



Ara Institute of Canterbury Limited

(the Company)

MEETING OF THE BOARD OF DIRECTORS

Date: 31 August 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, 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 27 July 2021 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List |
| 6. | Correspondence |
| 7. | Discussion Items 7.1 Chief Executive Report a EFTS Performance b Financial Performance c FMA Implementation Plan Update 7.2 DCE Reports 7.3 Chair Report |
| 8. | Information Items [For noting] 8.1 Sub-Committee Reports a Audit and Risk Committee [no meeting held] b Campus Redevelopment Committee [no meeting held] 8.2 Academic Committee Report 8.3 Ara Board Work Programme 8.4 Media Report |
| 9. | General Business |

CLOSED AGENDA

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

| Item | Subject | |
|------|--|-----------------------|
| 10. | Confirmation of Meeting Minutes (Public Excluded) - meeting held 27 July 2021 10.1 Approval of Meeting Minutes 10.2 Matters Arising 10.3 Action List | [s9(2) (f), (i), (j)] |
| 11. | For Discussion 11.1 Chief Executive Report a Health, Safety and Wellbeing i) HSWLG Meeting Minutes (15 June 2021) b Regional Round-Up c New Performance Dashboard/Placemat i) EPI Data d Quarterly Complaints Summary e Lead Indicators – 90 Day Action Update 11.2 Executive Director Te Tiriti Partnerships Report | [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] | [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)

2021 Register of Disclosure of Conflicts of Interest

Last update as of 2 August 2021

Ara Board of Directors

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

Ara Board Officers

| | |
|--|--|
| <p>Darren Mitchell Acting Chief Executive</p> | <ul style="list-style-type: none"> • Ōtautahi Education Development Trust (Trustee) • Ara Foundation (Trustee) • WorldSkills NZ (Director) |
| <p>Te Marino Lenihan Kaiārahi</p> | <ul style="list-style-type: none"> • Ka Honua Momona (Traditional Fish Pond Non-Profit Organisation on Moloka'i, Hawai'i) (Board Member) • Kaiapoi Pā Trust (Trustee) • Ngā Aho (National Network of Māori Design Professionals) (Executive) • Ngāi Tahu (Whakapapa) • Canterbury Communications Trust (CCT) (Trustee) • He Toki ki Te Rika (Maori Trades Training) Trust • He Toki ki Te Mahi (Maori Apprenticeship) Trust • Te Tira Manukura (Chair) |
| <p>Christina Yeates Executive Officer</p> | <ul style="list-style-type: none"> • Nil |



Ara Institute of Canterbury Limited
(the Company)

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

27 July at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 27 July 2021 in Room G202, Te Kei, City Campus.

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

2 Welcome

Directors present: Thérèse Arseneau (Chair), Murray Bain, Jane Cartwright, Maryann Geddes, Nettles Lamont, Andrea Leslie, Melanie Taite-Pitama (Deputy Chair) 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), Te Marino Lenihan (Ara Kaiārahi), Karen Te Puke (DCE, Customer Engagement and Experience), Glynnis Brook (Acting Executive Director, AIR), Colin King (Acting Executive Director, Operations) and Christina Yeates (Ara Executive Officer).

Public Attendee: Michael Yoke - Manager, ICT System Operations, Ara.

Apologies Leeanne Carson-Hughes (Acting Executive Director, People and Culture).

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 notified to the Ara Executive Officer by email as follows:

- **Maryann Geddes** Addition of Workbased Learning (WBL) Ltd (Director)
- **Bryn Thompson** Addition of Workbased Learning (WBL) Ltd (Director) and the removal of Competenz Trust (Director) as of 2 August 2021.

4 Items not on the Agenda Nil.

5 Confirmation of Meeting Minutes

5.1 Minutes of Committee Meeting – 29 June 2021

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 29 June 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/ B Thompson

Carried

5.2 Matters Arising Nil.

5.3 Action List

- a) AP56 – **CE Report – Scholarship Review Paper** – it was noted that this forms part of the Public Excluded papers for discussion. Completed.
- b) AP63 – **CE Report – Targeted Review** – the Board were advised that this report has still not been released and is pending the moderation process with NZQA.
- c) AP67 – **Te Ōhaka** – it was noted that the agreement is currently being finalised with the Ministry of Awesome with associated KPI's and will be provided to the Board for the August meeting as scheduled.
- d) AP68 – **DCE reports** have now been scheduled on a quarterly basis and the Board Chair will provide the CE with examples of methods of reporting post-meeting. Completed.
- e) AP 69 – **Kaiārahi report – Implementation plan for FMA** – the Board were advised that this is in progress and relates to Phase One to further capability with a business partner type model. This will be prepared for the August Board meeting as the focus last month has been on the leadership roles.
- f) AP70 – **Ōtautahi House** – it was noted that the demographic report is included in the July meeting papers and post-meeting it was agreed to reschedule the Board visit to Ōtautahi House to the 31 August meeting.

6 Items for Discussion

6.1 Chief Executive (CE) Report

The report was taken as read and the CE provided the following summary:

- a) **Collaboration Activities**
 - i. **Opportunities with SIT** bodes well for future collaboration and has led to an initial engagement piece for the two teams to come together.
 - ii. **iQualify [Open Polytechnic]** – the Board noted the opportunities to expand provision in South Canterbury with a blended delivery model. In terms of a timeline, it is hoped to progress this side of Christmas if possible.
- b) **Regional Skills Leadership Groups (RSLG)** – the CE has met with Jo Aldridge, Regional Lead for the Canterbury RSLG and this will feed into the regional scan work and the needs analysis for the future, lifting and expanding into a whole of South Island view [noting currently this does not include the top of the South Island]. The Board (specifically members working with industry) were interested in feedback on how this Committee is coming together; noting it is early days and requires more engagement and research.
- c) **Unified Funding System** – discussion around the complexities and issues with the modes of delivery and different tranches of funding (it is not clear whether the volume,

strategic and equity components have different rates of funding) and advice that TEC and the Ministry of Education are talking about moving away from the EPI framework to evaluating a performance component. It was noted that Ara's engagement is to do with pilot concepts.

- d) **EFTS performance** – Noting the highest number of domestic enrolments for Ara [as of 27 July 7,348]. Clarification for the Board on the target summary chart actual v places.
- e) **Financial performance** – the financial position is traveling well, noting the risk that numbers are based on a fully funded position. It was further noted that the TTAF component has now been resolved and that the expectation is a better outturn for budget if it stays as fully funded. In response to queries, it was noted that the increase in loans and receivables is due to timing and fees and that the management of cash and cash reserves as per the Te Pūkenga Treasury policy is a work in progress.

6.2 Kaiārahi Report

- a) The Board were pleased to note the timings in the report and that there is good progress in terms of personnel in the right places for the structure. Congratulations were extended to the Kaiārahi for his new enhanced position. It was agreed that the two new senior leadership roles, with both internal and external responsibilities, provide for more clarity and focus.
- b) **Definition of “giving effect to Te Tiriti”** – suggestions and tangible examples were provided. It was noted that Te Pūkenga has created a fixed term role to June 2022 to investigate healthy Te Tiriti partnerships, and that one of the outcomes of the recent Ara Board workshop was “partnerships with purpose”. Regional partnerships were discussed and how they contribute to the decision making. [Post meeting the Kaiārahi has since been advised the Te Pūkenga role is to be focused on Equity Success Measures and not partnerships].
- c) **Threads of the Māui te Tauira story within the report** – the Board were provided with examples of how we are moving ahead with the work that has already been done, including the alignment between Māui te Tauira and the revisioning of pastoral care, student wellbeing and the mental health project being undertaken by the Customer Experience and Engagement division at present.
- d) **FMA Implementation Plan** – Noting phase one is due in August, the Board were reminded of what has already been achieved and the impact that this has had on colleagues in terms of their appreciation and commitment to Māori achievement at Ara (as observed by Jasmine Cannon in her conversations/focus groups recently undertaken with our leadership teams).

6.3 Chair Report

The Chair provided the following verbal update:

- a) **Timaru Stakeholder Engagement** – the Chair advised of a series of meetings with Chief Executive scheduled in Timaru for 28 July 2021. The Board further noted that the CE now has a schedule of regular visits for being in Timaru and for the reframing around the clarity of the role of the Manager, Campus Operations (Southern). A monthly regional round up report will also be supplied to the Board going forwards.
- b) **Te Pūkenga Board evaluations** are taking place and the Chair will keep the Board updated.
- c) The next **Subsidiary Chairs and CE's meeting** is scheduled for Tuesday 10 August.
- d) The Chair extended a further welcome to Michael Yoke, Ara colleague to the meeting.

7 Information Items

7.1 Subcommittee Reports

- a) Campus Redevelopment Committee – the minutes of the meeting held on 12 July 2021 were received and noted. The Chair of the Committee advised that discussion was predominantly around the Regional Master Plan and the safety and strength of building and practicalities moving forwards.

7.2 Academic Committee

The report was taken as read. The Board were interested whether the functional research plan extends to the end of 2022 which it does and were advised of the Research Leaders Group discussions across Te Pūkenga.

7.3 Ara Board Work Programme

- a) The contents of the work programme were noted.
- b) Post-meeting it was agreed to host the August meeting at City campus and the November meeting at the Woolston campus.
- c) Graduation – the Chair reminded the Board of the 17 September Graduation date.

7.4 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 10.25am.

Dated:

Signed as a correct record

Chairperson *[note: signed via electronic signature]*

[Note 10.25am -10.40am Morning Tea Break].

Ara Board Minutes - Action List as of 27 July 2021

| Number | Date When Action Arose | Agenda Item | Topic | Action | Board Responsibility | Status | Due Meeting date |
|--------|------------------------------|-------------|-----------------------------|--|----------------------------|---|------------------|
| AP63 | 25 May updated 29/6/21 | 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. | CE | Awaiting final report | |
| AP67 | 29 June | 7.1c | CE Report - Te Ōhaka | Going forward the Board requested that the report should specifically provide an analysis of outcomes for Ara's investment. | CE | | August 21 |
| AP69 | 29 June | 7.2 | Kaiārahi Report | Implementation plan for FMA needed with aligned monthly reporting focused on actions and outcomes. | Director Māori Achievement | | August 21 |
| AP70 | 29 June | 7.2 | Ōtautahi House | Ōtautahi House visit to be rescheduled. | Board Secretary | Post meeting this has been rescheduled to 31 August meeting | August 21 |

MoE Number: 6006

10 August 2021

Mr Darren Mitchell
Acting Chief Executive
Ara Institute of Canterbury Ltd
PO Box 540
Christchurch 8140

Tēnā koe Darren

RE: NZQA's student accommodation visit under [The Education \(Pastoral Care of Domestic Tertiary Students\) Interim Code of Practice 2019](#) (the Interim Domestic Code)

Thank you for participating in the New Zealand Qualification Authority's (NZQA) Interim Domestic Code exploratory visits, focusing on the provision of accommodation for domestic tertiary students. We would like to thank all the staff and students involved in our visit for accommodating us and for their hospitality.

During our visit, we learned about how Ara Institute of Canterbury Ltd (Ara) fits within the broader context of student accommodation provision in Aotearoa. The valuable information that NZQA has gained from this visit will refine how we monitor student accommodation in the future and support our development of capability-building guidelines and other resources.

For example, NZQA notes Ara's supportive student accommodation practices in:

- Increasing the number of Residential Assistants (RAs) at Otautahi House from three to five who have an on-site office available for the RAs and support staff available to use.
- Its initiatives that are being developed or recently implemented, such as the health and safety/incident management system, which tracks events in real time and identifies what can be improved in the future.
- The bespoke database and Ara's plans for a communal area for Otautahi House residents that includes laundry facilities.
- Regular engagement between Ara staff regarding the pastoral care of Otautahi House residents, such as a regular meeting once a week to triangulate issues and use of data to identify students who may be risk, i.e. by checking whether they are engaging with moodle, their attendance etc.

NZQA expects Ara to continue self-reviewing its performance against the Interim Domestic Code, so the organisation can continue to strengthen its practice in preparation for implementing the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021, which will come into effect on 1 January 2022.

The following NZQA resources are available to further support Ara in its self-review process:

- [Self-review guidelines](#)

- [Self-review tool for the Interim Domestic Code](#)
- [Recording of NZQA's self-review workshop](#)

As discussed at the visit, NZQA will be in contact to support tertiary education organisations to prepare to implement the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021 from January 2022.

If you have any questions about this letter, please do not hesitate to contact me at Catherine.Holbrook@nzqa.govt.nz or on (04) 463 4234.

Nāku noa, nā



Catherine Holbrook

Advisor | Kaiwhakamāherehere
Pastoral Care of Students (the Codes) | Kaimanaaki i ngā ākonga (ngā rārangi tikanga)
Service Delivery | Te Whakarere Ratonga
Quality Assurance Division | Te Wāhanga Whakaū Kounga

cc: Diana Law, Manager Student Support and Karen Te Puke, Deputy Chief Executive via email

Office of the Ara Board Chair

Telephone: +64 3 940 8379



6 August 2021

Mike Newcombe
Chairman
Ōtautahi Education Development Trust (OEDT)

Via Email to: mike.newc@gmail.com

Dear Mike

Re. OEDT – Ara Board Trustee Appointment

Further to our meeting last week, I would like to formally advise you of the Ara Board's decision to further nominate Nettles Lamont as an Ara representative to join the Ōtautahi Education Development Trust.

At the Ara Board meeting of 27 July 2021, the vacancy on the Trust resulting from Darren Mitchell's appointment to Acting Chief Executive at Ara was discussed. In addition to the existing Ara Board representative Bryn Thompson, the Board unanimously resolved to recommend the further appointment of Nettles Lamont, Ara Board Director to the Trust.

Nettles heads up Conquest Training, a company dedicated to upskilling New Zealand's workforce, providing literacy and numeracy upskilling, professional development and strategy. She also holds a number of governance roles across many industries and is active in the charity sector across the South Island.

I am confident that, combined with the expertise Bryn has, both will be an asset to the Trust.

Thanks to you and the Board of Trustees for your continued support and commitment to Ara.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'A. Arseneau', with a long horizontal flourish extending to the right.

Dr Thérèse Arseneau
Board Chair
Ara Institute of Canterbury Ltd

cc. Darren Mitchell (Ara Acting Chief Executive)
Nettles Lamont (Ara Board Director)

| | | | |
|---|---------------------|-----------------|-------------------------|
| Ara Board 31 August 2021 | Agenda Item | | 7.1 |
| | Decision Item | Discussion Item | Information 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 At time of writing New Zealand has just entered a COVID-19 Alert Level 4 lockdown status and Ara is preparing to shift into an online delivery model for a yet undetermined timeframe. The IMT has been activated and timely communication is being provided to learners, colleagues and other stakeholders. To ensure consistency in approach and to minimise ambiguity for learners, all teaching activity has been suspended for the first three days, with a resumption being planned for Monday 23 August 2021. All colleagues have moved to remote working and all campuses are closed. The only exception has been to maintain the student accommodation facility as open as this is treated as the place of residence. Learners continuing to reside at Ōtautahi House during the lockdown are being supported by Ara colleagues and have been given specific instruction on maintaining the Government's isolation standards.
- 1.2 This month has included several learner and colleague engagement events:
- a Whakatau for new Semester Two learners were held at each of the Timaru, Madras, and Woolston campuses. Unfortunately, the one planned for Manawa had to be postponed due to the lock down. The whakatau at Woolston campus was particularly impressive with likely the largest gathering of new students for a second semester than ever had before.
 - b I have also visited each campus over the last three weeks offering "open mic" type sessions with colleagues where they get to engage with me on topics of their choice. It has been a beneficial way to connect with our people and to get a sense of what's top of mind for them. The engagement has been generally positive but with a strong undercurrent of uncertainty stemming from the Te Pūkenga led reforms.
- 1.3 The Ara Board Chair and I also visited Timaru and met with the Chief Executive (Wendy Smith) of the South Canterbury Chamber of Commerce and the Chief Executive (Bede Carran) of the Timaru District Council. Amongst other things, we shared our thinking about the future direction for the Timaru campus, which was enthusiastically received, with both CEs keen to support the stakeholder engagement process. I have also connected on two occasions with the Chief Executive (Nigel Davenport) from Venture Timaru.
- 1.4 An appointment has been made to a role supporting Ara to engage more proactively with, and contribute constructively to, the Reform of Vocational Education (RoVE) and Te Pūkenga design and development process. The role is a 0.5 position and has the primary functions of:
- a Maintaining oversight of the evolving external programme of work that supports the RoVE.
 - b Facilitating, coordinating, and generating Ara-wide response(s) to the RoVE and Te Pūkenga transformation directions by effectively engaging Ara colleagues in transformation conversations.
 - c Supporting Ara in preparing recommendations to the Reform agenda that accurately represents the Ara voice, ensuring high quality reports, based on outcomes from collaborative processes, are produced and presented to the Executive for consideration.

- 1.5 Ara hosted leadership team colleagues from the Open Polytechnic of NZ this month. The purpose of the visit was to introduce the Ara TKM and AIRLT to the iQualify LMS platform and to workshop opportunities for collaboration between our two organisations. With Open Polytechnic being an online distance delivery provider and Ara being largely a face-to-face campus orientated delivery provider, our two teams workshopped possibilities for combining strengths towards the development of a more blended delivery solution that could enable greater reach into the wider Canterbury region. Some real opportunities were identified and a project team comprising of people from our two institutions has been established to progress piloting some initiatives for the 2022 academic year.

2 FMA Implementation Plan

- 2.1 A proposed plan has been developed with the Project Management Office to guide the implementation of the Framework for Māori Achievement (FMA).
- 2.2 In reviewing student data, it has been identified that retention of Māori learners should be the initial main focus in plans. Our engagement at levels 3-4 is very high (20% of applications are Māori); however, our retention through programmes and into further study could be improved. The focus on retention will have implications for workforce capability and development, student support and programme design and content. The previous report spoke of themes emerging from delivery teams around cultural competence levels. These themes are being used to inform resourcing plans to support training opportunities. Alongside this “Ask your Team” is being evaluated as a tool to track progress in these cultural competencies.
- 2.3 Job descriptions for four roles have been developed to support the progression of FMA initiatives. These sit within a phased plan of recruitment starting with a small team to refine the mode of operation prior to scaling.
- 2.4 Hemi Hoskins attended a targeted review as an evaluator for NZQA. This was a significant time commitment; however, it gave good insights into how other subsidiaries are attempting to improve outcomes for Māori.
- 2.5 Alternative approaches to entry criteria so as not to perpetuate the same outcomes, appointment of cultural and academic mentors, the importance of tuakana-teina networks through study and into the workforce, the types of relationships we have with our employers were all re-affirmed as important parts of the creation of an eco-system that fosters success. The proposed FMA plan progressively brings projects online which collectively are intended to contribute to an improved eco-system which will suit our learners and support their growth.

3 Ara Performance – EFTS Overview – as at 11 August 2021

| 2021 Targets Summary | | | 2020 | 2021 | APS | CRE | EAS | EDI | HPR | Ara Institute of Canterbury Ara Rau, Teahana Rau |
|---|------------------|------------------|-----------------------|----------------|----------------|-----------------|-----|-----|-------|--|
| | | | | | HSI | HUM | TRA | ZTE | Other | |
| Enrolments (EFTS) | | | Actual | Target | | | | | | |
| SAC Level 3+ | 6,500 | 5,846 | | | | | | | | |
| SAC Level 1-2 | 171 | 127 | | | | | | | | |
| ACE | 54 | 86 | | | | | | | | |
| Trade Academy | 180 (567 places) | 153 (570 places) | | | | | | | | |
| Youth Guarantee | 86 | 83 | | | | | | | | |
| ITO | 90 | 99 | | | | | | | | |
| Other | 67 | 109 | | | | | | | | |
| Total Domestic EFTS | 7,147 | 6,502 | | | | | | | | |
| Total International EFTS | 349 | 509 | | | | | | | | |
| Total EFTS (including eCampus) | 7,496 | 7,011 | | | | | | | | |
| Levels 1-2 | 468 | 491 | | | | | | | | |
| Levels 3-4 | 2,778 | 2,521 | | | | | | | | |
| Levels 5-6 | 1,331 | 979 | | | | | | | | |
| Level 7 | 2,822 | 2,938 | | | | | | | | |
| Levels 8-9 | 97 | 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 | | | 78.1% | 84.0% | | | | | | |
| All learners at levels 7-9 | | | 89.5% | 94.0% | | | | | | |
| Māori learners at all levels | | | 74.5% | 82.0% | | | | | | |
| Pacific learners at all levels | | | 71.8% | 82.0% | | | | | | |
| Overall all learners at all levels | | | 82.3% | 88.0% | | | | | | |
| Financial | | | YTD period ending Jun | Actual YTD | Budget YTD | Budget FY | | | | |
| Teaching Revenue | | | | \$53.4m | \$47.9m | \$106.1m | | | | |
| Other Revenue | | | | \$2.7m | \$3.3m | \$6.8m | | | | |
| Total Revenue | | | | \$56.1m | \$51.2m | \$113.0m | | | | |
| Other Costs | | | | \$18.8m | \$20.7m | \$41.9m | | | | |
| Staffing Costs | | | | \$36.2m | \$36.5m | \$74.0m | | | | |
| Total Expenses | | | | \$55.0m | \$57.3m | \$116.1m | | | | |
| Surplus (excluding abnormal items) | | | | \$1.1m | -\$6.0m | -\$3.1m | | | | |

Key points include:

- 3.1 As at 11 August 2021, Ara Global has enrolled 7,495.5 EFTS against a target of 7,011 EFTS. 106.9% of target enrolled (*excluding potential*)
- 3.2 Including potential EFTS, Ara Global has enrolled 7,639.5 EFTS.
- 3.3 5.6% growth against same time last year (*excluding potential*)
 - a SAC 3+ have enrolled 111.1% of target
 - b SAC 1-2 have enrolled 135% of target
 - c Trade Academies have enrolled 568 students, 99.5% of target places
- 3.4 Ara Global - Domestic has enrolled 7,147.0 EFTS (*excluding potential*)
 - a 109.9% of target enrolled
 - b 14.1% year to date growth compared to same time last year
- 3.5 Māori and Pacific Participation - 2021
Based on current enrolments (*excluding potential*)
 - a Māori participation is at 14.2% against a target of 13.1%. Compared to same time last year, this is identical at 14.2%
 - b Pacific participation is at 5.0% against a target of 4.8%. At this time last year, Pacific participation was 5.5%.
- 3.6 2021 International
 - a Ara Global (International) has enrolled 348.5 EFTS against a target of 509.2 EFTS. 68.4% of overall target enrolled.
 - b Including potential, this is at 371.9 enrolled EFTS which is 73.0% of target

4 Financial Performance Report

4.1 Executive Financial Summary as at 31 July 2021

| | | |
|-----------------------------------|-----------|---|
| YTD EBITDA | \$13.7m | The year-to-date EBITDA is +\$13.7m which is +\$10.1m better than the budget of +\$3.6m . |
| YTD Total Revenue | \$71.8m | The year-to-date revenue is +\$71.8m which is +\$7.6m (prior month was +\$5.1m) better than the budget of +\$64.2m . Note: no adjustment has been made to revenue for potentially unfunded income, this equates to YTD \$0.7m of SAC3+ funding. |
| YTD Total Personnel Exp | \$(42.3)m | The year-to-date personnel costs are -\$42.3m which is +\$0.3m better than the budget of -\$42.6m . Annual leave is +\$0.6m . |
| YTD Operating Surplus / (Deficit) | \$7.2m | The year-to-date operating surplus is +\$7.2m which is +\$10.3m better than the budget deficit of -\$3.1m . The operating deficit is +10.1% of revenue compared to a budget target of -4.9% . |
| YTD Net Surplus / (Deficit) | \$6.5m | The net surplus is +\$6.5m being +\$11.6m better than the budget of \$5.1m . |
| Cash | \$84.2m | The YTD cash position is +\$84.2m . |
| Cash Cover | 9.5 | Cash cover is 9.5 months compared to TEC benchmark of 2 months. |
| YTD Capex | \$3.6m | Capex spend year-to-date is \$3.6m compared to full-year budget \$10.7m. |

Statement of Financial Performance for the year to 31 July 2021

| | Year to Date | | | Full Year | |
|--|--------------------------|---------------------------|----------------|---------------------------|---------------------------|
| | Actual | Budget | % var | 2021 Budget | 2020 Actual |
| Government Funding | | | | | |
| SAC Funding Level 3+ | 37,601,988 | 33,338,929 | 12.8% | 56,682,478 | 53,645,330 |
| SAC Funding Level 1-2 | 854,398 | 864,663 | -1.2% | 1,144,295 | 1,839,428 |
| ACE Funding | 179,200 | 225,276 | -20.5% | 393,055 | 578,954 |
| Youth Guarantee Funding | 522,531 | 553,631 | -5.6% | 1,060,780 | 3,018,869 |
| CTC funding | 1,687,101 | 1,596,157 | 5.7% | 2,625,324 | 2,305,665 |
| Other Non-EFTS grants | 2,049,595 | 1,733,634 | 18.2% | 2,971,944 | 3,064,783 |
| Total | <u>42,894,813</u> | <u>38,312,290</u> | 12.0% | <u>64,877,876</u> | <u>64,453,029</u> |
| Student Tuition Fees | | | | | |
| Domestic Fee Income | 21,243,756 | 19,633,220 | 8.2% | 32,869,962 | 32,354,452 |
| less Scholarships/Discounts | (985,460) | (1,950,788) | -49.5% | (1,990,950) | (1,643,780) |
| International Fee Income | 4,430,883 | 3,529,148 | 25.6% | 9,091,956 | 15,401,956 |
| less Commissions/Discounts | (129,639) | (528,436) | -75.5% | (1,055,196) | (1,404,957) |
| Total | <u>24,559,540</u> | <u>20,683,144</u> | 18.7% | <u>38,915,772</u> | <u>44,707,671</u> |
| Other Teaching Income | 1,011,506 | 1,223,271 | -17.3% | 2,341,608 | 2,054,908 |
| Other Income | | | | | |
| Interest | 294,885 | 551,876 | -46.6% | 915,335 | 1,489,124 |
| Other Revenue | 3,020,245 | 3,404,226 | -11.3% | 5,914,491 | 4,400,883 |
| Total | <u>3,315,131</u> | <u>3,956,102</u> | -16.2% | <u>6,829,826</u> | <u>5,890,007</u> |
| Total Revenue | <u>71,780,990</u> | <u>64,174,807</u> | 11.9% | <u>112,965,082</u> | <u>117,105,614</u> |
| Personnel Costs | | | | | |
| Teaching | 21,432,693 | 21,120,255 | 1.5% | 36,565,697 | 36,369,282 |
| Net Annual Leave - Teaching | (291,747) | (96,278) | 203.0% | - | 216,611 |
| Non-Teaching | 21,536,688 | 21,594,561 | -0.3% | 37,480,506 | 36,252,092 |
| Net Annual Leave - Non-Teaching | (336,829) | (6,043) | 5473.9% | - | 124,615 |
| Total | <u>42,340,805</u> | <u>42,612,495</u> | -0.6% | <u>74,046,203</u> | <u>72,962,599</u> |
| as % of Revenue | 59.0% | 66.4% | | 65.5% | 62.3% |
| Other Costs (except Depreciation) | | | | | |
| Occupancy/Property costs | 5,563,068 | 5,993,459 | -7.2% | 10,054,815 | 9,515,524 |
| Finance Lease Charge | 803,207 | 803,207 | 0.0% | 1,373,256 | 1,389,636 |
| General Operating Expenditure | 9,361,056 | 11,211,272 | -16.5% | 19,293,187 | 17,211,391 |
| Total other costs | <u>15,727,331</u> | <u>18,007,938</u> | -12.7% | <u>30,721,258</u> | <u>28,116,551</u> |
| Depreciation | | | | | |
| All Depreciation | 6,497,279 | 6,697,655 | -3.0% | 11,346,495 | 12,472,593 |
| Total Expenses | <u>64,565,414</u> | <u>67,318,088</u> | -4.1% | <u>116,113,956</u> | <u>113,551,743</u> |
| Surplus/(Deficit) excl Abnormal | <u>7,215,576</u> | <u>(3,143,281)</u> | -329.6% | <u>(3,148,874)</u> | <u>3,553,871</u> |
| as % of Revenue | 10.1% | -4.9% | | -2.8% | 3.0% |
| Abnormal Items | | | | | |
| Transformation Costs | (635,295) | (1,924,562) | -67.0% | (3,300,000) | (1,743,725) |
| Demolition Costs | - | - | | - | (1,086,026) |
| Share of Associate Surplus/(Deficit) | - | - | | - | 18,065 |
| Total Abnormal Items | <u>(635,295)</u> | <u>(1,924,562)</u> | -67.0% | <u>(3,300,000)</u> | <u>(2,811,687)</u> |
| Total Surplus/(Deficit) | <u>6,580,281</u> | <u>(5,067,843)</u> | -229.8% | <u>(6,448,874)</u> | <u>742,184</u> |
| as % of Revenue | 9.2% | -7.9% | | -5.7% | 0.6% |

Statement of Financial Position as at 31 July 2021

| | Actual 31-Jul-21 \$000 | Budget 31-Dec-21 \$000 | Actual 31-Dec-20 \$000 |
|--------------------------------------|------------------------------|------------------------------|------------------------------|
| ASSETS | | | |
| Current Assets | | | |
| Cash and Cash Equivalents | 14,154 | 2,140 | 7,635 |
| Loans and Receivables | 3,466 | 2,000 | 1,676 |
| Inventories | 715 | 1,027 | 702 |
| Prepayments | 1,646 | 2,291 | 2,329 |
| Short Term Investments | 41,719 | 34,095 | 33,919 |
| Residual Insurance Proceeds | 28,281 | 22,905 | 28,281 |
| Total Current Assets | 89,981 | 64,458 | 74,542 |
| Non-Current Assets | | | |
| Property Plant and Equipment | 305,151 | 310,385 | 306,948 |
| Intangible Assets | 935 | 1,506 | 1,193 |
| Investment in Associate | 1,169 | 1,151 | 1,169 |
| Total Non-Current Assets | 307,255 | 313,043 | 309,310 |
| TOTAL ASSETS | 397,235 | 377,501 | 383,852 |
| LIABILITIES | | | |
| Current Liabilities | | | |
| Trade and other payables | 4,693 | 5,000 | 5,736 |
| Finance leases | 773 | 1,233 | 683 |
| Employee Benefit Liabilities | 3,292 | 3,157 | 3,615 |
| Revenue Received in Advance | 16,803 | 11,800 | 8,895 |
| Total Current Liabilities | 25,560 | 21,190 | 18,928 |
| Non-Current Liabilities | | | |
| Finance leases | 25,066 | 25,092 | 24,886 |
| Employee Benefit Liabilities | 228 | 238 | 228 |
| Total Non-Current Liabilities | 25,294 | 25,330 | 25,114 |
| TOTAL LIABILITIES | 50,854 | 46,520 | 44,043 |
| NET ASSETS | 346,381 | 330,981 | 339,809 |
| EQUITY | | | |
| Retained Earnings | 243,014 | 227,199 | 236,442 |
| Asset Revaluation Reserve | 103,367 | 103,782 | 103,367 |
| TOTAL EQUITY | 346,381 | 330,981 | 339,809 |

Statement of Cash Flows for the year to 31 July 2021

| | Year to Jul 2021 \$000 | 2021 Budget \$000 | 2020 Final \$000 |
|---|------------------------------|-------------------------|------------------------|
| Cash Flows from Operating Activities | | | |
| Cash was Provided from: | | | |
| Government Grants | 36,794 | 64,878 | 62,882 |
| Student Tuition Fees | 38,044 | 38,916 | 36,028 |
| Other Teaching Revenue | 1,012 | 2,342 | 2,055 |
| Other Revenue | 1,658 | 5,890 | 6,048 |
| Interest | 378 | 915 | 1,701 |
| Total | <u>77,886</u> | <u>112,941</u> | <u>108,714</u> |
| Cash was Applied to: | | | |
| Employees and Suppliers | 57,969 | 102,698 | 99,772 |
| Net Cash Effect of Abnormal Items | 635 | 3,300 | 2,830 |
| Total | <u>58,604</u> | <u>105,998</u> | <u>102,602</u> |
| Net Cash Flows from Operating Activities | 19,282 | 6,943 | 6,112 |
| Cash Flows from Investing Activities | | | |
| Cash was Provided from: | | | |
| Sale of Fixed Assets | 13 | 26 | 57 |
| Total | <u>13</u> | <u>26</u> | <u>57</u> |
| Cash was Applied to: | | | |
| Purchase of Other Financial Assets | | | |
| Purchase of Fixed Assets | 2,216 | 5,114 | 2,992 |
| Campus Capital Plan Spending | 1,380 | 5,547 | 4,158 |
| Total | <u>3,596</u> | <u>10,661</u> | <u>7,150</u> |
| Net Cash Flows from Investing Activities | (3,584) | (10,635) | (7,093) |
| Cash Flows from Financing Activities | | | |
| Cash was Provided from: | | | |
| Equity | - | - | 25 |
| Total | <u>-</u> | <u>-</u> | <u>25</u> |
| Cash was Applied to: | | | |
| Finance Lease Payments | 1,379 | 2,399 | 2,296 |
| Total | <u>1,379</u> | <u>2,399</u> | <u>2,296</u> |
| Net Cash Flows from Financing Activities | (1,379) | (2,399) | (2,321) |
| Total Net Cash Flows | 14,319 | (6,091) | (3,302) |
| Opening Cash, Bank & Short Term Investments | 69,835 | 65,231 | 73,138 |
| Closing Cash, Bank & Short Term Investments | <u><u>84,154</u></u> | <u><u>59,140</u></u> | <u><u>69,835</u></u> |

4.2 Notes to Statements

a Financial Performance

- i The narrative below is provided to identify differences when compared to the prior month.
- ii As of 31 July 2021, the year-to-date reported surplus improved on the prior month by \$3m, of which \$2.9m was in ordinary operations and \$0.1m in abnormal operations.
- iii Total Revenue contributed \$2.5m to the month-on-month improvement. Most significant increases being \$1.7m in SAC 3+ and \$1.1m in Domestic Student Fees. Te Pūkenga have confirmed that they will seek additional domestic funding for the sector following the August SDR. There is \$0.7m YTD income that is over and above the approved funding, which equates to \$1.13m for the year. International revenue decreased on the prior period by \$0.4m (25% higher than budget YTD). The 2021 budget predicted that international borders would reopen for the second half of 2021. As this has not occurred it is expected that we will see an unfavourable variance in international revenue at the end of 2021.
- iv Overall EFTS delivered to end of July are ahead of budget (Actual 4,502.8 EFTS vs Budget 4,093.7 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 | 1.46 | | 1.46 | |
| Dept of Applied Sciences and Social Practice, Te Hoe Ora | 468.99 | 485.00 | (16.01) | 758.53 |
| Dept of Business and Digital Technologies | 526.26 | 553.21 | (26.96) | 978.16 |
| Dept of Creative Industries | 468.82 | 424.52 | 44.30 | 719.73 |
| Dept of Engineering & Architectural Studies | 449.07 | 334.80 | 114.27 | 598.57 |
| Dept of Health Practice | 688.72 | 649.32 | 39.40 | 1,144.46 |
| Dept of Hospitality & Service Industries | 436.09 | 342.41 | 93.68 | 619.02 |
| Dept of Humanities | 585.37 | 609.44 | (24.07) | 907.52 |
| Dept of Trades | 743.73 | 607.46 | 136.27 | 1,135.04 |
| TANZ eCampus | 134.31 | 87.50 | 46.81 | 150.00 |
| Total | 4,502.82 | 4,093.67 | 409.15 | 7,011.04 |

| Department | Actual EFTS YTD | Budget EFTS YTD | EFTS Var YTD | FY Budget EFTS |
|--|-----------------|-----------------|---------------|-----------------|
| 1010-SAC Funding 3+ | 3,862.76 | 3,484.88 | 377.88 | 5,845.88 |
| 1020-SAC Funding Level 1-2 | 93.60 | 96.46 | (2.86) | 126.50 |
| 1029-ACE Funding | 38.99 | 49.01 | (10.02) | 85.51 |
| 1040-Youth Guarantee Delivery Funding | 43.62 | 43.03 | 0.60 | 82.62 |
| 1050-Trades Academy Delivery Funding | 119.09 | 94.37 | 24.72 | 153.20 |
| 1093-On Plan TEC Funding | 21.62 | | 21.62 | |
| 1160-International Student Fees | 233.70 | 201.07 | 32.64 | 509.22 |
| 1180-ITO Funding Income | 63.65 | 71.02 | (7.38) | 116.90 |
| 1190-Teaching Delivery to External Parties | 25.78 | 53.83 | (28.06) | 91.20 |
| Total | 4,502.82 | 4,093.67 | 409.15 | 7,011.04 |

- v Personnel Costs overall are \$0.3m favourable to budget and consistent with the prior period, which includes a \$0.6m favourable movement in leave liability due to a higher leave consumption. Some overspend in teaching staffing costs is expected due to higher than budgeted EFTS.
- vi Occupancy Costs savings improved on the prior period by \$0.1m. The year-to-date expense being \$5.6m compared to the budget of \$6.0m.
- vii The Finance Lease Charge is in line with budget.
- viii General Operating Expenditure savings improved on the prior period by \$0.3m, the most significant savings being \$0.1m in Organisational Compliance due to timing of the budget.
- ix The Transformation expenses underspend has increased by \$0.1m. It is expected that the Transformation budget may not be fully utilised by year-end.

b Financial Performance of Larger Divisions

| Summary | Actual \$ YTD | Budget \$ YTD | Var \$ YTD | Var % | FY Budget \$ |
|-----------------------------------|--------------------|--------------------|------------------|---------------|--------------------|
| AIR | | | | | |
| Revenue | 66,901,417 | 60,184,040 | 6,717,377 | 11% | 105,084,697 |
| Personnel Expenses - Teaching | -20,953,115 | -20,708,339 | -244,775 | 1% | -35,853,705 |
| Personnel Expenses - non-Teaching | -6,254,971 | -6,416,825 | 161,854 | -3% | -11,108,418 |
| Other Expenses | -4,645,537 | -4,945,130 | 299,593 | -6% | -8,345,851 |
| AIR Total | 35,047,795 | 28,113,746 | 6,934,049 | 25% | 49,776,722 |
| CEE | | | | | |
| Revenue | 4,215,946 | 3,635,594 | 580,352 | 16% | 6,389,375 |
| Personnel Expenses - Teaching | -13,212 | | -13,212 | | |
| Personnel Expenses - non-Teaching | -8,256,112 | -8,309,432 | 53,320 | -1% | -14,482,800 |
| Other Expenses | -3,160,501 | -3,902,681 | 742,180 | -19% | -6,672,361 |
| CEE Total | -7,213,879 | -8,576,519 | 1,362,641 | -16% | -14,765,785 |
| COR | | | | | |
| Revenue | 808,209 | 1,242,702 | -434,492 | -35% | 2,150,168 |
| Personnel Expenses - Teaching | 3,252 | | 3,252 | | |
| Personnel Expenses - non-Teaching | -4,746,207 | -4,947,297 | 201,090 | -4% | -8,582,996 |
| Other Expenses | -13,669,953 | -14,827,954 | 1,158,001 | -8% | -25,280,912 |
| COR Total | -17,604,700 | -18,532,549 | 927,849 | -5% | -31,713,739 |
| P&C | | | | | |
| Revenue | 398 | | 398 | | |
| Personnel Expenses - Teaching | -27,573 | | -27,573 | | |
| Personnel Expenses - non-Teaching | -1,213,202 | -1,183,783 | -29,418 | 2% | -2,025,934 |
| Other Expenses | -182,947 | -214,645 | 31,698 | -15% | -380,838 |
| P&C Total | -1,423,323 | -1,398,428 | -24,895 | 2% | -2,406,772 |
| Net Surplus / (Deficit) | 8,805,893 | -393,750 | 9,199,643 | -2336% | 890,425 |

- i The Academic, Innovation and Research Division contribution has improved by \$2.5m on the prior period, due to revenue.
- ii The Customer Experience and Engagement Division has additional improvement of \$0.3m, with a favourable variance noted in Revenue (\$213k), Staff Expenses (\$42k) and Other Expenses (\$20k).
- iii The Corporate Services Division has additional underspend of \$0.2m, largely within Other Expenses, the most significant underspends for July being in Long Term Property hire (\$122k) and Printing (\$22k). Revenue is \$434k less than the \$1.2m budget YTD largely due to the variance in interest income. Interest income is below budget by \$257k. As with prior months this is due to a higher interest rating assumption at budget setting than has eventuated.
- iv The People and Culture Division has additional overspend of \$32k, largely within Other Expenses, the most significant overspend for July being in Marketing Costs (\$22k) for recruitment.
- v There are no other items of note in the Financial Position or Cash Flows for July.

CUSTOMER EXPERIENCE AND ENGAGEMENT– REPORT FOR ARA BOARD AUGUST 2021



Executive Summary

Key focus areas this reporting period

- Mental Health and Addiction Support
- Regional Engagement
- Court Theatre Partnership
- Open Polytechnic Partnership
- Ōtautahi House System Enhancements
- Marketing and Engagement Change Management
- Careers and Employment Enhancements
- Academic Support for Priority Learners
- Assistive Technology
- Network Leadership

| | KEY OPERATIONAL DELIVERY INFORMATION | KEY STRATEGIC /TRANSFORMATIONAL DELIVERY INFORMATION |
|--|---|---|
| <p>1. Regional Responsiveness</p> | <ul style="list-style-type: none"> • Hōpara mentoring programme in partnership with University of Canterbury and ChristchurchNZ. The recruitment of mentors (current Ara learners) has been completed. Mentors will support senior secondary school learners at Haeata Community College to prepare them for tertiary training in 2022. • Development of Leadership Workshop for the Canterbury Magicians (Women’s team) Cricket squad. Delivery has commenced with positive feedback from Canterbury Cricket and participants to date. The workshop will be delivered to coaches and other players across the Cricket network over the remainder of 2021. • Court Theatre – the Gala Night for Frankenstein was held on the 6th of Aug, with 290 Ara colleagues, learners, their families, | <p>Demand Driven Response - Negotiations with Open Polytech to see how, through a collaborative partnership, a blended model of delivery in the Dual Enrolment portfolio will enable access to more learners in the Secondary Tertiary space. The focus is on how Ara can support senior secondary school learners and schools where regional distance or timetables do not allow easy access to business-as-usual Dual Enrolment offerings. A blended model of online and face-to-face delivery will remove barriers for learning. The proposed pilot will include working with a cluster of schools who are seeking support in these areas. This will ensure a viable delivery model for Ara for 2022 and ensure sufficient participation to inform future decision making as to whether these offerings will become part of the BAU portfolio of provision. The pilot will focus on the following disciplines: Electrical Engineering, Digital Technologies, and Business Management. The rationale for these three disciplines is as follows:</p> <p>Update A hui was hosted by the Engagement Team with Open Polytechnic and Department colleagues. There was attendance from nine schools from South Canterbury (the region of focus), two schools from Christchurch, and two schools from North Canterbury. Feedback from Christchurch and North Canterbury Schools was very positive, with North Canterbury Schools, excited about the pilot model and able to identify a handful of learners immediately. South Canterbury schools were hesitant and reserved in their feedback. Schools will now be asked via survey to identify their preferred delivery</p> |

CUSTOMER EXPERIENCE AND ENGAGEMENT

| | | |
|--|---|--|
| | <p>and key external stakeholders in attendance. The Ara NASDA 3rd year performers have received rave reviews, exemplifying the value of the partnership and opportunity for Ara learners to have relevant, industry learning experiences.</p> <ul style="list-style-type: none"> • Delivery of virtual online industry career fairs to connect current learners, graduates, and employers, to support career development and employment outcomes. | <p>model and estimated number of participants for 2022. Open Polytechnic are going to develop a short taster experience for prospective learners to trial before committing to enrolment for next year.</p> <p>A Memorandum of Agreement with Open Polytechnic is in the final stages and will include key measurables for all parties to inform future decision making.</p> |
| <p>2. Change Leadership / Management & Capability Development</p> | <ul style="list-style-type: none"> • A health centre nurse has successfully completed a nurse prescribing module and clinical training. They will now submit their learning and competency portfolio to the Nursing Council for assessment for registration as a Delegated Nurse Prescriber. This will enhance the delivery of services to learners. | <p>Change Management - With the departure of the Marketing Manager the CEE Division is piloting, for the next six months bringing the Marketing and Engagement Teams together into one team. The pilot is focusing on how we can improve the synergies across Marketing and Engagement to create a more effective and efficient approach to student recruitment, Brand Awareness and evaluation of Marketing and Recruitment tactics to better support the organisation to achieve strategic objectives and growth.</p> <p>Update The pilot is progressing well with positive engagement from across the wider work group. Colleagues have been asked to identify ways in which they can better partner with their internal colleagues to ensure confidence in Marketing and Engagement tactics to achieve department and organisational objectives. This has been well received with a strong appetite for strengthening internal relationships to ensure greater effectiveness and outcomes for the organisation. The team are working through developing, in partnership, targeted campaigns across the organisation for 2022. Priority will be on developing and finalising Māori, Pacific, and Departmental campaigns for 2022.</p> |

CUSTOMER EXPERIENCE AND ENGAGEMENT

3. Equitable Outcomes for Māori & Lifting Success of All Learners

- For the commencement of Semester Two, a range of events and activities specifically for Māori and Pacific learners have been delivered to increase learner cultural connection, preparation, and engagement at Ara (welcomes, Kia rite (Get Ready), ‘Kōrero and Kai’ and student voice). Events have been well attended.
- The Accommodation team are working with Kaitaunaki, Student Advisors- Māori to proactively identify the support and connection needs of Ōtautahi House residents.
- The Careers and Employment Team are working with external agencies to provide additional support for current Māori learners and graduates to enhance successful employment outcomes. These agencies include Whakaahu Whakamua (ICE, Te Puni Kokiri) and Tupu Toa internship programmes.

Academic Support Referral Initiative - A new system of referral will continue to see an increase in support for Māori and other priority learners. Previously Academic Support had found it difficult to meet the diverse learner needs with existing staffing levels and a self-referral system. The more able learners were booking appointments way ahead of their need. To rectify this, three things were instituted.

- a learner referral process was introduced utilising the people with the most knowledge of the learners (the tutors) to refer only those who would not succeed without support,
- a second Māori Learning Advisor was employed,
- the ability for those from priority learner groups to still self-refer was maintained

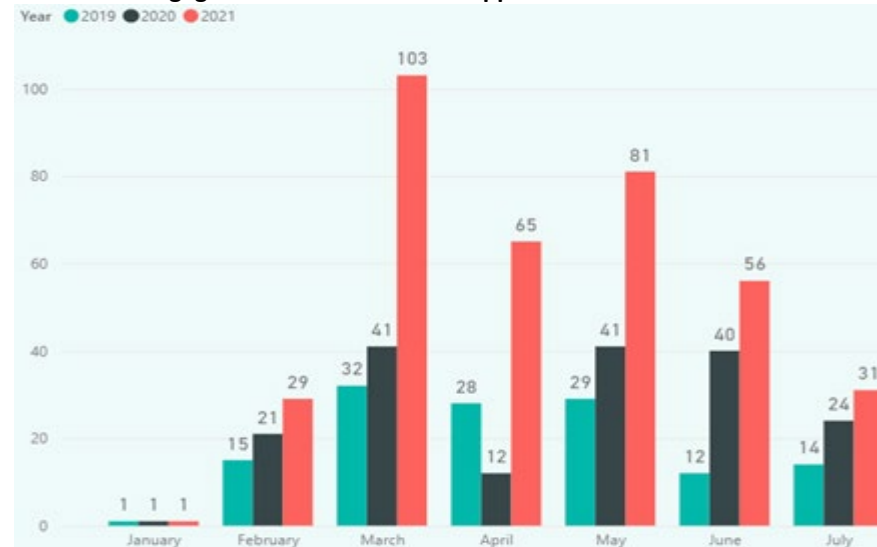
The result of this is that the support of Māori learners by Academic Support is increasing significantly.

Update

Improved collaboration with Business and Digital Technology Department to identify their Māori, Pacific, disabled, domestic and international students requiring support due to poor academic results last semester. In addition, we are identifying other Māori learners through our relationship with the Business Māori Lead. We are looking at access to their MS Teams engagement Tracking Spreadsheet to improve communication for support plans and outcomes.

The library is cocreating a Māori and Pacific Learner Engagement Strategy. The strategy is about providing targeted library support for priority learner groups to build early, strong connections and enhance learners’ sense of belonging.

Māori Learner Engagement with Academic Support



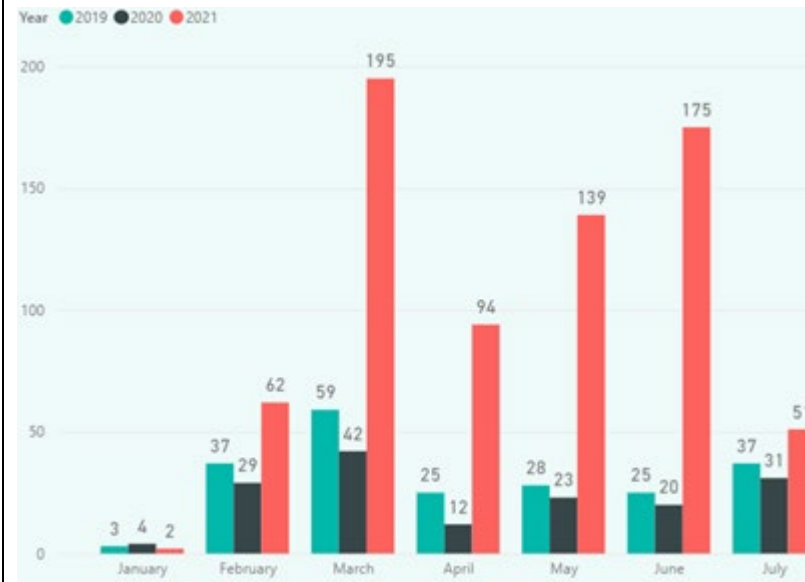
CUSTOMER EXPERIENCE AND ENGAGEMENT

Assistive Technology Initiative - Disability Services currently support approx. 300 learners per annum. This support makes extensive use of casual staff to provide various forms of note taking and reader, writing type support. Assistive Technology is a strategic project which aims to apply technology and develop resources to support independent learning across all learners, but especially priority learners. This introduction of Universal Design principles will reduce dependency on casual disability support resources and older technology such as digital voice recorders and give students an internal locus of control using technology-based learning communities.

Update

A business case for this project has been written and the initial stages of discovery and trial has commenced. By the end of the year a full business process will have been trialled and a physical and virtual space for disabled learners will be operating.

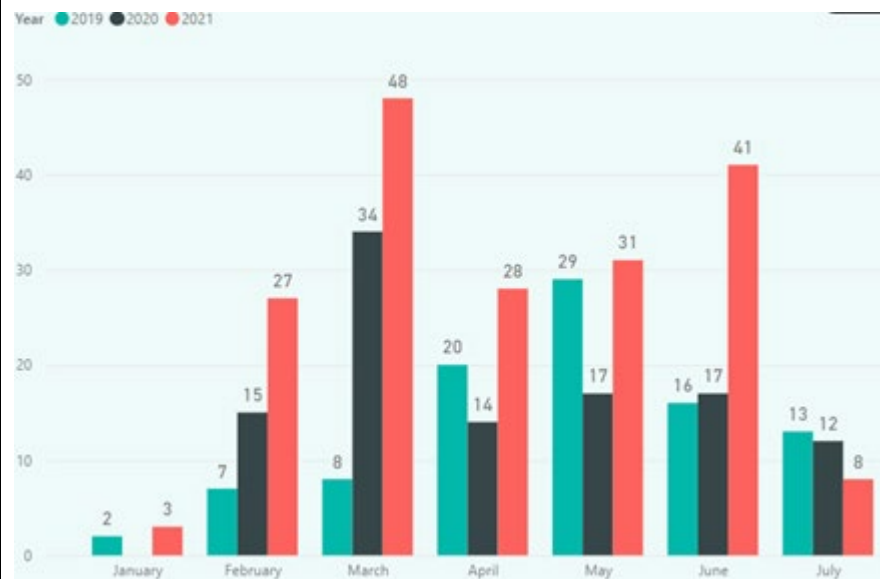
Learner Engagement with Disability Services



Update

Having the increased staffing has continued to show a substantial increase in the support given to disabled learners, including the ability to have more check-ins to see if the support is working.

Pacific Learner Engagement with Academic Support



Ara has the opportunity to submit a proposal for Ministry of Health funding to develop mental health and addictions initiatives to meet the new MOH/Te Pūkenga Learner Wellbeing (Primary Mental Health & Addiction) Services requirements. Māori, Pacific and underserved learners will be the priority groups when determining which initiatives to implement. Development of a proposal for submission to Te Pūkenga is currently in process.

He Waka Tapu, Kaupapa Māori Health and Social Service Organisation has been invited to run two women’s health clinics onsite in August, with the priority focus on Māori, Pacific and underserved women.

In 2022 the Careers and Employment Team will appoint a part time Kaupapa Māori careers and employment advisor to support the career development and employment outcomes of Māori learners and graduates.

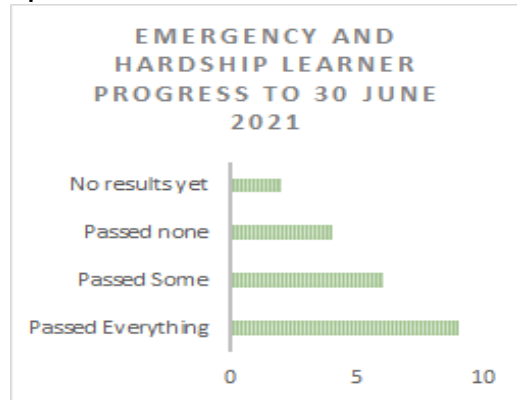
4. Removing Barriers for Learning by Putting Learners at the Centre

Financial hardship assistance is to help those learners in current financial strife. Usually, those learners are having to consider leaving study to

CUSTOMER EXPERIENCE AND ENGAGEMENT

reduce expenditure or to take on work or more work. Learners are tracked for retention and success.

Update – S1 data.

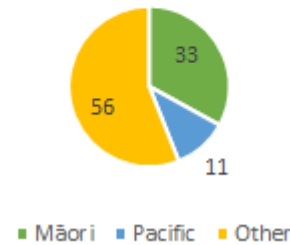


Learners have told us that that it is not mana enhancing to apply for hardship funds. In response we have renamed the general hardship fund (non-emergency) to Study and Living

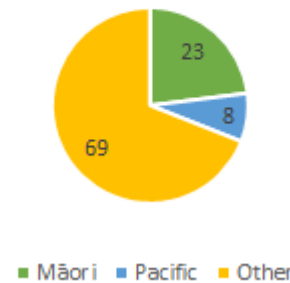
Update

A total of 26 learners have been awarded a Study and Living Grant to a total value of \$24,000.00. These are mostly paid directly to learners in \$100.00 weekly payments. Recipients are monitored for attendance and progress.

Emergency and Hardship by Ethnicity Percentage to 30 June 2021



Study & Living Grant by Ethnicity % YTD



The Accommodation Team will develop and implement a pre-arrival and early engagement strategy for 2022 Ōtautahi House Residents, to include whanau members. This strategy will enhance the transition for those who are living away from home for the first time and will help individual wellbeing and transition plans.

During semester two the Student Management System (SMS), and Accommodation Teams will finalise an integrated online application process for Ōtautahi House. This new process will make it easier for prospective residents to apply and improve the integration of information important to provide early support for residents.

CUSTOMER EXPERIENCE AND ENGAGEMENT

| | | |
|------------------------------------|---|---|
| | | The Sports, Recreation and Fitness Team will seek input from priority learners, including those with physical impairments to gather information relating to barriers and enablers that impact on participation in sports and recreation activities to inform planning for 2022. |
| 5. Financial Sustainability | <p>Ministry of Health funding will increase the investment of resource into mental health services for learners and current costs are maintained.</p> <p>The merge of Marketing and Engagement will support long term productivity, effectiveness, and efficiency improvements.</p> <p>The Assistive Technology Initiative will reduce costs while enhancing learner accessibility.</p> | |

Future Deliverables

- Application for Ministry of Health funding is successful.
- Ōtautahi House resident management system is fully integrated with Ara's Student Management System (SMS).
- Partnership agreement with Open Polytechnic aims to provide a broader portfolio of provision and greater access for learners to Dual Enrolment throughout the region.
- Greater strategic approach and alignment of Marketing and Recruitment tactics resulting in higher quality enquiries and conversions to enrolments, through raising Brand profile and reducing barriers to participation for priority learner groups.
- Regionally responsive, relevant, and accessible vocational learning opportunities.
- Ensure full utilisation of the 2021 Hardship Budget in support of removing barriers to participation, retention, and success.
- Design and implement baseline disability data capture including achievement data for those with physical and learning disabilities.

PEOPLE AND CULTURE – REPORT FOR ARA BOARD AUGUST 2021



Executive Summary

Key focus areas this reporting period

There is a significant level of activity and progress in the change leadership/capability management space.

Academic study leave applications and promotion applications are progressing well.

The annual engagement and wellbeing surveys go live on 23 August for two weeks. Leaders will be briefed on current research about the impact they have on these factors at the August Leaders Forum.

Te Pūkenga are forming a network change team, the Ara Executive Director People and Culture will lead this for Ara.

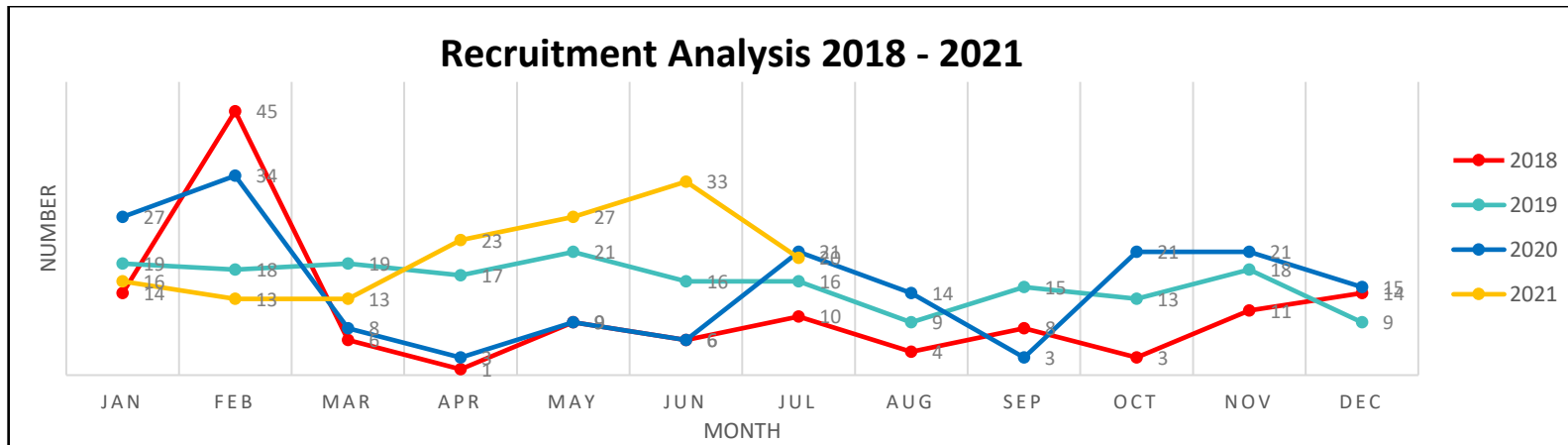
| | KEY OPERATIONAL DELIVERY INFORMATION | KEY STRATEGIC/TRANSFORMATIONAL DELIVERY INFORMATION |
|--|--|---|
| Regional Responsiveness | The People and Culture team continue to support regional activity in Timaru and plan an increased presence during the current 90-day period to align with the current 90-day priorities. The Safety and Wellbeing team are reviewing wellbeing offerings to ensure sufficient supply/access for Timaru colleagues. | |
| Change Leadership/Management and Capability Development | <p>Engagement and Wellbeing Surveys</p> <p>The surveys will go live on 23 August for two weeks. This data will inform tactical plans for enabling wellbeing and engagement as a foundation for our next 12 months.</p> <p>The August Leaders Forum will introduce some current research to leaders on the link between wellbeing, engagement and leadership. This translates to a high performing organisation. In essence the message is that the leader is the biggest influencer of engagement, wellbeing and performance.</p> <p>Leaders will take the findings of the surveys into their 90-day planning process for Quarter four.</p> | <p>Growing Inspiring Leaders (GIL) Part 2: Leading in Change and Courageous Conversations</p> <p>Growing Inspiring Leaders workshops are fully subscribed for August – October by 30 new-to-Ara and emerging leaders.</p> <p>Our new programme called Courageous Conversations begins with our coaches and influencers attending a one-day workshop in mid-August. This will then inform the fuller rollout of this module.</p> <p>Future of Work</p> <p>The leadership and core organisational capability frameworks are being reviewed and updated to ensure they are 'fit for purpose' and reflect the current environment. A set of recommendations as to any</p> |

| | KEY OPERATIONAL DELIVERY INFORMATION | KEY STRATEGIC/TRANSFORMATIONAL DELIVERY INFORMATION |
|--|--|--|
| | <p>Retention Action Plan Members of the People and Culture team met with other ITP's to better understand what retention processes/action plans were being enacted around the network. There is some specific planning in a small number of ITPs. The focus at Ara will be on identifying critical roles/key talent that we ideally retain and identifying opportunities to support this (conversations, project opportunities, professional development). Retention payments may be considered once the operating model is clearer.</p> <p>Diversity and Inclusion Our initial draft strategy is currently being consolidated into a business case and implementation plan due for completion in August. This will then be tabled to Te Kāhui Manukura for endorsement and we expect it will then fall under the leadership of the Safety and Wellbeing Team.</p> <p>Digital Capability The Capability training team continues to effectively deliver training in digital-cloud technologies across the organisation.</p> <p>Registry Review: Consultation closed. Final decision made and shared with colleagues. Now in the implementation phase. Focus on re-alignment of roles and financial sustainability (one role reducing FTE).</p> <p>Business Support Performance Recognition Process underway with applications closing on 11 August.</p> <p>Academic Study leave Application period extended for some. Panel meeting late August to determine Academic Study Leave approvals for 2022. There are 30 applications received to date.</p> | <p>changes will be completed by the end of August. This will then allow a fuller assessment of current capability gaps and suitable interventions to remedy those gaps.</p> <p>Business/Operational Management skills Our first toolkit, People Performance Management, is currently being finalised and trialled. The needs analysis is underway for the Organizational performance toolkit.</p> <p>Talent Growth Cycle The People and Culture team are actively supporting leaders to ensure effective Valuable Conversations are held. There is now an established link to progression and promotion applications with reference to Valuable Conversations/development plans undertaken forming part of the application process.</p> <p>Network Change Team The Executive Director People and Culture has been nominated as the Ara Change Lead for the newly formed network change team. An initial briefing was held on the 6 August and an in-person hui will be held in Wellington on 6 September. There is an expectation that each subsidiary will form a change team to respond to change request and provide reporting on change readiness/issues during the transition period and to coordinate change requests.</p> <p>Te Pūkenga were unable to provide any detail of what changes are likely in the short term. They have developed a methodology which has also been presented to the CEs and Chairs, but this is of limited use to Ara at this time.</p> |

PEOPLE AND CULTURE

| | KEY OPERATIONAL DELIVERY INFORMATION | KEY STRATEGIC/TRANSFORMATIONAL DELIVERY INFORMATION |
|---|--|--|
| | <p>Professorial Working group In the final stages of preparing job descriptions, policy approval and planning for communication and launch. Our goal is to make between one and three appointments this year.</p> <p>Academic Progression and promotion New process underway. Three successful candidates for promotion from the 31 May cohort. Next round submission due date is 31 August.</p> | |
| Equitable Outcomes for Māori and Lifting Success of All Learners | Lifting colleague awareness/engagement through internal communications and ongoing programme of 'top of mind' awareness. The People and Culture team are supporting Te Marino Lenihan and Hemi Hoskins in their new roles. | Recruitment approach that encourages more Māori colleagues to come to Ara Working in collaboration with the role of Executive Director, Te Tiriti Partnerships on scoping the project for an external specialist to support us to improve our recruitment resources so they reflect a more bi-cultural approach. |
| Removing Barriers for Learning by Putting Learners at the Centre | The People and Culture team are assisting the Customer Experience and Engagement team to interpret and contribute to the new Education Code of Practice in particular to the requirements surrounding safety and wellbeing. | A new focus in our 90 days is the Safety and Wellbeing team are considering how they can contribute to obtaining better data collection and monitoring of Māori learners safety to ensure safety and wellbeing goals are being achieved or any differences in experience are able to be addressed. |
| Financial Sustainability | HRIS The upgrade to Ascender Version 20; review of release notes undertaken and testing occurring. Working towards a go live date of mid Sept. | |

As at 5 August 2021



Future Deliverables

Share the results of the engagement and wellbeing survey with leaders from 13 September and include findings/action plans into the quarter four 90-day team plans.
 Continue to develop leader and management training tools to increase leaders effectiveness in line with strategic priorities.
 Recruitment project to attract more Māori is underway and learnings embedded into Ara practices.

ACADEMIC, RESEARCH AND INNOVATION DIVISION [AIR] – REPORT FOR ARA BOARD AUGUST 2021



Executive Summary

Key focus areas this reporting period

- *Portfolio preparedness review*
- *Increasing colleague engagement, job satisfaction, wellbeing and retention*
- *Scholarship criteria, processes, and systems*
- *Professorial appointments*
- *Budget 2022*

| | KEY OPERATIONAL DELIVERY INFORMATION | KEY STRATEGIC /TRANSFORMATIONAL DELIVERY INFORMATION |
|-----------------------------------|--|--|
| 1. Regional Responsiveness | <p>Workshop convened with SCDHB/Ara to explore future delivery of health programmes in the region.</p> <p>Date 1 September</p> <p>Expected outcome: increased partnership between two organisations and to scope plan for increased flexibility in delivery of the Bachelor of Nursing that addresses the capacity in South Canterbury for clinical placements and provides opportunities for increased numbers of learners in the region.</p> <p>BusTech Ara coordinator (South Canterbury) appointed to support Agribusiness Programme that has seen significant growth. Role working to enhance learner experience and the</p> | <p>Portfolio preparedness review underway which critically analyses the current portfolio and Ara's readiness to respond to findings of the regional environmental scan when available. Programme of work to complete this underway.</p> <p>Expected outcomes to be reported:</p> <ul style="list-style-type: none"> ○ Clear picture of current delivery modes for all programmes/products ○ Evaluation in respect of accessibility of current delivery modes for all perspective/current learners in the region (e.g., those in employment, parenting, live remotely etc.) |

Academic, Innovation and Research
Te Kāhui Rauhi Ako

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| | <p><i>relationship with Primary ITO in the delivery of the programme.</i></p> <p>Trades Meetings held with Master Painters Timaru and BCITO exploring options for delivery of ITO block courses in region.</p> <p>HSI New offerings for the Managed Apprenticeship in Cookery Level 4 have commenced in semester two in both Timaru and Kaikoura.</p> <p>CRE Developing a new dual enrolment L2 – Design and Interactivity qualification which encompasses accessibility for South Canterbury learners (online or block)</p> <p>HUM Foundation team are working with the Ara Engagement Team and external stakeholders in Oamaru and Ashburton in an attempt to re-establish Foundation courses at regional campuses.</p> <p>Reviewing the need for NZ Certificate in Modern Asian Language Level 4 due to low uptake in Level 3.</p> <p>COVID preparedness Stocktake re preparedness in the event of lockdown underway in teaching and learning areas Report Due 17 August</p> | <ul style="list-style-type: none"> ○ Identification of other options for delivery that would enhance regional responsiveness and accessibility ○ Identification of barriers to alternative delivery mode that could impact ability to be accessible ○ Identification of methods to mitigate the barriers ○ Prioritisation of portfolio in the following ways <ul style="list-style-type: none"> ❖ no change required as accessible and regionally responsive already ❖ no change possible without external standard setting authority consultation and/or for logistic reasons ❖ change feasible with review and development <p>Draft Report due 1 September.</p> |
| <p>2. Change</p> | <p>Teaching and Learning Awards nominations are open for 2021</p> <p>Professorial Appointments Have utilised Te Pūkenga partners to support development at Ara and ensure alignment across the network.</p> | <p>Collegial Engagement – Gallop indicators from the last survey indicated that AIR colleagues are not strongly engaged (overall) with Ara. For several years, colleagues from teaching departments at Ara have returned outcomes significantly lower than</p> |

Academic, Innovation and Research
Te Kāhui Rauhi Ako

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| | <p>HUM New HoD appointed, recruiting underway for Operations Manager and Foundation and Bridging Manager (to replace current who is now HOD)</p> | <p>other colleagues on our employee engagement survey (as measured by Gallop's Q12 Employee Engagement Survey).</p> <p>In 2020, a slight increase was achieved against 2019 scores, however data indicate that results are still under the 25th percentile (globally) in areas such as:</p> <ul style="list-style-type: none"> - I know what is expected of me at work - There is someone at work who encourages my development - In the last 6 months, someone at work has talked to me about my progress - This last year, I have had opportunities at work to learn and grow <p>The next survey is pending. There is no suggestion that these results will have altered significantly since the last survey. Understanding the narrative behind these results is important so that the AIRLT can identify change leadership strategies to lift engagement across the departments.</p> <p>A joint discovery activity is underway with People and Culture.</p> <p>Purpose: To capture, analyse and report a snapshot of the views, experiences, and opportunities of AIR colleagues across AIR to inform a plan that will lead AIR forwards through the transformation period of the next two years.</p> <p>Programme of work to complete this is underway with the expectation that a report is prepared which outlines the processes and findings and includes recommendations for AIRLT on ways to improve communication and build capability and collaboration.</p> |
|--|---|--|

Academic, Innovation and Research
Te Kāhui Rauhi Ako

| | | Report Due 21 October |
|--|---|---|
| 3. Ākonga at the Centre | <p><i>Reviewing learner surveys to ensure questions provide feedback on Māori, Pacific, and Disabled learners satisfaction specifically</i> Underway</p> <p><i>HSI Māori learner participation S1 2021 is 22% (target 13.1%). Mid-year learner experience survey indicates 100% satisfaction in programme, teaching, institution and learning from our Māori learners; an indication the 'Aunty' initiative (Kaupapa Māori Learner Achievement Mentor) is a success.</i></p> | |
| 4. Becoming a Te Tiriti-led institution | <p><i>Working to weave the Te Pae Tawhiti self-assessment framework into Ara self-assessment processes including programme self-assessment reports.</i> Underway</p> | |
| 5. Participation Barriers Removed | <p>HUM <i>A hui was held with colleagues from the University of Canterbury to explore the possibility of a pathway for Ara Early Childhood Education Diploma graduates into the second year of UC's degree.</i></p> | <p><i>See Regional Responsiveness preparation above – contributes to Removing barriers conversation</i></p> <p>Scholarships at Ara <i>Joint action - CEE/COO/AIR- Task scoped to operationalise the simplification of application and selection processes and to establish a marketing campaign.</i> Completion date: end of October 2021</p> <p>Energy Academy <i>Scoping engagement with Energy Academy. Making visible the current project in the Risk Management (Engineering – project underway) and including a minimum of two (2) other opportunities for meaningful learning and partnership for semester 2 – one summer internship/lighting Christmas show. Task includes an evaluation and review report.</i> Completion date end of year</p> |

Future Deliverables

- *Portfolio Preparedness report to align with Regional Needs Scan to enable AIR response to the findings of the scan*
- *AIRLT strategy for lifting colleague engagement based on the discovery report*
- *Confirmation of First Professorial appointments by end of 2021*
- *Refreshed and simplified scholarship approach and systems by the end of October 2021*
- *Plan to provide flexible delivery of health programme in Timaru*
- *Evaluation of the Energy Academy activities*

CORPORATE SERVICES – REPORT FOR ARA BOARD AUGUST 2021



Executive Summary

Key focus areas this reporting period:

- Key position of Finance Manager recruited and onboarded.
- Delivery phase of the eProcurement project underway, go live scheduled for end of September.
- Holiday Act compliance, initial scoping completed, several issues identified and plans to resolve in development.
- All of staff Cyber Security Education program commenced, starting with the CEO and Executive. This program will be ongoing and is designed to both raise general awareness and increase colleagues' skills in identifying and dealing with potentially damaging circumstances.
- The MoP (Delivery planning 2022) was completed June/ July. The delivery and fund profiles were then provided to Finance for the 2022 budget process.
- The development of the new Executive dashboards and reporting for the Board will be presented this month.
- Next stage of machine learning functions, informing predictive learner analytics, is underway and within the 90-day plan for Organisational Performance
- All 2022 funding submissions and AFR (additional funding requests 2021) are with Te Pūkenga, TEC and the MoE.
- The contracts policy framework and templates were completed.
- Consent finalised for demolition of OF in Oamaru and resolution of CCC requirements for the Ferry Road car park.
- Progression of planning of remaining 67% National Building Standard work.
- Regional Master Plan:
 - South Canterbury engagement planning underway for wider campus and community use.
 - Project brief in development for the new workshop at Timaru campus.
 - NSO Planning – detailed brief in development for CRC consideration.
 - ALX Planning – options analysis based on possible 67% schemes/solutions underway.
- Transition Programme:
 - Online Enrolments project halted whilst options are considered. Two elements/initiatives of OLE identified for short term delivery.
 - FMA Implementation, Ākonga at the centre, Learning & Teaching initiatives: discovery and business case work underway in support of Business Leads.
- Supporting Te Pūkenga across several initiatives, including: Development of an Investment Governance Framework; an Information & Systems Strategy; Data Management & Governance; Collaboration on Enterprise Performance Management solution; Cross sector Microsoft Licencing and Capital Asset Management High Priority Building's Strategy.

| | KEY OPERATIONAL DELIVERY INFORMATION | KEY STRATEGIC /TRANSITIONAL DELIVERY INFORMATION |
|--|--|--|
| 1. Regional Responsiveness | <ul style="list-style-type: none"> • 2022 Mix of Provision completed. • Progressing work on Timaru ICT network to implement a resilient configuration. | <ul style="list-style-type: none"> • Planning underway with CE to initiate regional scan to inform regional responsiveness initiatives. • Early RMP initiative to resolve Engineering workshop issues in Timaru being progressed. |
| 2. Change Leadership / Management & Capability Development | <ul style="list-style-type: none"> • SME support to Capability Development for Business & Operational Management upskilling. • Working across the sector on a unified approach to Microsoft Licencing. • Supporting Te Pūkenga in developing an Enterprise Performance Management solution based on the tool used at Ara. • Significant contribution to the Te Pūkenga work that is aiming to develop an Information and Systems Strategy. | <ul style="list-style-type: none"> • Continuing development and recruitment of strong change management capability into the project management team. |
| 3. Equitable Outcomes for Māori & Lifting Success of All Learners | | <ul style="list-style-type: none"> • Project support for 90 day initiative on identifying and utilising effective lead indicators relevant to priority learner groups. |
| 4. Removing Barriers for Learning by Putting Learners at the Centre | <ul style="list-style-type: none"> • OH Student Accommodation, common room proposal with OEDT out for QS costing. • Improved processes for curriculum and timetabling being reviewed with Departments. • Backed by OEDT, Implementing wifi across the older accommodation blocks. | <ul style="list-style-type: none"> • Project Manager engaged with the Ākonga at the Centre and FMA implementation initiatives. |
| 5. Financial Sustainability | <ul style="list-style-type: none"> • Reviewing Student Finance SOP's for process improvements and future training needs. • Designing online timesheet solution in the HRIS. • Project / Plan being developed to ensure compliance with the Holiday Act following the assessment of selected payroll data by an external consultant that identified areas of non-compliance. | <ul style="list-style-type: none"> • eProcurement project aimed at completing end of September. • Planning started on banking transition to Westpac. • Working with Te Pūkenga on the financial assumptions leading into 2022 budget setting. |

Future Deliverables

- The research document related to “Understanding Vocational Education provision in the Canterbury Region” kicked off in July and will be presented to the Board this month (August hui).
- The work with Tokona te Raki – connected to career and labour market data analytics partnership starts this month (August).
- Te Pūkenga engagement / approval and project brief for Timaru Trades Barn.
- RMP progression of project briefs for NSO and ALX Blocks for CRC.
- Further schemes and plans for resolving the remaining buildings under 67% NBS.
- Regional scan to inform Regional Responsiveness work and the future shape of the Ara portfolio.
- Ara Board Governance reporting review ongoing.
- eProcurement system, processes and training available across Ara.
- Project proposal for resolution of the issues raised by the Holiday Act scoping work.
- Alignment of Ara Strategic focus areas, Transition Programme plans and internal planning documents (operational plans).
- OH demolition and Ferry road car park work all completed (including landscaping).

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|---|---|
| Ara Board 31 August 2021 | Agenda Item Ara Board / 31 August 2021/ Page 8.2 54 |
| | Information Item |
| PUBLIC | Presented by D Mitchell |

| ARA BOARD REPORT SUMMARY | |
|---------------------------------------|--|
| TITLE OF REPORT | Ara Academic Committee |
| BACKGROUND AND PURPOSE | <p><i>A summary report to the Ara Board from Academic Quality of:</i></p> <ul style="list-style-type: none"> <i>The Ara Academic Committee meeting was held on the 22 July and 5 August 2021.</i> <p><i>The Academic Committee role is to:</i></p> <ul style="list-style-type: none"> <i>Advise the Board, and recommend where appropriate, on the academic strategic direction and practices of the institution.</i> <i>Develop, monitor, review and maintain policies on academic matters including research conducted by staff.</i> <i>Consider proposals for new programmes.</i> <i>Approve programmes.</i> <i>Manage sub-committees as required, including:</i> <ul style="list-style-type: none"> <i>Defining delegations, roles, Terms of Reference (ToR) and membership.</i> <i>Receiving and acting on reports.</i> <i>Reviewing performance and effectiveness.</i> <i>Consider and report on any other academic matters which are referred to it by the Board or CE, or which the Committee believes are of significant importance.</i> |
| RECOMMENDATION(S) | 1. That the Academic Committee report be received. |
| LINK TO ARA STRATEGY | <ul style="list-style-type: none"> 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

Very minor edits were made to update according to current practice.

The following policy changes were presented and approved.

- **APP505n Conceded Pass:** Additional evidence required to ensure professional judgment can be made.
- **APP513 Work Integrated Learning:** Reference now made to harassment and privacy.
- **APP810 Professorial Appointments:** Positions to be tenured; appointment panel membership updated.

2 Student Voice

The Student Voice reported on various activities that have recently taken place:

- Recruitment taken place to fill vacant positions. A representative from Manawa campus is now included.
- 90-day plan introduced which included a forum focus on learner wellbeing and learner services held at Manawa.

3 External Degree Monitoring

Degree Monitoring reports were received for the following programmes:

- Bachelor of Music Arts
- Bachelor of Social of Work
- Bachelor of Information and Communication Technology

These reports had positive feedback with recommendations linked to improved outcomes for learners. The Committee focussed their discussions on future research outputs and suggested that in some cases, recruitment should prioritise the appointment of Māori and Pacific colleagues that hold postgraduate qualifications.

4 Programme Approval

The following programmes were presented for final approval:

- Bachelor of Music
- Bachelor of Music Theatre
- Bachelor of Design
- Bachelor of Medical Imaging

These four programmes were all approved for submitting for NZQA. The Bachelor of Broadcasting Communications was also presented; however, the Committee did not approve this degree asking for further clarification and evidence relating to the following areas:

- Accelerated learning explanation
- Entry criteria requirements

- Research remediation plan
- Pathway programmes
- External moderation requirements
- Future focus of the programme to meet the needs of learners

This additional information will be presented back to the Academic Committee in late August.

5 Examination of Approval and Quality Assurance processes for Programme Development

An overview was provided of the current four phase programme/product approval process. Discussion took place in relation to how the Ara change themes, related to strategic priorities, can be incorporated at the application to develop stage and design of the programme.

Ara Institute of Canterbury Ltd

Board of Directors

2021 Work Programme

as at 31 August 2021

| Month | Topics | Notified Non-availability |
|-----------|--|---------------------------|
| January | 26 Board Meeting – Strategy Planning Session (Christchurch) | |
| February | 17 Audit and Risk Committee | M Geddes 23/2 |
| | 18 Graduation (Timaru – Parade 12 noon, Ceremony 2 pm) <i>[Note: Cancelled due to COVID-19]</i> | |
| | 23 Board Meeting (Christchurch) | |
| March | 4 Campus Redevelopment Committee | A Leslie 30/3 |
| | 8 Audit and Risk Committee | |
| | 22 Audit and Risk Committee | |
| | 26 Autumn Graduation (Christchurch) (10am & 2pm) | |
| | 30 Board Meeting <ul style="list-style-type: none"> Annual Report | |
| April | 27 Board Meeting (Note: Anzac Day 26 April) Timaru Stakeholder Engagement Function | |
| May | 3 Remuneration Committee | |
| | 25 Board Meeting (Christchurch) <ul style="list-style-type: none"> Report on Affixing of Common Seal | |
| June | 2 Campus Redevelopment Committee | M Bain 29/6 |
| | 9 Audit and Risk Committee | |
| | 29 Board Meeting (Christchurch) <ul style="list-style-type: none"> Ōtautahi House Board Visit [postponed] SafePlace Induction | |
| July | 12 Campus Redevelopment Committee | |
| | 27 Board Meeting (Christchurch) <ul style="list-style-type: none"> Fee Setting | |
| August | 31 Board Meeting (Christchurch) <ul style="list-style-type: none"> Pacific Strategy Report Ōtautahi House Board Visit [rescheduled] | M Geddes 30-31/08 |
| September | 1 Campus Redevelopment Committee | |
| | 6 Audit and Risk Committee | |
| | 6 Remuneration Committee | |
| | 17 Spring Graduation Ceremony (10am and 2pm) | |
| | 28 Board Meeting (Timaru) [Note: 27 Sept S Canterbury Anniversary Day] <ul style="list-style-type: none"> 2022 Budget | |

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

Ara Board meeting timings

9.00am – 9.30 am Board only time

9.30 am – 1.30 pm Board meeting

Ara Board and Committee meeting venues

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

Timaru – Room TA210, Boardroom, Timaru Campus

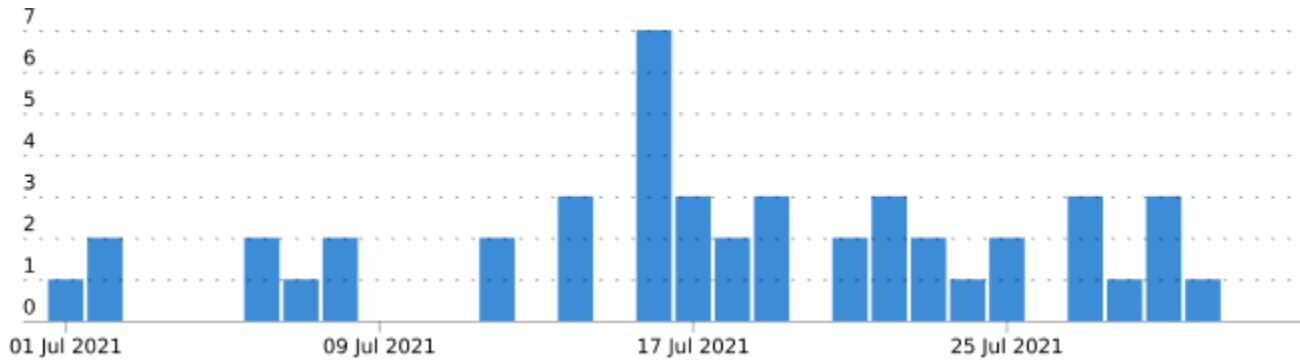
Waitangi Day – Observed Mon 8th February
 Otago Anniversary – Mon 22nd March (Oamaru campus closed)
 Good Friday – Fri 2nd April
 Easter Monday – Mon 5th April
 Easter Tuesday – Tues 6th April
 ANZAC Day observance – Observed Mon 26th April
 Queen’s Birthday – Mon 7th June
 South Canterbury Anniversary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



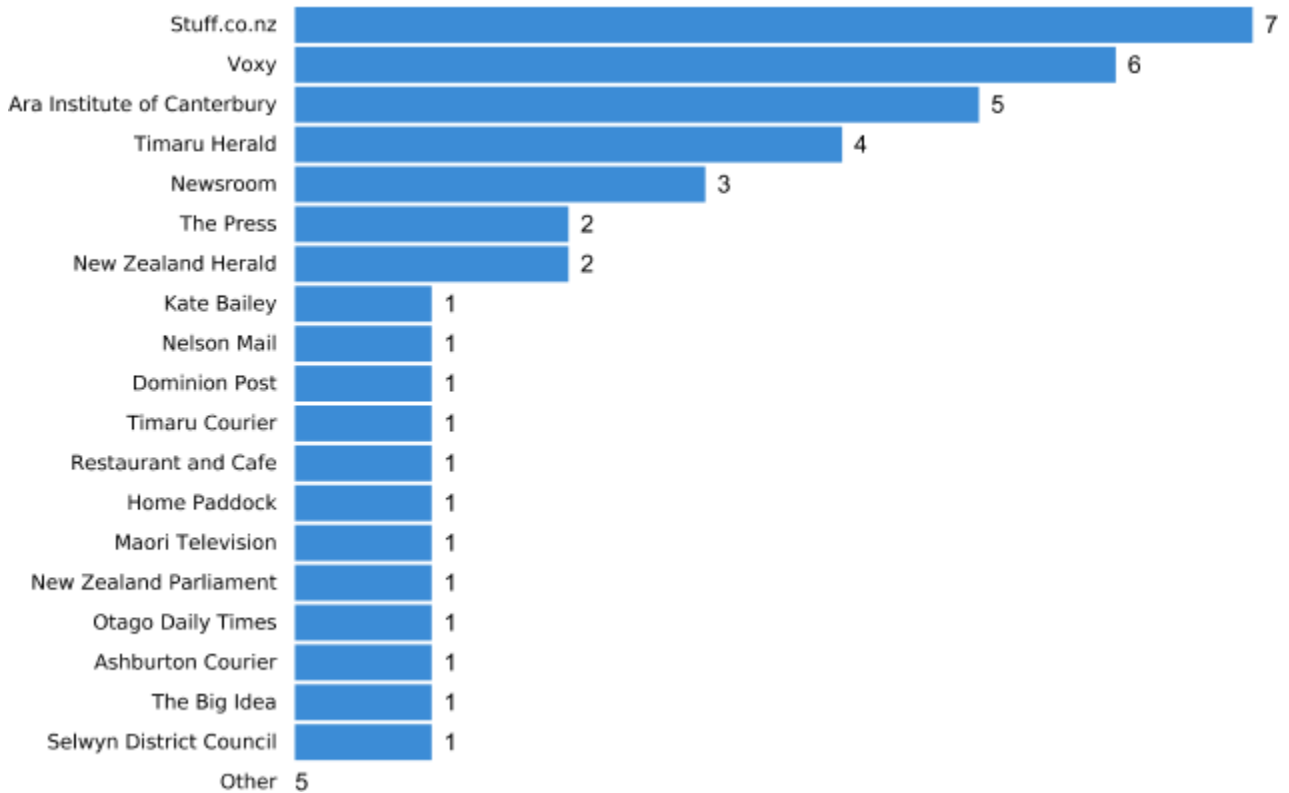
Ara Institute of Canterbury

MEDIA REPORT JULY 2021

Volume



Sources



1. EXTERNAL SOURCES:

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