - *Ara* – working relationships with regional secondary schools and industries, subject matter expertise, teaching skills, provision of learning support
   - *OPNZL* – online resources, dedicated secondary school unit, technology reach into secondary schools, expertise in education design and learner analytics, scalable provision

8 Agree clear roles and responsibilities to reflect these strengths
   - *Ara* – identifying focus areas for the pilots, securing participation by schools, delivery of face-to-face components, assessment, and face to face learning support
   - *OPNZL* – developing and adapting online resources, onboarding and training, support for learners and teachers in online delivery, analysing learner engagement
   - Both partners – identifying learnings and insights from the pilots

Funding

9 Be driven by learning opportunities rather than current funding arrangements

10 Fund initial contributions from each partner's existing resources

11 Seek additional funding and inform long term funding arrangements in Te Pūkenga using evidence from the results of the pilot.

Programme Areas

The broad subject domains under initial consideration are:
- Digital Technology
- Electrical Engineering
- Creative – game design

Resourcing

Resourcing and costs have been agreed as follows including for the exploratory work for both subsidiaries. OPNZL is:
- Meeting costs of programme design and development
- Providing access to online courses on iQualify free of charge
- Providing training and resources on blended delivery
- Providing analytical and project management support

Ara is
- Meeting costs of academic input into course design and development by Ara staff
- Directly delivering face to face components
- Delivering the online content
- Providing face to face learning support
- Coordination of focus groups with schools to inform design and delivery model

Both parties are exploring how existing funding streams can be applied to this initiative

Next Steps

We have commenced work on design and delivery arrangements and have identified the need to develop arrangements specifically designed for Māori learners. We are currently considering partners to engage for this work, building on earlier initiatives we have participated in such as *Kiwi Leaders*, an initiative to build a skilled Māori workforce for primary industries.

Needs Analysis

To design the specific courses[1] for this project, we will undertake a needs analysis for each domain which includes considering:
- The learners to be targeted (prioritising Māori learners and secondary learners who might not be able to otherwise access vocational education as set out in the principles)
- The prior knowledge and skills they are likely to bring
- The next steps on completion of the pathway[2], for example access to specific tertiary programmes or industry training
- Features of the course that would be required to meet the principles (improved learner access, flexibility, consistency etc.)

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[1] The term "course" refers to blocks of learning that make up a pathway. Each course may consist of 4-8 credits of learning.
[2] The term "pathway" refers to a series of courses that make up a domain subject area. As an example, each pathway may be made up of 3-4 courses, which total 16-20 credits of learning.

We will seek to triangulate this information with feedback from learners and schools to test:
- Are these pathways that schools would be interested in offering?
- Are these subjects that learners would be interested in studying?
- What support would schools / learners need to make this successful?

Course Design and Development

For each course we will identify:
- How the course will be assessed (for example by unit standards or achievement standards)
- How the course content will be organised
- Existing content from Ara or OPNZL that could be adapted
- The input required from academic staff to provide subject matter expertise.

Based on an initial assumption that each course will be around 5 credits of learning (4 courses per domain), OPNZL estimates that the online course development phase of this project will take approximately three months per course[3]. Work has already started on identifying existing content that could be adapted, to ensure that delivery of the pilot can commence in 2022.

Course Delivery

In addition to the design of the courses, there will be a parallel process for designing the delivery model. For each course, we will identify:
- How the course will be delivered (who will facilitate online learning, and how this will be integrated with face-to-face components)
- How learners will be supported (including the roles of Ara, OPNZL and schools)
- How schools will be supported
- Collection of feedback and data to ensure courses are meeting learner needs.

To support the agreed delivery model we will develop:
- Facilitation guides for academic staff
- Support for online and blended learning facilitation
- Support for schools
- Face-to-face components.

Learner Support and Pastoral Care

Schools will be supported through Trades Academy funding provided by Ara to provide learner support and Pastoral Care in line with compliance requirements under the fund and Ara quality assurance processes currently used in partnership agreements with schools for Dual Enrolment offerings.

Evaluating the Pilot

We will use a mix of short and long-term measures to evaluate the success of the pilot. These include:
- Tertiary offerings, measured through successful development and delivery of agreed programmes
- Learner access, measured through enrolments of Māori and under-represented groups
- Learner participation (85% target)
- Learner engagement with online content, using iQualify analytics to measure where learners are struggling and may require additional support

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[3] If the courses were significantly larger, these timeframes would need to be extended.

- Quarterly feedback from learners, whanau, schools and Ara/OPNZ delivery staff
- Learner success, measured through NCEA Level 2 achievement compared with achievement for comparable face-to-face offerings (including for Māori and under-represented groups)
- Successful transitions, measured through progression to year 13, tertiary programmes, apprenticeships and employment in related industry training sectors

We are also considering developing a qualitative case study based on interviews with learners, whanau, schools and Ara/OPNZ delivery staff to help in developing insights and learnings for the wider network.

Ara Board 26 October 2021	Agenda Item	7.1
	Information Item	
PUBLIC	**Presented by**	Darren Mitchell

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	**Simplifying New Zealand Qualifications and Other Credentials**
BACKGROUND AND PURPOSE	To provide a summary of the New Zealand Qualifications Framework (NZQA) paper on *Simplifying New Zealand qualifications and other credentials,* and the impact and opportunities for Ara of the proposed changes.
RECOMMENDATION(S)	Receive summary for comment and discussion
LINK TO ARA STRATEGY	• Regionally responsive, relevant, and accessible vocational learning opportunities • Refreshed contemporary, responsive curriculum and approach to delivery
KEY ISSUES IDENTIFIED	• Change of practice required particularly in relation to programme development and delivery • Capability building to support colleagues to engage and deliver material that they have not developed • A period of transition will be required, supported by Portfolio and Assurance in particular • Important to encourage colleagues to participate in the processes with WDCs and the development of skill standards and qualifications
FINANCIAL IMPLICATIONS FOR ARA	Nil
RISK IMPLICATIONS FOR ARA	Nil
RATIONALE FOR EXCLUDING PUBLIC	Nil

Simplifying New Zealand Qualifications and Other Credentials

This paper provides a summary of the NZQA paper on *Simplifying New Zealand qualification and other credentials,* and the impact and opportunities for Ara of the proposed changes

Current proposal

NZQA have been exploring "ways to simplify the qualification system to meet the intent of the RoVE reforms" (NZQA, n.d) since late 2019. Following a period of consultation, NZQA in conjunction with the Ministry of Education made the following recommendation to Cabinet:

> The qualification system would be simplified to *"enable industry, employers and iwi to have a greater influence [in the system] through the Workforce Development Councils"* [WDCs].

This recommendation was accepted by Cabinet. The Minister of Education will introduce legislative changes to the Education and training Act 2020 later in 2021 to give effect to this decision. If the changes are passed the expected enactment date is 2023. A transition process will be established.

The Bill is currently in the draft stage. The changes will require modification of NZQA Rules, which will be developed, and consultation will be undertaken.

Key features

- Introduction of Skill Standards – to eventually replace unit standards. The definition of a skill standard will be broadened to include Learning Outcomes to enable greater flexibility to enable standards to reflect industry skills need

- The removal of Training schemes – to be replaced with micro credentials

- Introduction of national curriculum for some domains; those determined to require a high level of consistency

- WDCs can determine whether there can be multiple programmes leading to the same qualification where consistency is relevant

- WDCs will be required to endorse that a programme meets industry standards as part of the approval process. Approval remains with NZQA. This endorsement is required for NEW and Type 2 changes to existing programmes

- Quality Assurance remains with NZQA

- TITO standard setting functions will transfer to the WDCs

Key components of the proposed qualification system in summary

Component	Commentary	Change	Impact/Opportunities
Qualifications	Will remain largely unchanged, signalling clear pathways to the level of knowledge, skills and attributes learners will have attained on completion. The New Zealand Qualification Framework will remain and specify (as it does currently) the levels.	Unit standards, Achievement Standards and Learning Outcomes will be **replaced** with new Skills Standards [see section below]. Developed by WDC's and providers in collaboration with industry. NZQA approves and lists the qualification. The current Directory of Assessment Standards (DAS) will be renamed the Directory of Assessment and Skill Standards (DASS).	Ara is currently the 'Qualification owner' for a small number of programmes (Level 1- 6). For example, a suite of Applied Science qualifications. Responsibility for reviewing, updating and reapproval will move from Ara to appropriate WDC. Degree and degree-related qualifications will remain as provider developed qualifications. In the case of Ara this will likely be a centralised function of Te Pūkenga and at some point, Ara local qualifications will be listed as Te Pūkenga qualifications.
Programme	These are programmes of study leading to qualifications – the details of the way learners will engage to obtain a qualification	Programmes of Study can be developed by Providers (in Ara's case likely to be Te Pūkenga) **IF** the WDCs allow multiple programmes to be developed against a New Zealand Qualification. Programmes developed will require endorsement by the WDCs. Requires approval from NZQA.	Ara can contribute Subject Matter Experts to developments with the Te Pūkenga network. We need to encourage colleagues to respond to EOI requests. There will be a corresponding reduction in the programme development role that has been in place at Ara. Additional requirement for WDCs endorsement which adds a layer to the current system. Te Pūkenga DCE Academic and Delivery advise that discussions with NZQA and WDCs (as current) are occurring and that this work is towards creating a streamlined endorsement process.

Component	Commentary	Change	Impact/Opportunities
Skill Standards	Skill Standards will be the 'building blocks' for programmes (Levels 1-6) including 'national curriculum' (working title) [see below re national curriculum]. Over time these will replace Unit Standards. Must be in national curriculum and may be in other programmes of study. The WDCs will determine what requires national curriculum.	WDC will be the standard setting body and will develop these standards – developed in collaboration with industry and education providers. These standards will be applied to sub-degree (Level 1-6). To date there are no examples of what skills standards might look like. NZQA approves and lists the standards on the Directory of Assessment and Skill Standards (DASS – renamed). NZQA are focusing work on the detail of skill standards.	Skills standards are not intended to be applied to Level 7 and degree-related programmes but could be. They can also be included in micro credentials. Colleagues will need to become familiar with the Skills Standards, the measures and performance required in respect of these.
National Curriculum *(working title)*	Proposed Legislative change Levels 1- 6 Curriculum where it is determined that a single curriculum is needed because a *'higher degree of consistency of graduate skills, knowledge and attributes is required'.* Will be determined and developed by WDCs in collaboration.	WDCs will determine **if** there is to be a 'national curriculum' based on the need for high level of consistency. The curriculum will provide further context, structure, and information to guide teaching, learning and assessment. National Curriculum development will be facilitated by WDCs with providers, iwi and industry. NZQA are focusing work on the detail of the approach to a national curriculum.	Ara colleagues need to engage with WDCs to support the development of quality products is an opportunity for Ara. Will enable learners to move more readily across providers and locations, and between different modes of delivery. This supports Ara's focus on learner at the centre. Ara will be required to deliver the curriculum using the national framework for qualifications Levels 1-6. No opportunity to develop a unique programme.

Component	Commentary	Change	Impact/Opportunities
			Colleagues will need to become familiar with the national curriculum, the resources, modes, structure, approach to teaching, learning and assessment, and context prescribed.
Micro credentials	Small 'bite sized' learning up to 40 credits. Can be at any level on the NZQF and will be listed in the NZQF. These will REPLACE Training schemes.	WDCs can develop Micro credentials. Other Providers (e.g., Te Pūkenga) may also develop micro credentials under the proposed legislation *[note this is a change to the current legislation which stated only WDCs could develop these]*. WDCs MUST include Skill Standards in the Micro credentials. Other Providers MAY include Skill Standards.	Ara as part of the Te Pūkenga network will be able to develop/deliver micro credentials.
Training Schemes	To be removed from the legislation and replaced my Micro credentials. Current Training schemes will be transitioned to micro credentials over time.		Transition work to transition current Training schemes (170 currently on books – not all offered) to micro credentials.

Ara Board **26 October 2021**	**Agenda Item**	**7.3**
	Information Item	
PUBLIC	**Presented by**	D Mitchell

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	**Ara Academic Committee**

BACKGROUND AND PURPOSE	*A summary report to the Ara Board from Academic Quality of:*
	
	• *The Ara Academic Committee meeting was held on the 16 September 2021*
	
	The Academic Committee role is to:
	• *Advise the Board, and recommend where appropriate, on the academic strategic direction and practices of the institution.*
	• *Develop, monitor, review and maintain policies on academic matters including research conducted by staff.*
	• *Consider proposals for new programmes.*
	• *Approve programmes.*
	• *Manage sub-committees as required, including:*
	  • *Defining delegations, roles, Terms of Reference (ToR) and membership.*
	  • *Receiving and acting on reports.*
	  • *Reviewing performance and effectiveness.*
	• *Consider and report on any other academic matters which are referred to it by the Board or CE, or which the Committee believes are of significant importance.*

RECOMMENDATION(S)	That the Academic Committee report be received.
LINK TO ARA STRATEGY	• Regional Responsiveness • Equitable Outcomes for Maori and Lifting Success for All Learners • Removing Barriers for Learning by Putting Learners at the Centre
KEY ISSUES IDENTIFIED	Nil.
FINANCIAL IMPLICATIONS FOR ARA	Nil.
RISK IMPLICATIONS FOR ARA	Nil.
RATIONALE FOR EXCLUDING PUBLIC	N/A

Academic Committee Report

1   Academic Policy

The following policy was re-represented and approved

- **APP810 Professorial Appointments**

It was noted that discussions were taking place with the Ara Board relating to the purpose and role of these positions within Ara.

2   Student Voice

The Student Voice reported on various activities they are involved with:

- Working closely with the Student Life team helping learners re-connect with the physical spaces at Ara after the lockdown period.
- Working alongside Academic Quality on promotion activities relating to the upcoming Student Experience Survey.

3   External Degree Monitoring

Degree Monitoring reports were received for the following programmes:

- Graduate Diploma in Tertiary Teaching and Learning
- Bachelor of International Tourism and Hospitality Management
- Bachelor of Medical Imaging
- Bachelor of Sustainability and Outdoor Education
- Postgraduate Certificate in Professional Supervision
- Bachelor of Applied Science

These reports had positive feedback with recommendations linked to improved outcomes for learners. Whilst these reports were received for information specific comment was made in relation the Bachelor of Sustainability and Outdoor Education which received no recommendations from the monitor, however the team had self-identified areas relating to continuous improvement.

4   Research Remediation Plans

All remediation plans have been completed and received by the Research Office. The operationalisation of these plans is underway with a number of degree programmes already witnessing an improvement in activity. It was reported that departments had demonstrated significant investment in this area resulting in increased engagement.

5   Graduate Employers Survey

The executive summary of this biennial survey was presented in a new format as part of ongoing continuous improvement. An overview of the high-level shifts was presented noting that employers' expectations of Ara graduate attributes had changed slightly. There were decreases noted in the areas of critical thinking, oral communication and applying their knowledge in the workplace. These attributes are identified within the Ara Graduate Attributes which form part of the programme design phase.   The Portfolio, Assurance and Academic Risk and Learning and Teaching sub committees will be reviewing this data in relation to reviewing the Ara Graduate Attributes and Teaching and Learning Framework.

Ara Institute of Canterbury Ltd
Board of Directors
2021 Work Programme

as at 26 October 2021

Month		Topics	Notified Non-availability
January	26	**Board Meeting – Strategy Planning Session (Christchurch)**	
February	17	Audit and Risk Committee	
	18	Graduation (Timaru – Parade 12 noon, Ceremony 2 pm*) [Note: Cancelled due to COVID-19]*	
	23	**Board Meeting (Christchurch)**	M Geddes 23/2
March	4	Campus Redevelopment Committee	
	8	Audit and Risk Committee	
	22	Audit and Risk Committee	
	26	**Autumn Graduation (Christchurch)** (10am & 2pm)	
	30	**Board Meeting** • Annual Report	A Leslie 30/3
April	27	**Board Meeting (Note: Anzac Day 26 April) Timaru** Stakeholder Engagement Function	
May	3	Remuneration Committee	
	25	**Board Meeting (Christchurch)** • Report on Affixing of Common Seal	
June	2	Campus Redevelopment Committee	M Bain 29/6
	9	Audit and Risk Committee	
	29	**Board Meeting (Christchurch)** • Ōtautahi House Board Visit [postponed] • SafePlace Induction	
July	12	Campus Redevelopment Committee	
	27	**Board Meeting (Christchurch)** • Fee Setting	
August	31	**Board Meeting (Christchurch)** • via zoom due to lockdown	
September	1	Campus Redevelopment Committee	
	6	Audit and Risk Committee	
	16	Academic Committee	
	28	**Board Meeting (Christchurch)** **[Note: 27 Sept S Canterbury Anniversary Day]** • 2022 Budget Sign Off • Ōtautahi House Board Visit [rescheduled]	

October	26	**Board Meeting (Timaru)**	
		[note: 25 October Labour Day]	
		• Timaru Stakeholder RMP sessions	
	22	Spring Graduation Ceremony (10am and 2pm) CANCELLED	
November	1	Audit and Risk Committee	
	10	Remuneration Committee	
	16	Campus Redevelopment Committee	
	30	**Board Meeting (Woolston)**	
		• Annual Report 2021 – content/format	
		• Pacific Strategy Report	
		• Report on Affixing of Common Seal	
December	15	**Board Meeting (Christchurch) (if required)**	

Ara Board meeting timings
9.00am – 9.30 am Board only time
9.30 am – 1.30 pm Board meeting

Ara Board and Committee meeting venues
Christchurch – Room G202, Boardroom, Te Kei, Christchurch City Campus
Timaru – Room TA210, Boardroom, Timaru Campus

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

Ara Institute of Canterbury

MEDIA REPORT: September 2021

Volume
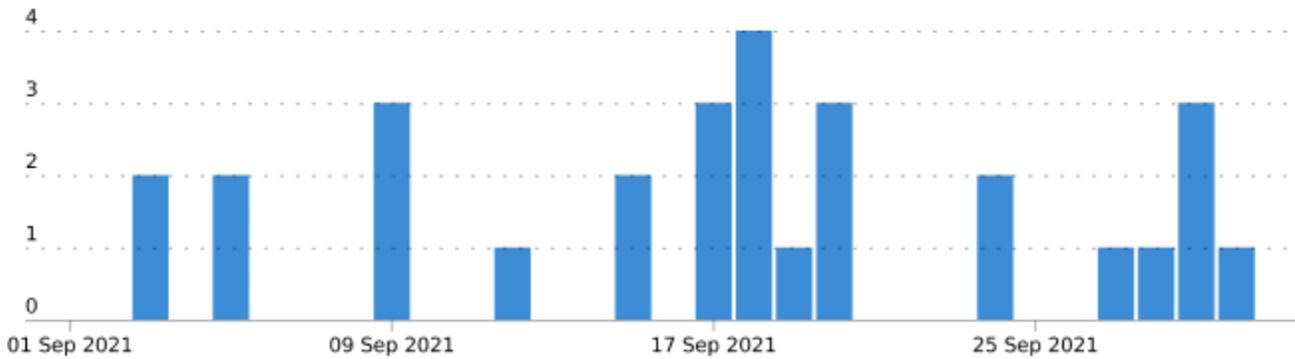
Sources

1. EXTERNAL SOURCES:

What's on in South Canterbury: October 1-3, 2021

From	Timaru Herald, Esther Ashby-Coventry
Published	10:25 30/09/2021
Keywords	Ara, Canterbury

NZ energy sector's brightest minds converge at Lumo

From	Energy Academy
Published	20:23 29/09/2021
Keywords	Ara, Christchurch

External investigation announced after fresh allegations at top broadcasting school

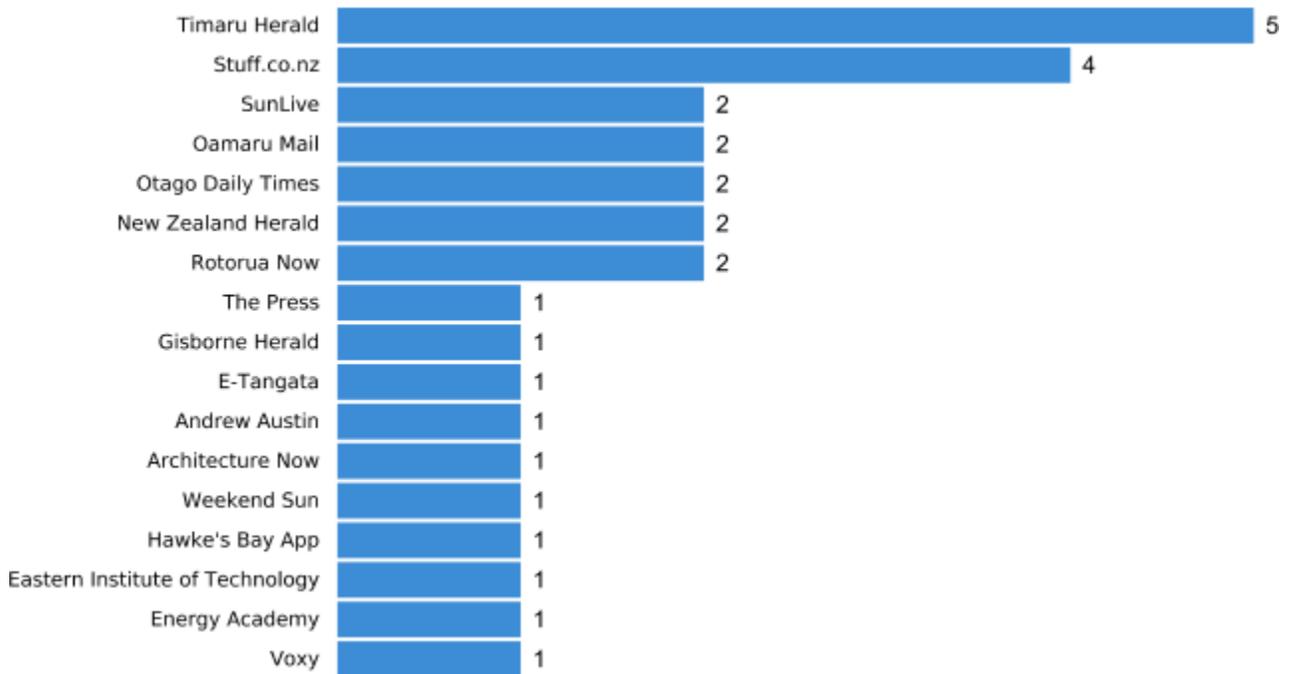|	
From	New Zealand Herald, NZ Herald
Published	16:55 29/09/2021
Keywords	NZ Broadcasting School, New Zealand Broadcasting School, Ara students

South Canterbury man Michael Wilkinson remembered

From	Timaru Herald, Esther Ashby-Coventry
Published	11:35 29/09/2021
Keywords	Aoraki Polytechnic

From Waimate to New York: Kaylee Bell lights up Times Square

From	Timaru Herald, Esther Ashby-Coventry
Published	15:03 28/09/2021
Keywords	NASDA

Secondary school students talk about Covid-19 interuptions

From	Timaru Herald, Esther Ashby-Coventry
Published	05:56 27/09/2021
Keywords	Canterbury, Ara Institute

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Ara has no plans for future of historic Bluestone House

From	Timaru Herald, Esther Ashby-Coventry
Published	16:25 24/09/2021
Keywords	Canterbury, Ara Institute

Free hamburgers and more walk-in clinics to help Canterbury reach new Covid-19 vaccination goal

From	The Press, Cate Broughton
Published	05:01 24/09/2021
Keywords	Canterbury, Ara Institute

Experienced academic manager to head EIT Business, Computing Schools

From	Eastern Institute of Technology
Published	17:10 20/09/2021
Keywords	Canterbury, Ara Institute

New head of EIT business school - The Gisborne Herald

From	Gisborne Herald
Published	15:00 20/09/2021
Keywords	Canterbury, Ara Institute

Experienced academic manager to head EIT Business, Computing Schools

From	Hawke's Bay App
Published	10:24 20/09/2021
Keywords	Canterbury, Ara Institute

Student anxiety around sexual harassment in media prompts external review at broadcasting school

From	Stuff.co.nz, Cecile Meier
Published	19:40 19/09/2021
Keywords	Canterbury, New Zealand Broadcasting School, Ara Institute

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NZ Broadcasting School launches review after alleged incident

From	Otago Daily Times
Published	20:30 18/09/2021
Keywords	School, Canterbury, Broadcasting, New Zealand Broadcasting School, NZ, Ara Institute

NZ Broadcasting School launches review after alleged incident

From	Otago Daily Times
Published	20:30 18/09/2021
Keywords	School, Canterbury, Broadcasting, New Zealand Broadcasting School, NZ, Ara Institute

New Zealand Broadcasting School launches review after alleged incident

From	New Zealand Herald, Katie Harris
Published	05:16 18/09/2021
Keywords	New, Zealand, School, Canterbury, Broadcasting, New Zealand Broadcasting School, Ara Institute

Living with loss: Remembering Christine Hindson

From	Stuff.co.nz, Vicki Anderson
Published	05:00 18/09/2021
Keywords	Christchurch Polytechnic

Embracing te reo Māori daily journey for Potaka-Ross

From	Oamaru Mail
Published	11:39 17/09/2021
Keywords	Canterbury, Ara Institute

'Experienced academic manager' to head EIT Business, Computing Schools

From	Voxy
Published	11:18 17/09/2021
Keywords	Canterbury, Ara Institute

'Experienced academic manager' to head EIT Business, Computing Schools

From	Andrew Austin, Te Pukenga, Eastern Institute of Technology
Published	10:57 17/09/2021
Keywords	Canterbury, Ara Institute

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Taiao film launches online

From	Rotorua Now
Published	15:41 15/09/2021
Keywords	NZ Broadcasting School

Taiao film launches online

From	SunLive
Published	15:19 15/09/2021
Keywords	NZ Broadcasting School

Hākarimata and the sleeping baby

From	E-Tangata, Connie Buchanan
Published	10:20 12/09/2021
Keywords	Christchurch Polytech

Rocket Lab 'in good position' to catch-up later on revenues lost to Delta delay

From	Stuff.co.nz, Tom Pullar-Strecker
Published	14:06 09/09/2021
Keywords	Nasda

Itinerary: University buildings

From	Architecture Now, Andrew Barrie
Published	11:02 09/09/2021
Keywords	Canterbury, Ara Institute

Rocket Lab posts bigger loss, forecasts lockdown will cut revenues by up to $21m

From	Stuff.co.nz, Tom Pullar-Strecker
Published	09:16 09/09/2021
Keywords	Nasda

Inspiration in lockdown

From	Rotorua Now
Published	11:05 05/09/2021
Keywords	NZ Broadcasting School

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Inspiration in lockdown

From   SunLive

Published   09:11 05/09/2021

Keywords   NZ Broadcasting School

Relief tempered with uncertainty

From   Oamaru Mail

Published   18:33 03/09/2021

Keywords   Canterbury, Ara Institute

Inspiration in lockdown

From   Weekend Sun

Published   09:22 03/09/2021

Keywords   NZ Broadcasting School

2. INTERNAL SOURCES:

Ara/NZ Broadcasting School – Media Update

Published   28/09/2021

Te reo learning journey for barista tutor

Published   23/09/2021

NZBS Graduate Creates Groundbreaking Short Film

Published   20/09/2021

International students return through border exemption programme

Published   16/09/2021

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