Ara Institute of Canterbury Limited

(the **Company**)

MEETING OF THE BOARD OF DIRECTORS

Date: 29 September 2020

Time: 9.30am

Venue: Room VF101, Student Services Building, Ara Woolston 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.	**Meeting Business** **Confirmation of Meeting Minutes (Public) - meeting 25 August 2020** 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List 5.4 Correspondence
6.	**Discussion Items** 6.1 Chief Executive Report a Financials b COVID-19 c Health and Safety 6.2 Deputy Chief Executive Reports 6.3 Kaiārahi Report 6.4 Preparation for NZIST Chair and CE Visit
7.	**Information Items** 7.1 Chair Report 7.2 Sub-Committee Reports 7.3 Academic Committee Report 7.4 Ara Board Work Programme 7.5 Media Report
8.	**General Business**

11am – 12pm Campus Orientation for Board members [closed toe shoes to be worn]

CLOSED AGENDA

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

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

Item	Subject	
9.	**Meeting Business** **Confirmation of Meeting Minutes (Public Excluded) - meeting held 25 August 2020** 9.1 Approval of Meeting Minutes 9.2 Matters Arising 9.3 Action List 9.4 Correspondence	[s9(2) (f), (i), (j)]
10.	**For Decision** 10.1 Ara Budget 2021	[s9(2) (f), (i), (j)]
11.	**For Information** 11.1 Chief Executive Report a Health, Safety and Wellbeing Leadership Group – Meeting Minutes of 16 June 2020 b NZIST Group Treasury Strategy – CE Meeting c NZIST Inter-group Funding Strategy [Draft]	[s9(2) (f), (i), (j)]
12.	**General Business**	
13.	**Strategy – Transition and Transformation** 13.1 Learner Analytics and Adaptive Learning Technologies	[s9(2) (f), (i), (j)]

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

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

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

Seek distant horizon to reach your potential

Haere mai e te iti
Haere mai e te rahi

Come one,
Come all

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

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

Hei tikitiki mōhou
Mō tātou e

To strive for excellence
for all

Haere mai kia kapohia
ngā kai a ngā tīpuna

Come and take hold of
the knowledge of our ancestors

Kua tau tō waka ki Ara e

You have arrived in our midst.

2020 Register of Disclosure of Conflicts of Interest

as at 25 August 2020

Ara Board of Directors

Thérèse Arseneau [Chair]	• ChristchurchNZ (Chair and Director) • Christchurch Symphony Orchestra (Chair and Trustee) • 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) • Rangiora High School (Advisor to Board of Trustees)
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	• NZIST (Council member) • Southern Institute of Technology (Director) • Otago Polytechnic (Director)	• Service IQ (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) • Competenz Trust (Director)	• B&S Thompson Family Trust (Trustee) • NZMEA (Board/Director) • Mancan (Board/Director) • Canterbury Manufacturing Trust (Chairperson/Trustee)

Ara Board Officers

Tony Gray Chief Executive	• Ara Foundation (Trustee) • Hurford Trust (Trustee) • NZIST COVID-19 Recovery Training and Skills Needs Working Group (Member) • NZIST Internationalisation Working Group (Chair) • Ōtautahi Education Development Trust (Trustee) • SANITI Advisory Board (Member) • TANZ Accord (Chair) • TANZ Ltd (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)
Darren Mitchell Deputy Chief Executive Chief Operating Officer	• Ōtautahi Education Development Trust (Trustee) • Public Sector Consultation Group – CAANZ • WorldSkills NZ (Director)
Christina Yeates Executive Officer	• Nil

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

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

25 August 2020 at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 25 August 2020 in Room G202, City Campus and via videoconference.

1   Karakia The Ara Kaiārahi opened the meeting with a Karakia.

2   Welcome

Directors present: Thérèse Arseneau, Murray Bain (via videoconference), 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: Tony Gray (Ara Institute of Canterbury Ltd (Ara) Chief Executive), Darren Mitchell (Ara DCE COO), Te Marino Lenihan (Ara Kaiārahi) and Christina Yeates (Ara Executive Officer, via videoconference).

In part: Karen Te Puke (Ara DCE CEE) and Sua Tauti (Ara Pacific Lead).

Apologies Murray Bain (for lateness) and Melanie Taite-Pitama.

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

3   Conflicts of interest

   a)   No conflicts were declared in relation to the open agenda.

   b)   Updates to the Conflict of Interest Register were recorded as follows:

   - Jane Cartwright: **Remove** Health Practitioners Disciplinary Tribunal (Member)

4   Items not on the Agenda Nil.

5   Confirmation of Meeting Minutes

5.1   Minutes of Committee Meeting – 28 July 2020

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 28 July 2020 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.

T Arseneau/B Thompson   Carried

5.2   Matters Arising Nil.

5.3   Action List

a)   AP3 - AIR Equity Report – Maori Performance Dashboard – The CE confirmed that the EPIs are reported on a regular basis in the board papers and there is an opportunity to determine review by iwi as well as student population demographic now. Looking to see how to further build equity measures, on a national level at present and the intention is to continue to track in-year learner success as we are now which will support intervention. A new dashboard for Pacific performance is in development and will look to include one for the area of disabilities by 2021. Action is completed.

b)   AP9 Health and Safety – Third column to identify non-notifiable injury/illness – the CE commented that with the new health and safety tool it will be easier to produce specific reports. The new system Assura goes live mid-September. Carried forward to September meeting once reporting from Safe Place is established.

c)   AP10 Health and Safety Walkabouts – the CE provided a brief around the plans and expectations for the Board walkabouts and an allocation model is being prepared through to June 2021. Ongoing.

d)   AP11 DCE reports – CE agreed to review format and content going forward and the Board agreed reporting by exception. This was discussed further in the strategy session [public excluded].

e)   AP12 and 13 Ara Work Programme – the CE and Ara Executive Officer will revisit the remaining timetable for this year to schedule meetings at Timaru and Woolston and review the requirement for a workshop in September (pending COVID Alert Level advice). Carried forward.

6   Items for Discussion

6.1   Chief Executive (CE) Report

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

a)   Overall there is definite EFTS growth for Ara in 2020, noting that for other institutions, the "spike" has been in areas where the impact of COVID has hit hard e.g. Central Otago, South Auckland and Rotorua. Ara has experienced good recruitment in a number of areas including pre-Health programmes whereby new cohorts have been added, but restrictions remain around placements.

b)   From a health and wellbeing perspective there is some fragility for some learners in their studies, not necessarily related to mental health but in many cases to do with

motivation during these times of continual change. The Head of Departments are reporting positively on learner progression at present but a number of students had deferred from Semester 1 to Semester 2 and the outcome of these deferrals was still to be fully realised. There are concerns in the nursing area with the tighter restrictions at Manawa due to DHB restrictions and working in a remote context again since Level 2. These are highlighted issues with internships and in workplace learning areas - for example, aged care home and broadcasting – as both areas have restrictions from either a health or economical perspective. The Chair sought assurance that risks are being mitigated and the CE provided this.

c) In terms of 2021, the CE reported that applications are looking positive and tracking well against ytd, however, it is too early to make any judgements. The gap in International numbers will be largely determined by border decisions.

d) General reporting – the Chair requested a check on the appearance of the data tables (specifically performance summary) as it is appearing hard to read and out of focus in the CE report. In addition, the colours used in the EFTS summary table are counterintuitive [agenda item 2.3] with the negative in green and positive in red. The CE agreed to review and correct these.   [AP15 CE]

e) Discussion on the Maori and Pacific update in item 2.4. It was agreed that this data is important if we are aiming for equity as a measure. The CE confirmed that the proportion of Pacific learners studying at higher levels tend to be more successful – this is likely to be due to the wraparound of fono and supports the work that the Deputy Director Maori is currently undertaking around the "maui te tauira".

f) Financials – the Board were advised that the 2020 outturn should be better than reforecast for this year; international numbers are holding up well against the original target, due to better Semester 1 recruitment. The Transformation budget is on track. Currently working through the budget process for 2021.

g) The Board were advised that the Finance team have also implemented a new Finance software – a comprehensive budgeting tool which is of great value across the organisation.

h) The general operating expenditure is $2.5m below budget having the benefit of being closed for a few months during COVID. There was discussion on the 2020 financial outcomes for the subsidiaries as it is important to note the element of "artificial" savings not spent during the lockdown period.

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

  i. Some good progress being made with the new structure having now been in place for 15 months.

  ii. A reminder of the planned retirement of the existing Health and Safety Manager, along with the recruitment of a new Health, Safety and Wellbeing Manager and a Health and Safety Advisor.

  iii. There are a number of sessions around leadership of safety auditing taking place across the organisation.

  iv. The second wellbeing survey is now completed. Results will be reported to the Board in due course.

  v. The type of incidents outlined in the CE report were discussed. There are significant improvements in the reporting of incidents but growing the culture

of confidence and comfort in doing this is key. The SafePlace tool will look to reinforce all of Ara responsibility and reviewing procedures.

vi. Some discussion on what access to the new Health and Safety system Board members will have and what reports will be available. This needs to be confirmed. [AP16 CE]

vii. The table on colleague wellbeing (page 38) was queried as without comparative numbers it is difficult to interpret. This needs to be considered. [AP17 CE]

viii. Future Board health and safety walkabouts across the 8 areas of the organisation were discussed further. The Board reflected on the general impression and atmosphere from the City Campus orientation in July which was one of commitment to our learners and positive wellbeing.

j) The Te Ōhaka report was taken as read. The Board were advised that now the relationship with ChristchurchNZ has been secured, the next stage is to look at our commitment in terms of funding which will be included as part of the transformation work. There is considerable traction now and value as a prototype for relationships with other subsidiaries and TITO's.

6.2 Deputy Chief Executive (DCE) Reports

The reports were taken as read. Discussion as follows:

a) The focus and format of the DCE reports were revisited. It was agreed that the CE would relook at these and review how to incorporate into the board reporting going forwards. It was agreed to report by exception and that any exceptional issues, not BAU would appear in an Executive summary (key focus areas, highlights and lowlights one pager). Otherwise it was suggested that the reports appear bimonthly for information. [Links to existing AP11 CE]

b) AIR kick off series – Board to be sent full programme of key-note speakers.

c) EER – the current issues were discussed and it was agreed this should be addressed through a joint approach to NZIST by category one ITPs. The CE agreed to raise this with the NZIST CE. [AP18 CE]

6.3 Kaiārahi Report

The report was taken as read. Discussion as follows:

a) Key message from the July Board meeting was to look at resourcing requirements for the Framework for Māori Achievement (FMA) – this is progressing.

b) The Board noted the appointment of Ana Morrison to the role of DCE Partnerships and Equity, NZIST.

c) Excellent feedback received from the launch of the FMA.

d) General feeling is that there is greater clarity around the NZIST equity strategy but the biggest piece is sizing it.

e) Recognition of the need to 'front-foot' racism and that a long-term strategy is required. Understanding the various forms it presents itself in and ongoing

conversations around what is appropriate and it is about feeling safe to have those conversations. The CE and Kaiārahi are reviewing a way forward.

[10.25am Karen Te Puke (Ara DCE CEE) and Sua Tauti (Ara Pacific Lead) join the meeting].

6.4 Pacific Strategy Report

The DCE, CEE and Ara Pacific Lead were welcomed to the meeting. Discussion and key points as follows:

a) The DCE CEE provided an overview of the development of the Pacific Strategy 2020-2022 and introduced the Ara Pacific Lead.

b) The Pacific Advisory Group (PAG) involves representatives from Tonga, Samoa, Fiji, Cook Islands and Niue along with Ministry of Education and Ministry of Pacific Peoples and two students.

c) Acknowledgement of contributions to the previous strategy document 2017-2019 and that the current document draws on the existing strategy to enhance the areas Ara now needs to focus on. These areas include:

   i.   **Participation progress** – EFT numbers have increased in full time, degree level; from Level 6 upwards.

   ii. **Course completion rates** – have had some success but need to increase further, noting rates are still below other ITP levels. Last year 85% successful course completion rate but only 74% as Pacific cohort. This needs to be progressed.

   iii. **Learner retention rate** – focus on the demographic of the learner and any impact resulting from fono and Ara support.

d) Tutors have the most impact in terms of course completion and participation and in order to enhance the above areas, work has already commenced on the implementation of study plans for Pacific learners. Workshops are held to assist tutors to focus more on the needs of Pacific learners, (for example culture) and to look at scenarios of what our learners will face on a daily basis – to ensure the support team builds knowledge in the departments.

e) Community engagement within the Pacific community is making a difference - still a need to navigate and influence, to show how Ara is the leading institution in Canterbury. Consider how Pacific people achieve and see success and showcase Ara, market in the right way and using the right language. One example of changing the way we engage is through shaping how Head Girls and Head Boys might move to Ara, to build trust.

f) From a Learner Service perspective, improvements to the sense of belonging through the provision of welcoming activities for when the learner starts their journey at Ara. Brings a sense of belonging for the learners who start early on.

g) The Pacific Student Association is very strong and proactive, connecting learners with informal mentors.

h) Two key areas are faith and family for the "first generation" of Pacific people and it is the "second generation" where change is likely.

i)   There are a high number of Pacific people in the health sector and this is seen as a success in the community.   The Board noted the recruitment of two Pacific colleagues at Ara this year specifically to support Health. This is important to ensure there are Pacific staff members within key areas to support both the Departments and the learners.

j)   The next generation with NZIST/TEC Regional Skills Leadership group was discussed and influence on industries within the Pacific community. There is a need to be engaged in this space with some education needing to take place around tertiary and NCEA and Ara needs to drive that as educators. Each generation will improve.

k)   The Board were advised that the Ministry of Education have just released the Pacific Education Action Plan.

l)   There is a forthcoming workshop with PAG on church employment and training of Pacific people – this will take some time but will be considered and careful in its development.

[10.55am Karen Te Puke (Ara DCE CEE) and Sua Tauti (Ara Pacific Lead) depart the meeting].

7   Information Items

7.1   Chair Report

a)   The Chair advised that the subsidiary Chairs' met in July with the NZIST Chief Executive and Chair of Council – minutes will be circulated to the Board.

b)   Graduation – decision will need to be made by 4 September 2020 pending on government advice re. Alert Levels.

7.2   Subcommittee Reports

a)   It was noted that the Ara Campus Redevelopment Committee met on 5 August 2020. The Chair provided a brief overview of the topics covered at the meeting (C Block demolition, Te Oranga House and the Regional Masterplan including the Timaru campus). A map of all the ITP campus locations is being produced. The meeting minutes are currently in draft format.

7.3   Academic Committee Report

The report was taken as read. Discussion as follows:

a)   The Board noted the work on reviewing and re-approval of programmes (degree and post-graduate).

b)   The CE advised that Te Kahui Manukura (TKM) had agreed to cease the Bachelor of Language (Japanese) due to low numbers and that the Bachelor of Māori Language and Indigenous Studies needs review, recruitment has been poor this year and redevelopment is a work in progress.

c)   Targeted Review – as per agenda item 6.2c EER discussion. CE to discuss further with NZIST CE.

7.4   Ara Board Work Programme

a) The work programme was reviewed and it was agreed to consider if the workshop in September is required and to encompass Woolston and Timaru campus visits (and Manawa if possible) by the end of the year.   [AP19 CE/CY]

7.5   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 11.25am.

Dated: 29 September 2020

Signed as a correct record

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Chairperson

Ara Board Minutes - Action List as of 25 August 2020

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP9	28 July Updated 25 Aug	6.1(O) iv	CE Report – Health and Safety	The terminology in the performance table was discussed and the difference between a notifiable injury/illness and notifiable incident was discussed. It was agreed there should be a third column to identify non-notifiable injury/illness. This will be best implemented once Safe Place reporting is in place.	CE	Carried forward to reporting from Safe Place when established.	
AP10	28 July Updated 25 Aug	6.1(O) v	CE Report – Health and Safety	Health and Safety Board walkabouts – allocation model is being prepared.	CE/CY	Ongoing	29 Sept
AP11	28 July Updated 25 Aug	6.2a	DCE Reports	The Board would like to see a future focus included in the DCE reports. Agreed to review format and content – reporting by exception and BAU bimonthly.	CE	In progress	29 Sept
AP12	28 July	7.3a	Ara Work Programme	A schedule for the meeting and wraparound events need to be planned to include stakeholder events and board only time.	Board Chair	In progress	29 Sept
AP13	28 July	7.3b	Ara Work Programme	The Board requested a calendar of Ara events be provided with invites to be extended to Board members where relevant.	CE	In progress	29 Sept
AP15	25 Aug	6.1d	CE Report	Check on the appearance of the data tables (specifically performance summary)	CE	In progress	29 Sept

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
				and amend the colours used in the EFTS summary table [agenda item 2.3].			
AP16	25 Aug	6.1i) vi	CE Report – Health and Safety	Check new health and safety system access for Board members and reports available	CE	In progress	29 Sept
AP17		6.1i) vii		Consider amendments to colleague wellbeing table to include comparative figure analysis			
AP18	25 Aug	6.2c	DCE Reports – EER	EER issues should be addressed through a joint approach to NZIST by category one ITPs. The CE agreed to raise this with NZIST CE.	CE	In progress	29 Sept
AP19	25 Aug	7.4a	Ara Board Work Programme	Revisit locations to end of year and consider if workshop is required for September.	CE/ CY	In progress	29 Sept

Ara Board	**Agenda Item**		**6.1**
29 September 2020	Decision Item	Discussion Item	**Information Item**
PUBLIC	**Presented by**		Tony Gray

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	**Chief Executive's Report**
BACKGROUND AND PURPOSE	To provide the Board with key information and data that is 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   General Update

1.1   CoVEs

Ara is a partner in the two recently announced CoVEs (1) Primary Industries (Food and Fibre) and (2) Construction (ConCoVE). As each of the CoVEs establish, we will be ensuring we take an active part both for the region and for the South Island.

At the time of writing, there is no further update on additional CoVE activity, including any timings around expressions of interest.

1.2   Te Papa Hauora

Our partnership with the CDHB, University of Canterbury and University of Otago through the Health Precinct continues to be productive. Recent events include the Canterbury Collaboration Simulation Interest Group open evening showcasing "simulation" activity within the Health Precinct including Ara's Midwifery and Medical Imaging developments [https://vimeo.com/457935735/26476b3fba]. Work is underway to recognise further the unique "hub" of collaborative MedTech Research in Canterbury as well as another showcasing event, this time around new models of collaborative future focussed health related education based around Nursing.

1.3   Engagement and Wellbeing Surveys

Both surveys have been completed and brief overview reports appear in these papers. Overall, there has been steady improvement in engagement across the institute, while the value of our wellbeing activities has seen increased positive feedback from colleagues.

1.4   Subsidiary CEs' Meeting with NZIST CE

This meeting occurred on 15 September 2020 and was the first face-to-face session with Stephen Town since his appointment.

Key areas covered included:

i   Overview of proposed inter-group funding strategy.

ii   Confirmation of subsidiary visit by NZIST Chair and Chief Executive.

iii   Information on the announcement of the new NZIST name on 29 September 2020 (between 2 pm -3 pm).

iv   Brief feedback on presentations for a new NZIST Operating Model.

v   Discussion around subsidiary secondments and the flow of information to ensure good outcomes for all concerned.

vi   Decision to undertake a subsidiary-wide "pulse survey" of all employees.

vii   Update on work being undertaken by the Internationalisation Working Group.

viii   Update on the most recent Peak Body meeting.

ix   All of sector Tribal benchmarking presentation on 2019 data.

x   A CEs' roundtable update.

2 Enrolment Performance Summary – as at 18 September 2020

This update focusses on the various aspects from the 2020 Performance Dashboard, that make up those key areas for monitoring and development.

2020 Targets Summary		2019	2020

Enrolments (EFTS)	Actual	Target
SAC Level 3+	5,579	5,458
SAC Level 1-2	139	113
ACE	57	87
Trade Academy	149 (458 places)	138 (475 places)
Youth Guarantee	96	89
ITO	79	96
Other	66	99
Total Domestic EFTS	**6,164**	**6,080**
Total International EFTS	**831**	**979**
Total EFTS *(excluding eCampus)*	**6,996**	**7,059**
Levels 1-2	430	481
Levels 3-4	2,425	2,336
Levels 5-6	862	940
Level 7	3,200	3,240
Levels 8-9	79	62

Participation	Actual	Target
Māori Student Participation Rate	**13.8%**	**13.1%**
Pacific Student Participation Rate	**5.3%**	**4.8%**

Student Experience	Actual	Target
Student Satisfaction, all learners	**75.4%**	**84.0%**

Student Achievement	Actual	Target
Successful Course Completion		
All learners at levels 1-6	78.9%	83.5%
All learners at levels 7-9	91.3%	93.5%
Māori learners at all levels	74.7%	81.0%
Pacific learners at all levels	71.4%	81.0%
Overall all learners at all levels	**84.5%**	**87.5%**

Financial YTD period ending Jul	Actual YTD	Budget YTD	Budget FY
Teaching Revenue	$63.0m	$65.1m	$108.6m
Other Revenue	$3.4m	$4.2m	$7.4m
Total Revenue	**$66.4m**	**$69.3m**	**$116.0m**
Other Costs	$22.0m	$25.5m	$44.0m
Staffing Costs	$41.9m	$40.9m	$71.6m
Total Expenses	**$64.7m**	**$66.4m**	**$115.5m**
Surplus *(excluding abnormal items)*	**$1.6m**	**$2.9m**	**$0.4m**

2020 Application and Enrolment Summary

	Pre App Closed	Pre App	**Active App**	Unsuccessful App	**Converted App**	**Re-enrolm... and Other**

Ara Overall	Est. req. Apps (Full Year)	Last Year (Full Year) ▼	Current Tracking	Last Year Tracking	Req. EFTS Growth	Actual YTD App Growth
	16,875	**16,848**	**14,472**	**16,575**	**0.2%**	**-12.7%**
International/Domestic						
International	1,933	1,929	1,153	2,291	0.2%	-49.7%
Domestic	14,943	14,919	13,319	14,284	0.2%	-6.8%
Source of funding						
⊞ SAC 3+	9,891	9,739	9,951	9,578	1.6%	3.9%
⊞ Intl	1,933	1,929	1,153	2,291	0.2%	-49.7%
⊞ Other	1,526	1,655	774	1,556	-7.8%	-50.3%
⊞ ACE	1,385	1,681	1,012	1,441	-17.6%	-29.8%
⊞ ITO	800	870	619	744	-8.1%	-16.8%
⊞ TA	442	460	457	458	-4.1%	-0.2%
⊞ SAC 1-2	267	329	328	322	-19.0%	1.9%
⊞ YG	173	185	178	185	-6.6%	-3.8%
Location						
⊞ All Other	15,699	15,735	13,697	15,494	-0.2%	-11.6%
⊞ South Canterb...	1,196	1,113	775	1,081	7.4%	-28.3%

Department - Programme owning	Last Year (Full Year)	Current Tracking	Last Year Tracking
Applied Sciences and Social Practice, Te Hoe Ora	1,203	1,499	1,220
Creative Industries	853	864	848
Engineering & Architectural Studies	1,116	1,063	1,182
Enterprise and Digital Innovation	3,167	2,432	3,111
Health Practice	2,553	2,383	2,516
Hospitality & Service Industries	1,670	1,349	1,575
Humanities	2,777	2,224	2,792
Trades	3,509	2,658	3,331
Total	**16,848**	**14,472**	**16,575**

The above tables show the current number of programme enrolments (converted applications and re-enrolments/other) plus those applications that could convert into enrolments (Active Applications). This grouping indicates the total pool of 2020 possible or confirmed enrolments currently in the system.

Note: TANZ eCampus applications have been removed to show an indication of core Ara applications vs targets.

2020 EFTS

	Active	Committed	Future	Potential	ⓘ

Ara Overall	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
	7,058.7	7,047.1	6,995.8	6,951.3	0.2%	0.6%
International/Domestic						
Domestic	6,079.9	6,070.5	6,164.5	6,009.4	0.2%	2.6%
International	978.8	976.7	831.3	941.9	0.2%	-11.7%
Source of funding						
⊞ SAC 3+	5,457.6	5,373.9	5,578.8	5,355.5	1.6%	4.2%
⊞ Intl	978.8	976.7	831.3	941.9	0.2%	-11.7%
⊞ TA	138.1	144.0	149.1	144.6	-4.1%	3.1%
⊞ SAC 1-2	113.2	139.8	139.5	138.5	-19.0%	0.7%
⊞ Other	98.6	106.9	65.8	100.2	-7.8%	-34.3%
⊞ ITO	96.0	104.5	78.5	89.1	-8.1%	-11.9%
⊞ YG	88.9	95.2	95.7	95.9	-6.6%	-0.2%
⊞ ACE	87.4	106.1	57.1	85.6	-17.6%	-33.4%
Location						
⊞ All Other	6,672.6	6,687.8	6,650.5	6,594.1	-0.2%	0.9%
⊞ South Canterb...	386.1	359.4	345.3	357.2	7.4%	-3.3%

Department - Programme owning	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
Applied Sciences and Social Practice, Te ...	763.7	729.5	871.5	730.7	4.7%	19.3%
CAPL Dept		0.7		0.7		-100.0%
Creative Industries	703.1	703.1	724.9	702.3	0.0%	3.2%
Engineering & Architectural Studies	743.1	720.8	688.8	725.2	3.1%	-5.0%
Enterprise and Digital Innovation	1,112.8	1,151.7	1,047.1	1,123.4	-3.4%	-6.8%
Health Practice	1,145.3	1,140.1	1,157.1	1,115.7	0.5%	3.7%
Hospitality & Service Industries	623.6	627.1	652.2	624.7	-0.6%	4.4%
Humanities	887.3	888.9	803.7	869.3	-0.2%	-7.5%
Trades	1,079.7	1,085.3	1,050.4	1,059.3	-0.5%	-0.8%
Total	**7,058.7**	**7,047.1**	**6,995.8**	**6,951.3**	**0.2%**	**0.6%**

The above tables show ACTIVE, COMMITTED and FUTURE EFTS. These relate to those course enrolments that have either: been invoiced + paid (for fee-charging provision), been invoiced + past course start date (for fee-charging provision), or have been confirmed (for no-free provision). These categories reflect EFTS that are relatively confirmed enrolments (noting students can still withdraw up until the last withdrawal date of their courses).

Note: TANZ eCampus EFTS have been removed to show an indication of core Ara delivery vs. targets.

2020 Māori Participation by Department (EFTS-weighted)

Department	Last Year (Full year)	Current Tracking	Last Year Tracking	Current Participation
⊞ APS	109.5	143.2	110.9	17.2%
⊞ CRE	91.2	88.3	91.2	12.4%
⊞ EAS	44.0	35.3	44.0	7.3%
⊞ EDI	85.7	76.9	84.6	10.4%
⊞ HPR	108.8	112.8	107.3	10.4%
⊞ HSI	109.3	110.9	109.5	20.0%
⊞ HUM	107.5	102.7	109.1	14.5%
⊞ TRA	209.2	181.0	203.5	17.3%
Total	**865.2**	**851.0**	**860.1**	**13.8%**

2020 Pacific Participation by Department (EFTS-weighted)

Department	Last Year (Full year)	Current Tracking	Last Year Tracking	Current Participation
⊞ APS	40.3	64.5	40.3	7.8%
⊞ CRE	18.8	27.9	18.8	3.9%
⊞ EAS	19.2	20.0	19.4	4.1%
⊞ EDI	44.4	34.7	44.8	4.7%
⊞ HPR	40.3	40.0	39.8	3.7%
⊞ HSI	33.9	30.9	33.7	5.6%
⊞ HUM	38.1	37.1	37.0	5.2%
⊞ TRA	70.8	73.8	70.5	7.0%
Total	**305.7**	**328.9**	**304.3**	**5.3%**

2021 Applications and Enrolments

	Pre App Closed	Pre App	Active App	Unsuccessful App	Converted App	Re-enrolm... and Other

Ara Overall	Est. req. Apps (Full Year)	Last Year (Full Year) ▼	Current Tracking	Last Year Tracking	Req. EFTS Growth	Actual YTD App Growth
		14,472	3,813	3,161		20.6%
International/Domestic						
International		1,153	1,254	1,519		-17.4%
Domestic		13,319	2,559	1,642		55.8%
Source of funding						
⊞ SAC 3+		9,951	2,350	1,466		60.3%
⊞ ACE		1,012	1			
⊞ Other		774	10	3		233.3%
⊞ ITO		619				
⊞ Intl		1,153	1,254	1,519		-17.4%
⊞ TA		457	157	129		21.7%
⊞ SAC 1-2		328	11	5		120.0%
⊞ YG		178	30	39		-23.1%
Location						
⊞ All Other		13,697	3,728	3,025		23.2%
⊞ South Canterb...		775	85	136		-37.5%

2021 Domestic

Department - Programme owning	Last Year (Full Year)	Current Tracking	Last Year Tracking
Applied Sciences and Social Practice, Te Hoe Ora	1,456	490	278
Creative Industries	852	242	144
Engineering & Architectural Studies	832	229	61
Enterprise and Digital Innovation	2,134	67	74
Health Practice	2,286	665	414
Hospitality & Service Industries	1,202	382	271
Humanities	1,932	149	134
Trades	2,625	335	266
Total	**13,319**	**2,559**	**1,642**

2021 International

| Department - Programme owning	Last Year (Full Year)	Current Tracking	Last Year Tracking
Applied Sciences and Social Practice, Te Hoe Ora	43	85	102
Creative Industries	12	17	18
Engineering & Architectural Studies	231	355	391
Enterprise and Digital Innovation	298	459	554
Health Practice	97	89	175
Hospitality & Service Industries	147	128	175
Humanities	292	121	103
Trades	33		1
Total	**1,153**	**1,254**	**1,519**

Summary

1 As at 16 September 2020, Ara has enrolled 6,996 EFTS out of a full year target of 7,059 EFTS. The current 6,996 EFTS compares to 6,951 EFTS at the same time last year. The total has increased by a net 61 EFTS since the last update on 4 September 2020 (new confirmed enrolments less withdrawals before last withdrawal date).

2 The additional enrolments over the past fortnight are in the Departments of Enterprise and Digital Innovation, Health Practice, Humanities and Trades. They are a mix of domestic (46 EFTS) and international (14 EFTS) students. It is notable that existing and new (already onshore) international students are continuing to enrol with Ara for 2020 study.

3 From this point on last year Ara enrolled a further 96 EFTS. Currently there are 71 potential EFTS (higher than last year), and 59 active applications (also more than last year). Confirming these remaining students, and minimising withdrawals, means the full year 7,059 EFTS target is more than likely to be achieved.

2021 Applications – Domestic Learners

4 Applications for 2021 study by domestic learners are continuing at a good rate, with 865 submitted over the last fortnight. Applications continue to be ahead of the same time last year.

Domestic Applications - Build Over Time (July-December Only)
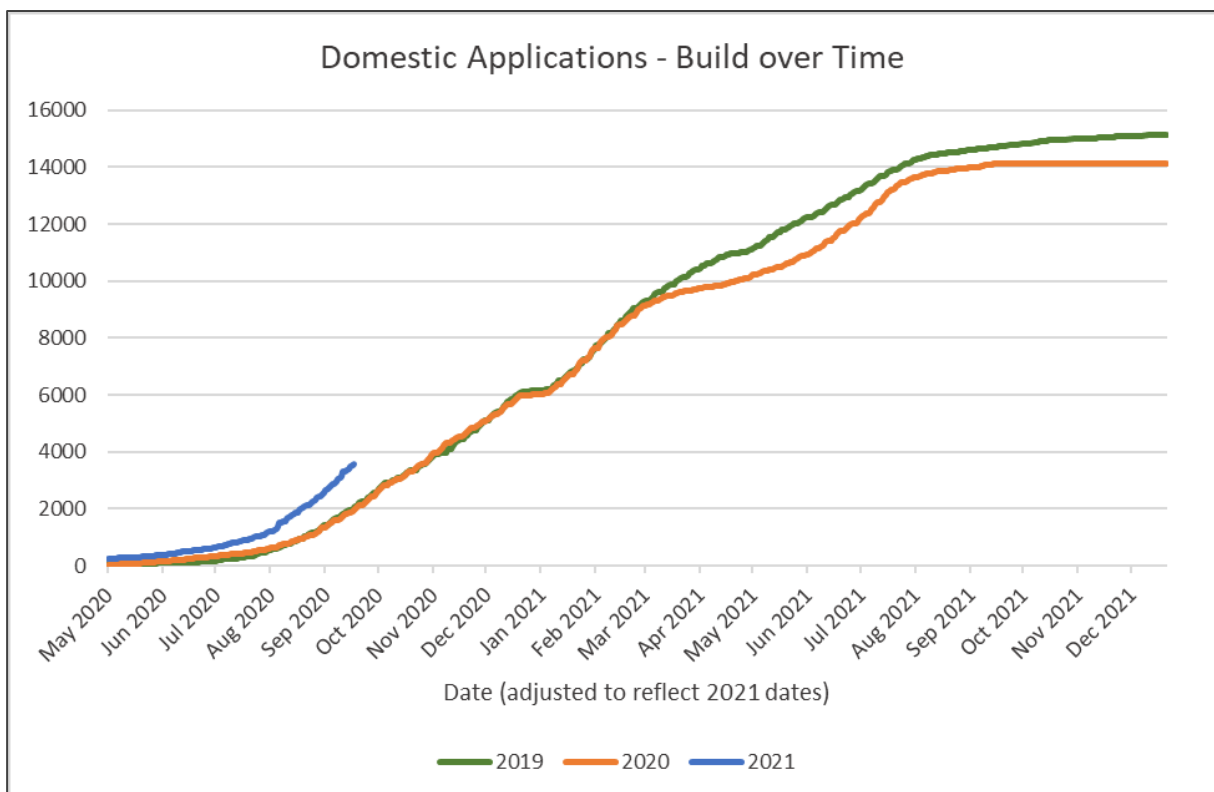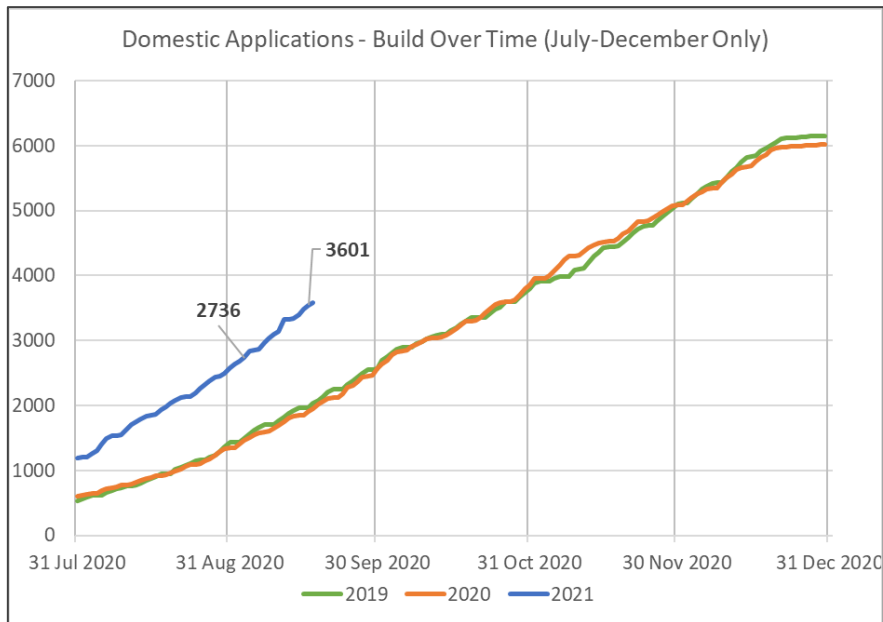
	All Applications			Online Applications			Paper Applications	
Intl/Dom	**2020**	**2021**	**Intl/Dom**	**2020**	**2021**	**Intl/Dom**	**2020**	**2021**
Domestic	2,020	3,601	Domestic	1,008	1,870	Domestic	1,012	1,731
Intl.	2,524	2,092	Intl.	139	179	Intl.	2,385	1,913
Total	**4,544**	**5,693**	**Total**	**1,147**	**2,049**	**Total**	**3,397**	**3,644**

5 The increased number of domestic applications is coming through both paper applications (1,731 vs 1,012 last year) and online applications (1,870 vs 1,008). The split between online and paper applications is similar to last year.

6 Noting the great numbers of total 2021 domestic applications submitted so far, these are being processed and the number of unsuccessful applications is rising.

Year	2020				2021			
Dept - Programme owning	Active App	Unsuccessful App	Converted App	**Total**	Active App	Unsuccessful App	Converted App	**Total**
APS	267	33	13	**313**	490	127	1	**618**
CRE	149	17	1	**167**	245	72	1	**318**
EAS	61	24		**85**	191	160		**351**
EDI	68	21	4	**93**	63	33		**96**
HPR	422	106		**528**	670	146		**816**
HSI	189	48	101	**338**	376	142	14	**532**
HUM	118	46	15	**179**	146	89	6	**241**
TRA	191	36	90	**317**	329	300		**629**
Total	**1,465**	**331**	**224**	**2,020**	**2,510**	**1,069**	**22**	**3,601**

Investment Plan Educational Performance Indicators (EPIs) Update

7   As part of the process of drafting the 2019-2021 Investment Plan, Ara set a number of performance commitments for Educational Performance Indicators (EPIs). These are reported to government through the SDR return, and also in the Annual Report Statement of Service Performance. The list of targets is specified by TEC, and the targeted performance level for each is negotiated between Ara and TEC.

8   Results are finalised following year-end resulting and qualification awarding processes, normally by mid-March. The interim 2020 results here are based on current enrolments, and course results published and qualifications awarded by 16 September 2020. 2019 Results are final.

9   Some measures are more relevant to be monitored during the year. For example, participation rates are based on all enrolments to date in the year, so are a fair indication of likely full year result. This is similar for successful course completion once marks are published at the end of each Semester.

10 For other measures, particularly relating to graduation, in-year measures are less informative. The majority of Ara graduates are awarded their qualification based on study completed in Semester 2, and eligibility to graduate is not confirmed until the following year. The measures are more cumulative, with the final result not able to be calculated until the following year.

11 From the interim measures, some trends can be observed:

- 2020 SAC participation rates for Māori and Pacific are tracking broadly similar to 2019 final results and around the target levels at all groups.

- Course Completion SAC targets were set based on improved performance for all learners and moving forward with equity between Māori/Pacific and non-Māori/non-Pacific learners. Interim performance against these measures is also similar to 2019 so the targeted increase is still to be achieved.

- There have been improvements in Youth Guarantee course completion, and this is tracking ahead of target, as is progression by Youth Guarantee learners into higher level study.

Investment Plan Commitments – Student Achievement Component (SAC)

Priority Group (1)	Programme Level Group (2)	2019 Target	2019 Final	2020 Target	2020 Interim
Expected Number of Graduates (SAC)					
NMNP	L1-3	120	493	130	303
Māori	L1-3	50	106	55	73
Pasifika	L1-3	12	30	16	19
Participation					
NMNP	L1-3	75.2%	74.1%	75.2%	75.9%
Māori	L1-3	19.2%	20.6%	19.2%	18.7%
Pasifika	L1-3	6.7%	7.0%	6.7%	6.6%
NMNP	L4-7 (nd)	82.4%	81.4%	82.4%	80.7%
Māori	L4-7 (nd)	13.5%	13.8%	13.8%	14.6%
Pasifika	L4-7 (nd)	5.4%	5.5%	5.4%	5.7%
NMNP	L7	87.4%	84.9%	87.4%	85.1%
Māori	L7	11.5%	12.0%	12.2%	11.2%
Pasifika	L7	3.8%	3.6%	4.2%	4.2%
NMNP	L8-10	87.8%	93.9%	87.8%	89.4%
Māori	L8-10	11.4%	3.4%	12.1%	4.9%
Pasifika	L8-10	3.5%	2.7%	4.1%	5.6%
First Year Retention					
NMNP	L4-7 (nd)	52.5%	61.3%	53.5%	61.7%
Māori	L4-7 (nd)	50.5%	73.3%	52.5%	77.4%
Pasifika	L4-7 (nd)	49.0%	45.00%	51.0%	46.2%
NMNP	L7	80.0%	78.40%	81.0%	77.4%
Māori	L7	73.0%	70.10%	74.0%	69.6%
Pasifika	L7	76.0%	64.70%	77.0%	71.0%
Course Completion					
NMNP	All	87.0%	86.80%	87.5%	85.8%
Māori	All	78.7%	75.70%	80.6%	74.5%
Pasifika	All	75.9%	73.50%	78.6%	70.1%
Progression					
NMNP	L1-3	49.0%	46.30%	50.0%	44.7%
Māori	L1-3	43.0%	32.80%	46.0%	37.8%
Pasifika	L1-3	49.0%	44.00%	50.0%	50.9%
External Research Income					
All	All	90,000	8,000	100,000	3,292
International EFTS					
All	All	658	976	658	831
Research Degrees Completed					
All	All	0	0	0	0

(1) NMNP = Non-Māori, Non-Pasifika

(2) L4-7 (nd) = Levels 4-7 (non-degree). Ara currently does not deliver Level 7 (non-degree) provision so this is effectively Level 4-6.

Investment Plan Commitments – Youth Guarantee (YG)

Priority Group (1)	Programme Level Group	2019 Target	2019 Final	2020 Target	2020 Interim
Expected Number of Graduates					
NMNP	L1-3	120	60	130	0
Māori	L1-3	50	23	55	0
Pasifika	L1-3	12	7	16	0
Course Completion					
All	L1-3	80.0%	72.8%	81.0%	83.6%
Progression					
NMNP	L1-3	48.0%	63.6%	50.0%	42.0%
Māori	L1-3	48.0%	54.5%	50.0%	36.4%
Pasifika	L1-3	48.0%	50.0%	50.0%	56.1%

(1) NMNP = Non-Māori, Non-Pasifika

3   Financial Performance Report

As of 31 August 2020, the year-to-date reported surplus before abnormal items is $2.65m, compared to an expected surplus of $3.15m. The surplus after abnormal items (transformation and C Block demolition costs) is $0.28m compared to an expected surplus of $0.98m. The variance to budget is due to lower than budgeted income which has been partially offset by lower expenditure.

EFTS delivery has improved on the prior month and is 3.6% below budget overall. Enrolment for the full year is closer to budget with strong second semester domestic enrolments improving the position compared to earlier in the year.

Government Funding year-to-date is $41.99m, the $0.63m shortfall against budget equating to 1.5% of the budgeted expectation. As with EFTS, the gap in income has also narrowed in comparison to the prior month. The variances in Government Funding types are in line with the variance in EFTS delivery.

Full year SAC 3+ revenue is currently outperforming both the budget and reforecast expectations by $422k and $628k respectively. If EFTS variances remained in other Government Funding categories at the year-end the forecast income will still be achieved as the Tertiary Education Commission (TEC) has guaranteed SAC funding for the year.

International Fee Income has fallen further behind budget as the impact of border closures continues to impact income. Currently, net of Commissions/Discounts, International Fee Income is 5.4% below the budgeted expectation of $10.4m. Currently, the full-year revenue position net of Commissions/Discounts is outperforming the reforecast by $1.8m

Domestic Fee Income is currently $587k below the year-to-date budget. The variance being 2.6% of target which is largely in line with the percentage shortfall in SAC Funding Levels 3+. Under-utilisation of the Scholarships/Discounts budget more than off-sets the revenue shortfall. As with SAC 3+ revenue, the year-end position for Domestic Fee Income net of Scholarships/Discounts is currently outperforming both the budget and reforecast expectations by $913k and $885k respectively.

Overall, Student Tuition Fees income less related scholarships and discounts is under budget by $0.39m which is a marginal improvement on the level of variance at the prior month.

Other Teaching Income remains below budget year-to-date. As noted in previous reports this is expected given the campus closure during Levels 3 and 4 lockdowns.

Interest Income is currently outperforming budget by $54k. This is a narrower positive variance than in the prior month as the cut to the OCR begins to impact available interest rates. There has been a delay between the movement in the rate and the impact being reflected in the interest income as the mix of term deposits took time to move from deposits locked in at pre-COVID-19 rates to those at the lower post-COVID-19 rates.

Other Revenue is $1.04m below budget. Most of the shortfall occurred during the campus closure; however, $0.41m of the variance has accumulated since the campus reopened. A number of areas have been impacted, most significant of which are Ōtautahi House and Facilities income.

Teaching Staffing Expenses exceed budget year-to-date by 1.6% which is an improvement on the prior month. Variances for the most part are in departments where staff savings were required for 2020 and have not been fully achieved.

Non-Teaching staffing is marginally below budget.

Both Teaching and Non-Teaching Annual Leave are a notable net expense at this stage representing an accumulation of annual leave. The timing of the lockdown and need to ensure that education and business delivery continued resulted in lower levels of leave being taken during the term break; however, managers are aware of leave balances and are proactively encouraging colleagues to take leave.

Occupancy Costs are $0.74m under budget year-to-date resulting from lower costs during the campus lockdown. Occupancy costs include $0.16m of costs related to the COVID-19 response.

General Operating Expenditure is $2.74m below budget at present. The most significant savings are in sub-contracted delivery ($369k), staff travel ($396k), teaching materials ($231k), printing ($252k) and other services ($493k). Costs include a $73k of unbudgeted expenditure related to Ara's COVID-19 response.

The Finance Lease Charge is in line with budget.

Depreciation costs exceed budgeted expectations. As noted last month, NZIST specified new rates of depreciation to be applied to assets. In some cases, these lives have shortened to a degree that has necessitated the write-off of the full remaining balances. The variance in depreciation reflects the one-off impact of those changes. This has no impact on cash flow. There is the potential for future change on some other asset classes, but these are still in discussion.

Transformation costs are $391k below budget year-to-date while Demolition costs are $501k over budget. The latter is due to costs of removing asbestos which came to light after the 2020 budget was prepared.

A reforecast will be included in next month's Board report.

In the Statement of Financial Position Employee Benefit Liabilities are high for the month due to four days of Payroll owing at month end. This is the result of the relative timing of the fortnightly payroll cycle and the calendar month-end.

There are no other items of note in Financial Position or Cash Flows for August.

Statement of Financial Performance
for the year to 31 August 2020

	2020 Year to date			Full Year		
	Actual	Budget	% var	2020 Budget	2020 Forecast	2019 Actual
Government Funding						
SAC Funding Level 3-7	36,677,937	37,561,467	-2.4%	53,851,021	53,645,330	52,194,906
SAC Funding Level 1-2	850,558	707,930	20.1%	1,020,917	1,906,808	1,351,157
ACE Funding	207,004	266,981	-22.5%	395,428	578,954	471,640
Youth Guarantee Funding	756,580	748,171	1.1%	1,137,359	2,671,776	1,341,690
CTC funding	1,302,185	1,575,245	-17.3%	2,237,954	2,448,650	2,126,447
Other Non-EFTS grants	2,192,645	1,757,900	24.7%	2,473,532	2,680,005	2,778,692
Total	41,986,911	42,617,694	-1.5%	61,116,211	63,931,522	60,264,531
Student Tuition Fees						
Domestic Fee Income	21,934,276	22,521,639	-2.6%	32,202,262	31,482,418	29,964,498
less Scholarships/Discounts	(1,398,583)	(2,161,415)	-35.3%	(2,370,950)	(1,623,106)	(1,598,728)
International Fee Income	11,180,452	11,799,908	-5.2%	17,067,052	13,335,140	16,957,644
less Commissions/Discounts	(1,302,417)	(1,360,096)	-4.2%	(1,804,246)	(1,409,726)	(2,152,945)
Total	30,413,729	30,800,036	-1.3%	45,094,118	41,784,726	43,170,470
Other Teaching Income	871,462	1,456,871	-40.2%	2,341,608	1,839,524	2,395,624
Other Income						
Interest	1,174,319	1,120,523	4.8%	1,625,000	1,490,784	2,264,772
Other Revenue	2,724,886	3,764,750	-27.6%	5,812,149	5,186,121	6,070,910
Total	3,899,204	4,885,273	-20.2%	7,437,149	6,676,905	8,335,682
Total Revenue	**77,171,305**	**79,759,874**	**-3.2%**	**115,989,086**	**114,232,677**	**114,166,307**
Personnel Costs						
Teaching	23,628,661	23,247,042	1.6%	35,417,746	35,417,746	35,414,954
Net Annual Leave - Teaching	413,056	149,030	177.2%	-		106,183
Non-Teaching	23,742,482	23,781,968	-0.2%	36,058,972	36,058,972	34,961,718
Net Annual Leave - Non-Teaching	405,126	75,734	434.9%	-		17,301
Total	48,189,325	47,253,775	2.0%	71,476,717	71,476,717	70,500,157
as % of Revenue	62.4%	59.2%		61.6%	62.6%	61.8%
Other Costs (except Depreciation)						
Occupancy/Property costs	6,367,652	7,106,189	-10.4%	10,244,983	9,688,811	9,884,995
Finance Lease Charge	928,139	928,139	0.0%	1,390,000	1,390,000	1,403,792
General Operating Expenditure	10,420,680	13,159,852	-20.8%	20,277,911	18,377,911	17,804,588
Total other costs	17,716,471	21,194,180	-16.4%	31,912,894	29,456,722	29,093,376
Depreciation						
All Depreciation	8,615,267	8,166,827	5.5%	12,150,000	12,150,000	11,783,245
Total Expenses	**74,521,063**	**76,614,781**	**-2.7%**	**115,539,611**	**113,083,439**	**111,376,777**
Surplus/(Deficit) excl Abnormal	**2,650,242**	**3,145,092**	**-15.7%**	**449,475**	**1,149,238**	**2,789,530**
as % of Revenue	3.4%	3.9%		0.4%	1.0%	2.4%
Abnormal Items						
Transformation Costs	(1,293,569)	(1,684,883)	-23.2%	(2,349,191)	(2,349,191)	(2,324,093)
Demolition Costs	(1,079,657)	(483,057)	123.5%	(483,057)	(984,555)	(378,938)
Share of Associate Surplus/(Deficit)	-	-		-	-	(58,228)
Total Abnormal Items	(2,373,226)	(2,167,940)	9.5%	(2,832,248)	(3,333,746)	(2,761,259)
Total Surplus/(Deficit)	**277,016**	**977,152**	**-71.7%**	**(2,382,773)**	**(2,184,508)**	**28,270**
as % of Revenue	0.4%	1.2%		-2.1%	-1.9%	0.0%

Statement of Financial Position as at 31 August 2020

	Actual 31-Aug-20 $000	Budget 31-Dec-20 $000	Forecast 31-Dec-20 $000	Actual 31-Dec-19 $000
ASSETS				
Current Assets				
Cash and Cash Equivalents	7,203	5,132	4,231	12,438
Loans and Receivables	3,068	2,670	2,002	3,442
Inventories	683	1,321	1,027	1,027
Prepayments	1,052	1,794	2,291	2,291
Short Term Investments	47,719	27,135	35,135	32,419
Residual Insurance Proceeds	28,281	25,865	25,865	28,281
Total Current Assets	88,006	63,917	70,552	79,898
Non-Current Assets				
Property Plant and Equipment	305,702	311,435	310,001	311,053
Intangible Assets	1,967	1,952	1,867	2,348
Investment in Associate	1,151	1,209	1,151	1,151
Total Non-Current Assets	308,821	314,596	313,019	314,553
TOTAL ASSETS	**396,826**	**378,513**	**383,571**	**394,451**
LIABILITIES				
Current Liabilities				
Trade and other payables	3,572	5,000	5,000	6,831
Finance leases	760	1,239	1,239	763
Employee Benefit Liabilities	4,509	2,462	2,462	2,576
Revenue Received in Advance	22,937	9,149	11,800	19,245
Total Current Liabilities	31,778	17,850	20,501	29,416
Non-Current Liabilities				
Finance leases	25,020	25,402	25,402	25,266
Employee Benefit Liabilities	238	238	238	238
Total Non-Current Liabilities	25,258	25,640	25,640	25,504
TOTAL LIABILITIES	**57,036**	**43,490**	**46,141**	**54,919**
NET ASSETS	**339,791**	**335,023**	**337,430**	**339,532**
EQUITY				
Retained Earnings	236,009	231,241	233,648	235,750
Asset Revaluation Reserve	103,782	103,782	103,782	103,782
TOTAL EQUITY	**339,791**	**335,023**	**337,430**	**339,532**

Statement of Cash Flows
for the year to 31 August 2020

		Year to Aug 2020 $000	2020 Budget $000	2020 Forecast $000	2019 Final $000
Cash Flows from Operating Activities					
Cash was Provided from:					
Government Grants		40,704	61,116	63,932	63,357
Student Tuition Fees		34,801	45,094	35,780	50,501
Other Teaching Revenue		871	2,342	1,840	2,396
Other Revenue		3,554	5,812	5,136	5,020
Interest		1,260	1,625	1,491	2,165
	Total	81,191	115,989	108,179	123,438
Cash was Applied to:					
Employees and Suppliers		64,738	101,530	101,489	99,690
Net Cash Effect of Abnormal Items		2,373	2,832	3,333	2,324
	Total	67,111	104,362	104,822	102,014
Net Cash Flows from Operating Activities		**14,080**	**11,627**	**3,357**	**21,424**
Cash Flows from Investing Activities					
Cash was Provided from:					
Sale of Fixed Assets		21	-	50	53
	Total	21	-	50	53
Cash was Applied to:					
Purchase of Other Financial Assets		-	-	-	-
Purchase of Fixed Assets		947	5,014	5,014	5,903
Campus Capital Plan Spending		1,591	6,376	3,950	3,761
	Total	2,538	11,390	8,964	9,664
Net Cash Flows from Investing Activities		**(2,517)**	**(11,390)**	**(8,914)**	**(9,612)**
Cash Flows from Financing Activities					
Cash was Provided from:					
Equity		25	-	25	-
	Total	25	-	25	-
Cash was Applied to:					
Finance Lease Payments		1,522	2,374	2,374	2,217
	Total	1,522	2,374	2,374	2,217
Net Cash Flows from Financing Activities		**(1,497)**	**(2,374)**	**(2,349)**	**(2,217)**
Total Net Cash Flows		**10,065**	**(2,137)**	**(7,906)**	**9,595**
Opening Cash, Bank & Short Term Investments		73,138	60,269	73,138	63,543
Closing Cash, Bank & Short Term Investments		**83,203**	**58,132**	**65,231**	**73,138**

4   Health, Safety and Wellbeing

4.1   Overview – Key Issues

a   This report covers activities until the end of August 2020.

b   Please note that this report is in a reduced format. This is due to the Health and Safety Manager having a serious illness during the reporting period, the Health and Wellbeing Manager role transitioning towards conclusion and other resources being directed towards a significant Safety and Wellbeing transformation project.

c   The Safety and Wellbeing reporting tool SafePlace went "live" for Ara colleagues on 16 September. Prior to implementation, 120 leaders undertook "Leading Safety and Wellbeing at Ara" training, along with training on how to navigate the tool. Communications to colleagues preceded the launch and included a briefing pack for leaders to their teams and an introductory video sponsored by the Chief Executive. Engaging learners in using this tool is planned from October.

d   A colleague and a student were given formal recognition, by the Health, Safety and Wellbeing Leadership Group for their excellent health and safety response to a health-related incident involving a student.

e   Eight colleague injuries were reported in August. These were all minor events. One involved a minor scald while making a cup of tea, one strain, two trip/slips, one cut to a hand, one bump to the head, one vehicle accident in a supermarket car park - no injury, one near miss as a result of a car entering the exit of an Ara car park. Four were at the City/Madras campus, one in Timaru, two at the Woolston campus and one offsite.

f   17 student incidents included three health related events, five minor cuts, two bumps and knocks, one swarf splinter, one scald, one strain, one slip, one grit in eye, one fall from a chair, and one hand through a window – all minor. The latter involved over-vigorous knocking on a window to gain attention. Four events occurred at the Woolston campus, ten at City/Madras campus, one at the student accommodation, and two at Timaru.

g   Two visitors suffered minor or no injury events during multi-sport and climbing related activities. One student slipped off a pathway in the bush – no injury. One student injured a knee when they ran into another student during an event – minor injury only.

h   Two contractors reported injuries in August. One sprinkler fitter cut his finger while using a drill – minor. One cleaner contractor tripped and fell on a short set of stairs in their cleaning storage area. This resulted in some bruising but no other identified injury. As a precaution the contractor was sent to hospital for observation. They were admitted assuming a fracture – this did not eventuate. The contractor's employer notified WorkSafe of this incident.

i   Six safety observations and near miss incidents are being reported. These involved the incorrect use of a table saw guard and poor operation of a thicknesser, unsupervised students in a workshop, a power cable in contact with a hot exhaust, handrails suggested to improve safety, and incorrect storage of a machine chuck. These issues are being addressed at the local level.

j   The Health and Safety Working Group (HSWG) and the Health, Safety and Wellbeing Leadership Group (HSWLG) both met in August. The HSWG provided a paper to the HSWLG regarding pedestrian safety on campuses, particularly the Madras/City campus. The HSWLG endorsed all the recommendations. The HSWLG also endorsed a recommendation that the roll out of the Drug and Alcohol Policy be delayed until the beginning of 2021. Presentations to the HSWLG on SafePlace and the new Safety and Wellbeing leadership structure were favourably received.

k   The Ara Incident Management Team met regularly during August to prepare for change of alert levels and to provide reassurance and advice to our community. Some frontline staff who cannot maintain a one metre physical distance have been provided with reusable face masks.

l   Several members of the HSWG met with a Fire and Emergency representative to discuss improving process around the evacuation of persons with disabilities.

m   Ara's annual Wellbeing Survey for colleagues closed on 25 August 2020. Results are currently being presented to Divisional leadership teams and individual managers.

n   The number of colleagues accessing Ara's employee assistance programme (EAP), which is provided by OCP, dropped in August after reaching a high point in July. More detail is available in the table below (section 4.3 b i).

o   On 25 September 2020 (during Mental Health Awareness Week) Blueprint for Learning will deliver a second one-day MH101 workshop at the Madras/City campus. MH101 is a workshop designed to better equip colleagues to respond to people experiencing mental health challenges – both at work and in everyday life.

p   Mental Health Awareness Week runs from 21-27 September 2020. A daily programme of activities is planned, based around the four pillars of the Te Whare Tapa Wha health promotion model.

4.2   Health and Safety

a   Performance

INCIDENT SUMMARY – MONTH AND YEAR TO DATE						
Person Type	**Notifiable Injury or Illness**		**Notifiable Incident**		**All Incidents**	
	This month	**YTD**	**This Month**	**YTD**	**This Month**	**YTD**
Colleagues	0	2	0	0	8	47
Learners	0	1	0	0	17	84
Contractors	1	1	0	0	2	5
Visitors	0	0	0	0	2	5
Capital Works	0	0	0	0	0	0
Safety observations	NA	NA	NA	NA	6	36
Total	**1**	**4**	**0**	**0**	**35**	**177**

INCIDENT DETAIL (SINCE LAST REPORT)
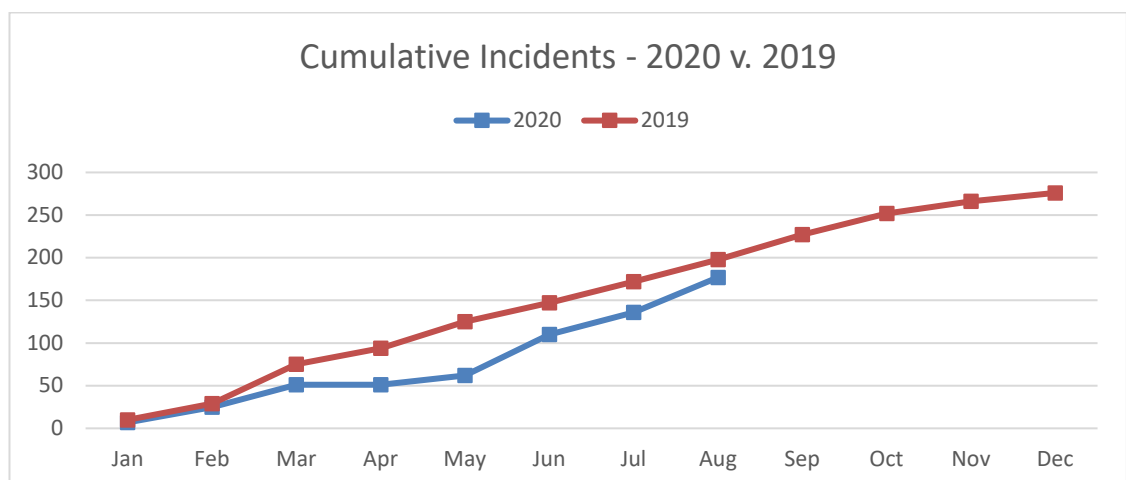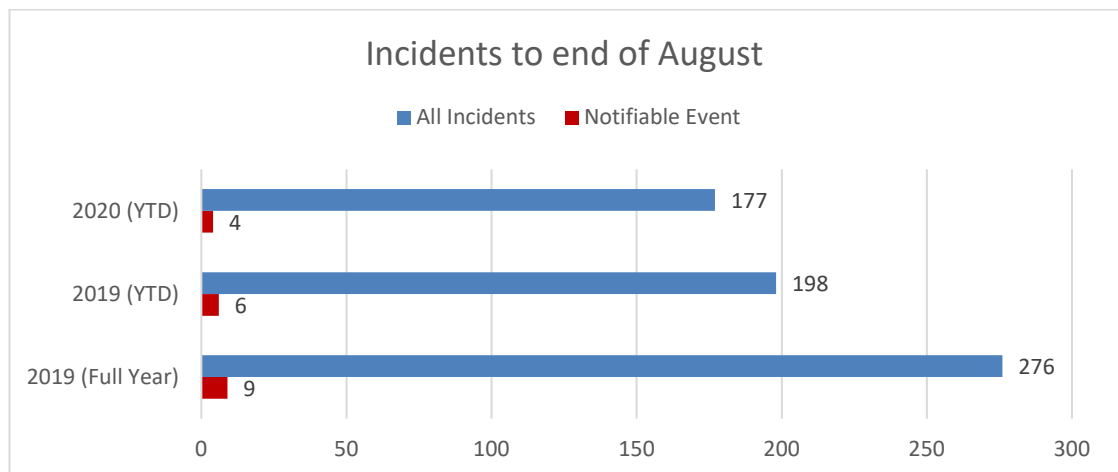
The 2020 graph contains 36 safety observations, not collected in 2019.

Incidents in 2020 - by Group and Month
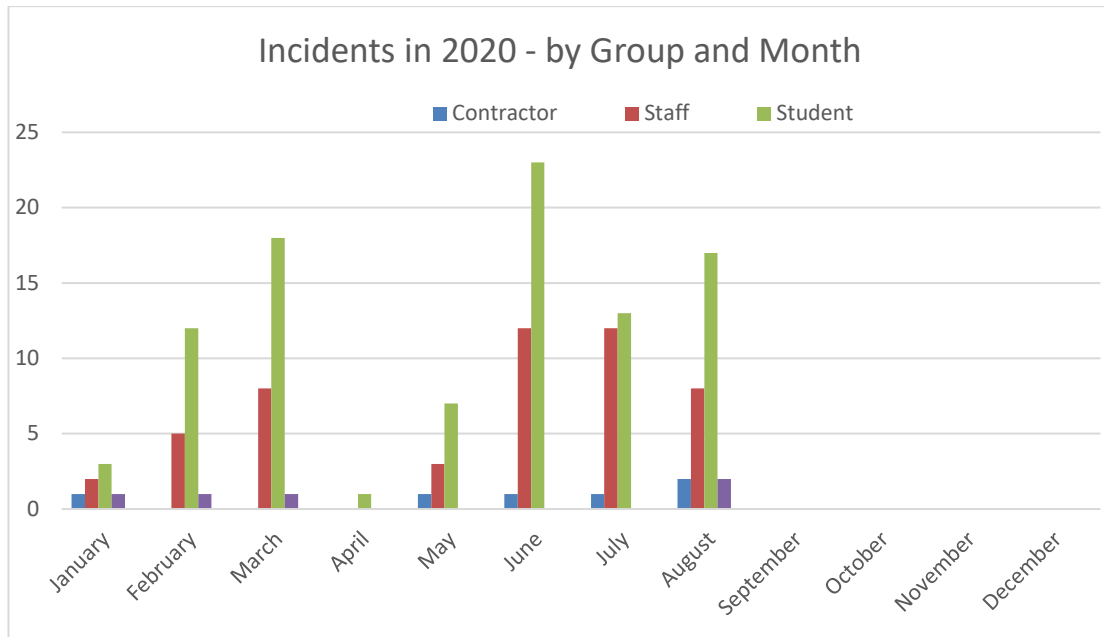
b   Leadership

Safety and Wellbeing Leadership at Ara training has been delivered to 120 leaders. The workshop covered the "why" of health, safety and wellbeing leadership and the "how" of leading investigations, risk assessment and hazard management. This leadership training coincided with the implementation of SafePlace which has inbuilt accountability to leaders in its workflow. An existing matrix of roles and responsibilities around safety and wellbeing is being updated by the HSWG in light of the evolution of a distributed model for safety and wellbeing.

c   Critical Risks

The HSWG has compiled a list of Ara's critical risks and current controls. An external consultant has reviewed these findings and provided additional advice. This report has been reviewed by the Health and Safety Manager.

d   Health and Safety Systems

HEALTH AND SAFETY SYSTEMS AND PROCESSES		
Number of audits and inspections.	1	External review of our critical risk management
Colleagues participating in Health and Safety Oversight	35	Health and Safety Coordinators
Number of new permanent colleagues that completed the online health and safety induction process	2 out of 2	100% completion rate. Any outstanding inductions are always followed up immediately. YTD – 53 permanent colleagues started in 2020

0 fire alarm events occurred in August	13 – YTD
17 contractors were inducted during August	116 – YTD
2 workstation assessments completed in August	9 – YTD

e   **Health and Safety Auditing**

i   **Objective**

Evolve our auditing approach to be "leader led" and include both internal and external auditing, in a planned way, which aims to continuously improve Ara health and safety systems but also our health and safety capability and engagement across all levels. An internal auditing questionnaire has been developed to provide a consistent approach. HSWG members will continue to assist with the internal audits.
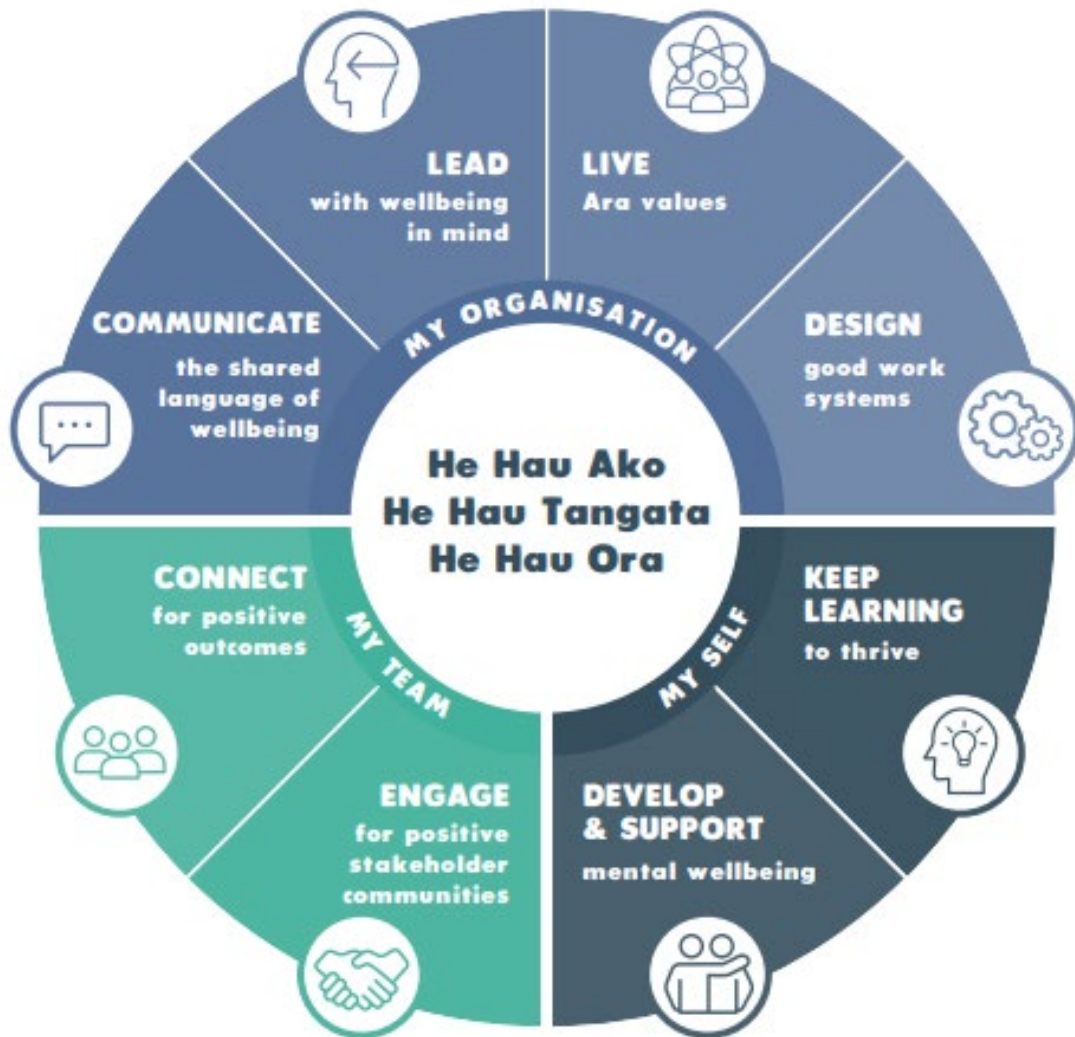
ii   **External Auditing Schedule**

When	Topic	Status
August 2020	**Risk Management** • Critical Risks - How they are defined, and the rigor associated with their management. • Tracking of risk management strategies into the frontline of the organisation – following risks and their controls into the business.	**Complete: i**nternal review completed. Engaged an external consultant with expertise in Critical Risks. Report received and is under consideration.
February/March 2020	**Incident Management** • Data collection and reporting via actionable insights. • Approach taken to incident management.	**Review:** originally timed with the view that SafePlace would be in place. Potentially shift to early 2021.
June/July 2020	**Investigation Practices** • Processes and quality. • How learnings of investigations are shared across the organisation.	**Complete**: covered in February - External audit of Trades.
September/October 2020	**Safety Culture** • Leadership • Colleague and Learner Engagement • Contractor Engagement	**Complete**: covered in February – External audit of Trades (with the exception of contractor engagement).
February/March 2021	**Governance and Strategy** • Planning and Focus • Strategy – context appropriate	

• **Safety Culture/Investigation Practices – External Audit in Trades – February 2020** –The insights and actions that resulted from the analysis of the audit against the health and safety actions for 2020 have been added below for tracking purposes.

• **Risk Management** – The Health and Safety Manager worked with a health and safety consultant to review our internal critical risk audit and provide recommendations on implementation. Report received and will be tabled at HSWG for consideration.

iii **Internal Auditing Approach:**

- Shift from health and safety committees auditing departments to teams (led by their leader) 'auditing' other departments/teams. The team will consist of a manager from the department/area and 2-3 team members (revised each time). The 'audit' (we intend changing the name) would end with the visiting team debriefing the Manager and Health and Safety Coordinator with their findings.

An audit is being designed by the Health and Safety Manager and the Health and Safety Working Group with items such as safety behaviours, team member understanding and engagement in health and safety, and systems (eg risk registers, first aid kits, information on emergency procedures) being included. An internal auditing questionnaire has been developed to provide a consistent approach. HSWG members will continue to assist with the internal audits.

f   Health and Safety Actions

HEALTH AND SAFETY ACTIONS UNDERWAY			
Action Description	**Owner**	**Due Date**	**% Complete**
External Audit of Department of Trades	H&S Manager HoD Trades	Mar 2020	100% The resulting findings and objectives are to be shared with our Trades colleagues.
• Identify top critical risks at Ara • Report on controls and measure reduction in risk	H&S Manager HSWG Subgroup	Mar 2020	100% HSWG subgroup review completed. Audit report tabled at HSWLG March 2020. An external consultant has provided a report including recommendations.
Promote increased reporting of near miss incidents	H&S Manager	With the introduction of SafePlace.	Near miss incidents and safety observations are distinct categories in SafePlace.
Develop and implement a Health and Safety Communications Plan	H&S Manager Internal Comms Lead	September 2020	80% Internal Comms Lead has met with H&S Manager. A draft plan has been developed.
Implement the new SafePlace health and safety management system	H&S Manager Project Team	September 2020	100% Manager and user training completed. SafePlace has been implemented. Student access will be available for the commencement of term 4.
Review rehabilitation guidelines as they relate to experience rating	People & Culture Business Partner H&S Manager	Mar 2020	95% Final draft out for consultation.

g   **Trades External audit actions Summary**

TRADES HEALTH AND SAFETY EXTERNAL AUDIT ACTIONS			
Action	**Accountability**	**Priority**	**Status**
Resourcing of the health and safety function. Business case for appropriate resourcing to be finalised by the DCE P&C recruitment to commence.	DCE P&C	High	Underway Recruitment of a Safety and Wellbeing Manager is nearing finalisation.
Provide costing for health and safety leadership training for CE and DCE COO consideration.	DCE P&C Manager Capability	High	**Complete** Costing provided and approved by CE.
P&C Business Partner for Trades to interview tutors who have undergone new Induction process to determine extent of health and safety training provided	DCE P&C Manager Capability	Medium	Pending
Share findings of the health and safety audit and further considerations with Internal Communications Lead.	H&S Manager DCE P&C	High/Medium	**Complete**
A technology solution for competency recording. Explore the possibility of a common tool (an App) that is adaptable to diverse needs.	DCE COO ICT Director	Low (but moving to Medium in 2021)	Pending
Instigate a cross department best practice sharing mechanism where teams "host" other teams. Also look for Section Teams to instigate sharing as part of their teams' meeting agenda.	DCE AIR HoD Trades	Medium	Pending
Schedule of Ara Board health and safety walks to be reinstated. Suggest a shift to individual/pairs hosted by the Divisional Leader of that Department.	CE	High/Medium	Pending
Share findings of Health and Safety Audit to Recognition project team so they can consider health and safety recognition in their design.	DCE P&C	Medium	**Complete**
A communication to Trades colleagues reminding them of the opportunity to elevate health and safety concerns if they feel they cannot eliminate or mitigate the risk.	DCE AIR HoD Trades	Low	Pending
A review to be undertaken of how aggressive student misconduct process outcomes are linked back into managing health and safety risk.	DCE COO	Low	Pending
Communicate findings of Health and Safety Audit Report to teams/Working Groups.	HSWLG members	Medium	**Complete** (HSWG complete)
Present findings to the Department of Trades.	CE, DCE P&C, HoD Trades, H&S Manager	High	Meeting scheduled

4.3 Wellbeing

a   Introduction

Ara's focus on colleague health and wellbeing has moved from being a key element of the Transformation Programme to being embedded into our way of working in 2020. The focus and direction of the programme is based on the strategic framework, *He Ara Hauora – Pathways to Wellbeing.*

b **Performance**
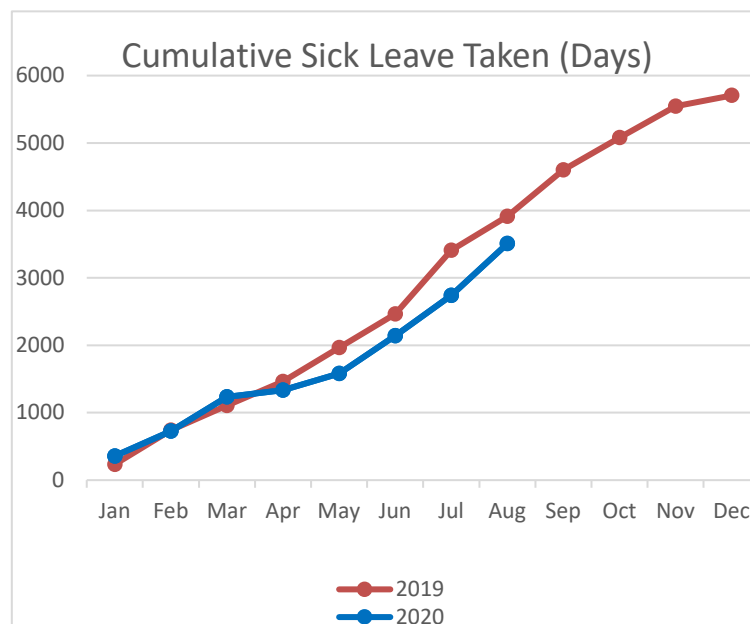
i **Employee Assistance Programme**

Ara's EAP service is provided by OCP. Colleagues (and their immediate family members) can access up to three confidential counselling sessions for personal and/or work issues. This service continues to be regularly promoted via *Ara News* emails to all colleagues. The number of colleagues accessing this service dropped in August following a peak in July. However, the August numbers for 2020 are well above those of August 2019. Managers continue to be encouraged to undertake wellbeing check-ins with their team members, so they are better placed to identify and assist with mental health challenges.

OCP Counselling												
Year	2019				2020							
OCP	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Number of colleagues attending (new)	7	8	10	4	4	6	3	1	7	12	20	10
Total number of colleagues attending	10	10	15	8	4	8	8	1	8	18	28	21
Total number of sessions	17	23	27	15	8	14	15	3	15	37	47	37

Additional table below shows EAP usage for August 2019

OCP Counselling	
Year	2019
OCP	Aug
Number of colleagues attending (new)	7
Total number of colleagues attending	12
Total number of sessions	27

ii **Sick Leave**

Cumulative Sick Leave Taken (Days) — 2019, 2020

<div style="background:#3a3a3a;color:white;text-align:center;">COLLEAGUE WELLBEING</div>

Lost days due to sickness	**August 2020** 580 days initiated • 454 – City/Madras • 24 – Manawa • 56 – Woolston • 0 – Hornby • 0 – Rangiora • 1 – Ashburton • 44 – Timaru • 1 – Oamaru • 0 – Bishopdale	**August 2020** • YTD – 3,507 days. Includes some in advance. • YTD sick leave of more than 5 days – 982 days by 44 people
	August 2019 *502 days initiated in August 2019* *(Campus breakdown not available for 2019)*	*August 2019* • *YTD – 3,911 days* • *YTD sick leave of more than 5 days – 1,187 days by 59 people*
YTD ACC leave	**August 2020** • 221 days	**August 2020** • YTD Work related ACC – 72 days • YTD Non-work related ACC – 149 days
	August 2019 • *622 days*	*August 2019* • *2019 YTD Work related ACC – 279 days* • *2019 YTD Non-work related ACC – 343 days*
Number of colleagues on a return to work plan	**August 2020** • 2 colleagues – shortened hours	**August 2020** Not related to work injuries
	August 2019 • *2 colleagues*	*August 2019* *Not work related*

Ara Board Health and Safety – Schedule for Campus Walkabouts October 2020 to June 2021

Group 1: Maryann, Murray

Group 2: Therese, Bryn

Group 3: Melanie, Nettles

Group 4: Jane, Andrea

Group	Name	Date	Location	Dept	HoD
1	Maryann Geddes	**Oct 2020**	City	EAS	Michael Edmonds
1	Murray Bain	Oct	City	EAS	Michael Edmonds
2	Therese Arseneau	Nov	Woolston	Trades	Dennis Taylor
2	Bryn Thompson	Nov	Woolston	Trades	Dennis Taylor
3	Melanie Taite-Pitama	Dec	City	Creative	Hazel Barrer
3	Nettles Lamont	Dec	City	Creative	Hazel Barrer
4	Jane Cartwright	**Feb 2021**	Timaru	All areas	Leonie Rasmussen
4	Andrea Leslie	Feb	Timaru	All areas	Leonie Rasmussen
1	Maryann Geddes	Mar	City	HSI	Mandy Gould
1	Murray Bain	Mar	City	HSI	Mandy Gould
2	Therese Arseneau	April	City	FM	Grant McPhail
2	Bryn Thompson	April	City	FM	Grant McPhail
3	Melanie Taite-Pitama	May	City	EDI	Nigel Young
3	Nettles Lamont	May	City	EDI	Nigel Young
4	Jane Cartwright	June	City	Manawa	John Grant
4	Andrea Leslie	June	City	Manawa	John Grant

Briefing Sheet

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

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

Principle behind the walkabouts is "influencing up"

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

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

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

Outcomes

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

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

Response to Ara Board questions regarding SafePlace

a   **What access can the Board have to the SafePlace tool?**

SafePlace is an operational tool with some standard reporting. It is designed to capture incidents, etc and manage the workflow through to resolution. It captures information in a structured database with tight security and provides greater operational functionality and data capture than the previous SharePoint based system.

It is not designed for anonymised reporting and statistics. Therefore, we are extracting anonymised records from SafePlace which will be populated into the BI Data Warehouse in order to support both standard Ara and ad hoc reporting. This provides a mechanism for the Board to access health and safety statistics, trends, reporting, etc as needed, rather than via access to raw data (live data).

If the Board would like to view how SafePlace functions at the operational level, this can be provided via a test/training version of the system or via the Production (live data) version if this is required.

b   **What reports would be available to the Board from SafePlace?**

Initially, the data being populated into the BI Data Warehouse will support the information requirements for the current health and safety reports.

However, SafePlace captures additional information which can be added to the data extract where the Board requires additional information. Examples of information that may be useful to the Board includes:

i   Incident Resolution Performance statistics: SafePlace workflow capture resolution of incident timeliness (against the Ara defined SLA for resolution timeframe assigned to each incident urgency level)

ii   Near Miss and Safety Observation reporting: The ease of capturing these items is expected to increase the number of lead indicator reports which will in turn lead to more proactive management potential issues rather repair and recovery activity post incidents. This is supported by portal and app functionality which makes capture of basic information quick and easy.

iii   Categorisation and Pattern Analysis: As the data captured by SafePlace is categorised using standard categories of incident types, injury types, locations, business units, person types (e.g. staff, student, contractors or visitors), etc these can be used to support "what if" investigations seeking to identified patterns of incidents for further action/mitigations.

iv   Incidents versus Known Risks analysis: Incidents can be categorised against known and documented risks in order to provide information to update the priority of those risks and inform the planning around additional actions that might be required to mitigate those risks.

As the information is captured at source when incidents occur, new Board information needs can be satisfied more easily and hopefully on request.

Ara Board 29 September 2020	Agenda Item	6.2
	Information Item	
PUBLIC	**Presented by**	Darren Mitchell

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Corporate Services Division: August Report for the Ara Board
BACKGROUND AND PURPOSE	To provide the Ara Board with monthly insights and information pertaining to the Corporate Services Division for August 2020.
RECOMMENDATION(S)	Review and receive the information as provided in the report.
LINK TO ARA STRATEGY	• Learners at the heart of everything we do • Dynamic delivery of contemporary programmes and research • High performing customer focused teams • Innovative and sustainable practice.
KEY ISSUES IDENTIFIED	Nil.
FINANCIAL IMPLICATIONS FOR ARA	Nil. Noting: • Division is $1.7m favourable to budget.
RISK IMPLICATIONS FOR ARA	
RATIONALE FOR EXCLUDING PUBLIC	N/A.

CORPORATE SERVICES DIVISION – REPORT FOR ARA BOARD

Executive Summary

Key focus areas this month

- The Planning team has been:
  - undertaking a benefit review of the Online Enrolment business case considering the proposed implementation
  - completing close out activities for the new Website (Clinical Placement, Ara experience and InfoWeb replacements)
  - developing a proposal for a collaborative initiative around Learner Analytics and Adaptive Learning Technology
  - Regional Master Plan (RMP) – a discussion document has been developed for a workshop with the Campus Redevelopment Committee (CRC) to review the RMP status and ongoing plans.
  - Providing project management and business analysis support to the Transformation Programme:
    - People and Culture projects – Induction Refresh, Talent Growth Cycle, High Performing Teams and the Health and Safety system
    - Student focused projects – Student Retention & Achievement, Online Enrolments, Web Re-platforming and Student Case Management Tool enhancements for learner support
    - High Performing Organisation projects – Transfer of Programme and Course Repository functionality to Tribal and replacement of InfoWeb (internal communications, reporting and staff productivity platform)
- The Organisational Performance (OP) team are
  - developing a number of reports focused on student analytics, health and safety, attendance and TEC qualification completion that will support future planning and ongoing performance management.
  - continuing to work with subsidiary partners including NMIT & EIT. This work has included optimisation of funding and supporting colleagues to develop their mix of provision for the 2021 periods.
- The ICT team have been:
  - Improving the Records Management practice resources (MS Teams site development)
  - Completing the integrations for student support projects (Analytics, CMT, StudyFit)
  - Completing the integrations for SafePlace
- Finance engaged with and supported all business and teaching units to build a sustainable and considered budget for 2021.
- Two functional areas are currently being considered for improvement
  - Contract development and management (Finance and Performance teams leading)
  - Technology systems Governance and Operation (ICT Team leading)
- The CS Management Team completed Te Hoe, introductory Māori language course.

Summary of financial performance

Transformation Programme is progressing within approved budget.

As at 31 August 2020, Corporate Services were $1.7m favourable to budget.

At budget setting it was anticipated that the net deficit for the division would be $21.1m in comparison to the actual deficit of $19.5m. Year-to-date revenue has fallen short of budget by $121k, this is largely attributable to a reduced parking and room hire revenue resulting from Covid-19. Staff expenses are in line with budgeted expectations.

General expenses and occupancy costs were underspent year-to-date by $747k and $878k respectively. Favourable variances within general expenses continued to be most notable in software and printing costs. Savings within energy costs amounted to $464k year-to-date, however, there were favourable variances across most other occupancy expense line with budget. The shutdown period associated with COVID contributed to these underspends.

Ara Board 29 September 2020	Agenda Item	6.2
		Information Item
PUBLIC	**Presented by**	Tony Gray

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Academic, Innovation and Research
BACKGROUND AND PURPOSE	To provide the Ara Board with a summary of the AIR Division monthly activities by Executive summary and outcomes linked to the Ara Strategic Focus Areas and Priorities.
RECOMMENDATION(S)	1. That the Ara Board receive and note the contents of this report, 2. That the Ara Board notes planned and intentional future-focussed the initiatives noted in this report.
LINK TO ARA STRATEGY	Full report linked to strategic focus areas.
KEY ISSUES IDENTIFIED	Financial impacts 2020.
FINANCIAL IMPLICATIONS FOR ARA	Actual revenue falling short of the budgeted expectation by $3.1m (4%).
RISK IMPLICATIONS FOR ARA	Need to re-size portfolio and the flow on impacts.
RATIONALE FOR EXCLUDING PUBLIC	Nil

ACADEMIC, INNOVATION AND RESEARCH – REPORT FOR ARA BOARD

Executive Summary

In-class and applied teaching, learning, and assessment are key foci as the term draws to an end. Planning for 2021 is underway in enrolment and learning development areas.

Key focus areas this month
- Learning and teaching; and assessment
- Planning for 2021

Learners at the heart of everything we do	
Outcomes delivered during current reporting period	Applied activities occurring across all departments including practical placements, end of year performances, the launch of the 'Track's' student radio station, Music Arts Concert Series, clinical placements, and capstone and industry projects. Learning and teaching, assessment and supporting learners remains a priority with emphasis on support in the COVID-19 environment. The 'Kick-off' series this month has had a focus on providing colleagues with skills, knowledge and tools to support learners emotionally and socially as a means of supporting learner success. These sessions have been well attended.
Dynamic delivery of contemporary programmes and research	
Outcomes delivered during current reporting period	Planning for the 2021 portfolio is underway and comprises review of products across all levels, including six (6) degree-level offerings. Of note is the planned review of the four (4) Creative Industries Degrees, [The Bachelor(s) of Music Arts, Art and design, Performing Arts and Broadcasting Communications]. The development and design of which will facilitate integration across the creative domains, and across other departments, and will enable flexibility and learner choice. Extensive, planned, and intentional future-focussed research and consultation processes have commenced. Year to date, there have been 39 research outputs (created by 27 Ara researchers). 52 registered and active Ara research projects are underway. A further five (5) research projects are in the application phase.

High performing customer focused teams

Outcomes delivered during current reporting period	All Departmental Self-Assessment conversations have been completed and next steps identified. 13 NZQA-led Consistency Reviews have concluded successfully with Ara rated 'sufficient' (the other outcome would be not-sufficient) in all 13. Ara-wide updating and coaching in self-assessment is planned for October and November. An external consultant will lead this process. Annual degree monitoring is underway. All 26 monitoring events will be completed by the end of November. Creative Industries and Health Practice departments are working to nurture more of a cross-departmental culture, including a visioning process(es), strategy development, and project-based portfolios. Humanities and Creative Industries teams are collaborating on degree portfolios to assess how to best develop common competencies/graduate attributes within their portfolios, and to encourage further cross discipline interactions which enhance learner experience and outcomes.

Innovative and sustainable practice

Outcomes delivered during current reporting period	Several initiatives are nearing completion including a Centre for Digital Technology Services [EDI] with start date Semester 1, 2021. Both internal and external customers will utilise this service and there will be applied learning opportunities available that will enhance learner outcomes. The planning for a Research Design Challenge is making good progress, to review and refocus research at Ara. Micro-credential opportunities are being progressed. Meetings have been established to progress key areas were micro-credentials are a clear opportunity in the current environment – these include the cultural intelligence, professional development, and innovation spaces. In the health domain the relationship with Liaoning University in China is progressing. The draft curriculum for the joint venture is complete. Work is underway to organise teaching requirements for 2021. An opportunity to partner with New Zealand Defence Force is being explored in relation to Medic training. This involves exploring learning pathways, qualification alignment, and provision of education and training. The Hospitality Level 3, Level 4, Cookery Level 4 and Bakery Level 3 in Christchurch and South Canterbury offerings are moving to a managed apprenticeship (workplace) model for 2021. A design dash including stakeholders, is

scheduled in October to ensure our timetabling and delivery aligns to this provision. This alignment will also enable learners to experience international conferences (once they are up and running) as part of their work integrated learning.						

Summary of financial performance

As of 31 August 2020, the Academic, Research and Innovation Division were $3.5m adverse to the overall year-to-date divisional budget. At budget setting it was anticipated that the net surplus for the Division would be $39.2m in comparison to the actual surplus of $37.8m. Year-to-date revenue in the Division has improved on prior month. Actual revenue falling short of the budgeted expectation by $3.1m (4%). The extent of financial support provided by the funding guarantee will be reflected at the end of the year.

Staff Expenses were overspent by $1.3m year-to-date of which accumulated annual leave costs contributed $553k.

Savings have been achieved across several items within General Expenses resulting in a $1.1m favourable variance.

Department - Programme owning	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
Applied Sciences and Social Practice, Te ...	763.7	729.5	870.3	731.5	4.7%	19.0%
CAPL Dept		0.7		0.7		-100.0%
Creative Industries	703.1	703.1	721.7	703.0	0.0%	2.7%
Engineering & Architectural Studies	743.1	720.8	686.8	727.8	3.1%	-5.6%
Enterprise and Digital Innovation	1,112.8	1,151.7	1,036.8	1,120.8	-3.4%	-7.5%
Health Practice	1,145.3	1,140.1	1,146.7	1,112.3	0.5%	3.1%
Hospitality & Service Industries	623.6	627.1	650.1	624.1	-0.6%	4.2%
Humanities	887.3	888.9	796.5	841.8	-0.2%	-5.4%
Trades	1,079.7	1,085.3	1,026.1	1,050.7	-0.5%	-2.3%
Total	**7,058.7**	**7,047.1**	**6,935.1**	**6,912.8**	**0.2%**	**0.3%**

Summary of EFTS as of 4 September 2020	
Department	**Commentary**
APS (Applied Sciences and Social Practice)	871.5 EFTS achieved to date (target of 763.7) – a 19.3% growth on 2019 (YTD). This growth exceeds the required growth of 4.7%. Study and Career Preparation Level 4 (Pre-health) contributes significantly to this growth with EFTS tracking at 316.2 (YTD) in comparison with 225.2 STLY. Course completion rates are sitting at 85.9% overall. Programme Level 7+ completion rates are at 95.5%. Completion rates for Māori and Pasifika learners is currently 77.5% and 71.7% irrespectively. Applications for 2021 are promising. 775 applications for programmes currently received (in comparison to 493 STLY).
CRE (Creative Industries)	+19 EFTS achieved YTD. Some withdrawals noted in some sub-degree programmes. Learner health issues accounts for many of these. The Graduate Diploma in Information Design free offering has also experienced several withdrawals. It is noted that these are mostly those who did not utilise course counselling prior to enrolling and have found the requirements challenging. The Graduate Certificate in Information Design (GCID) [also Fee Discounted] resulted in 12.6 EFTS for Semester 2 [a total of 15.8 EFTS].

	This compares to 6.3 EFTS total 2019). Course completion 95.2% YTD, with both Māori and Pasifika course completion rates higher than 2019. 2021 Applications 312 (in comparison to 164 STLY). 308 Christchurch/4 South Canterbury; 285 Domestic/27 International; 42 Māori (versus 15, 2019)/15 Pacific (versus 11, 2019).
EAS (Engineering and Architectural Studies)	688 EFTS (target of 743). Semester 2 resulted in a small increase in domestic enrolments, while international enrolments were significantly down. The programme evaluation data indicates that in 2019, Māori achievement exceeded 90% across all degree programmes (19 learners across the 3 programmes). The department team is working with the office of the Kaiārahi to increase Māori participation numbers. Pasifika recruitment and success requires further attention. The department is working with Engagement and Marketing to improve domestic recruitment 2021.
EDI (Enterprise and Digital Innovation)	EFTS currently at 1,037 for the year (target of 1, 112 4% below). There has been growth in international EFTS despite COVID-19. This is on the back of a strong Semester 1. Domestic EFTS have been challenging in both business and IT programmes. 2021 applications tracking about 7.5% ahead of STLY for domestic [86 received to date]. International applications tracking 23% behind STLY [690 received to date]. The focus is on pivoting our offerings toward a domestic focused future. The department is working with external consultants (Assurity) to explore ways to achieve this.
HPR (Health Practice)	EFTS for 2020 have exceeded target with net growth of enrolments of 3.7%. Demand for all programmes (2021) are strong with high interest in nursing, midwifery, and medical imagining. Some existing international learners continue in nursing, however overall international learner numbers are down.
HSI (Hospitality and Service Industries)	2021 applications are progressing like last year (same time). All international EFTS in the 2021 mix of provision are currently studying at Ara and the department is confident it will meet the proposed target.
HUM (Humanities)	Tracking behind on EFTS largely due to the decline in international enrolments. Projections for year-end suggest a financial contribution shortfall of ~400k. This was set to be significantly more however strong performance in domestic enrolments has helped close this gap. 2021 applications are sitting at 270 (237 STLY); 149 (134) domestic, 121 (103) International.
TRA (Trades)	Current tracking shows slightly behind STLY, however there is small (not yet significant) growth in Managed Apprenticeship enrolments. COVID-19 lockdown created some complexity around cancellation, rescheduling of contracted block courses, and invoicing of work for the April-May period. The department will not see income from this until the end of this year. Several extra unbudgeted intakes in Carpentry, Electrical and Plumbing full time programmes, combined with ITO contract work still to be invoiced. The department is confident that Trades will meet the planned EFTS target for 2020.

Ara Board	Agenda Item	6.2
		For Information
PUBLIC	**Presented by**	Karen Te Puke

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Customer Experience and Engagement Division Board Report.
BACKGROUND AND PURPOSE	To provide the Board with a monthly update through Executive summary and exception reporting on the progression of the Division towards achieving Ara's Strategic Focus Areas and Priorities.
RECOMMENDATION(S)	That the Board note the contents of the report.
LINK TO ARA STRATEGY	Division activity that links to the key focus areas of: • learners at the heart of everything we do • dynamic delivery of contemporary programmes and research • high performing customer focused teams • innovative and sustainable practice
KEY ISSUES IDENTIFIED	Nil.
FINANCIAL IMPLICATIONS FOR ARA	Overall financial performance continues to exceed bottom-line target.
RISK IMPLICATIONS FOR ARA	Nil.
RATIONALE FOR EXCLUDING PUBLIC	Not applicable.

CUSTOMER EXPERIENCE AND ENGAGEMENT – REPORT FOR ARA BOARD

Executive Summary – August Foci

- Completion and launch of the Ara Website including linking academic information directly from Tribal SMS, previously linked via the Academic Repository and managed by Portfolio & Assurance.
- Recruitment events including Puhoro STEAM and Pacific Rise events.
- Couriering all Graduation certificates/diploma's and degrees.
- Registry & Admissions/Enrolment – Curriculum Loading, Student Management System, Admissions & Enrolments input into the future focused On-line Learning Enrolment Project.
- Developing and communicating unique Alert level 2 protocols for residents in student accommodation, Gym members and Health Centre customers.
- Increasing support for Maori and Pacific with a focus on the increase in domestic learners in Study & Career Preparation L3 & L4; TTAF intakes, Health & Wellbeing L3.
- Government HAFL (Hardship Fund for Learners) supporting 50 S2 learners (circa $120k).
- Establishing partnerships that progress the NZIST goal on equity for Maori (and Pacific) eg; Noaia Partnership. NB Noaia is an organisation whose purpose is to grow Whānau wellbeing and prosperity through developing meaningful and sustainable pathways for Maori and Pacific people.
- Working with NZQA network of NZIST subsidiaries colleagues leading the implementation of the Education (Pastoral Care of Domestic Tertiary Learners) Interim Code of Practice.
- Business system improvements to enhance the learner experience: student accommodation; learner diagnostics; student services Case Management Tool.
- Learning Services has experienced a very heavy demand for their services due to the increase in the numbers of learners in the career preparation programme.
- Disability Services has been focused on organising support for learners who have commenced in Semester 2.
- ERO (Education Review Office) for Early Learning Centre – a redesigned and less formal process and Annual General Meeting held with a number of commendations made by management, parents and colleagues.

Learners at the heart of everything we do

Outcomes delivered during current reporting period	**International** • Five Nursing learners have applied for hardship funding from the Rika Fund. The Fund beneficiaries broadened the scope of the funding due to learner mobility not being an option during the global pandemic. Interviews will take place this month to allocate the funding to successful applicants. **Learner Support** • Supporting comparatively (to 2019) higher numbers of learner with Advocacy services. • Learner Council has supported a move of funding from Dental to Counselling services for 2020 and 2021. • Learner Wellbeing published a second Learner Wellbeing Update and collaborated to deliver a learner gathering in Timaru. • Processed and commenced the payment of $100,000.00 COVID Scholarships to Learners - finalising the last few (total fund $125,000.00). Commenced the support network 'Tuatoko2020' around them. • Gained feedback from Māori and Pacific learners about desired improvements in technology in their City Study Spaces and working with ICT for the work to commence. • Learner Advisor Frontline have contacted all learners referred for digital/technology support and completed surveys with them that have been forwarded to ICT for action. • Processed high volumes of referrals particularly maths support (+200) for learners to access additional support. **Learner Transition, Accommodation and Activities** **Accommodation** • Researching and developing models of practice to support problem solving, conflict resolution, communication, and life skills for the Ōtautahi House context, taking a growth and development approach **Course and Career Advisement** • The Careers team have actively upskilled in workshop facilitation to increase the learner experience of their services. • A number of Career Counselling Interns have completed their placement in the Careers Centre. • Career and employment sessions delivered as part of the Wednesday Wananga activities for MPTT learners.

Recreation Centre and Services

- The team have reintroduced a more structured Social Sport Timetable with a specific sport advertised for each day which has successfully increased participation numbers.

Registry

- LNAAT project – implementation of a new module in the SMS which enables integration between the SMS and the government's Literacy and Numeracy Testing tool. Will enable the LNAAT test scores for any Ara learner to be pulled into the SMS for colleague visibility. Includes test scores for Ara learners where they have been tested by another organisation. The information provided will be of value to the Learner Analytics Project.

Marketing

- Web re-platform: The new website was launched on Tuesday, 1 September. It has been received very well though the team are working through some fixes that have arisen, largely to do with data that comes from Tribal. There have been no major issues.
- Advertising: The planned additional photography to support our 'Advantage You' campaign has been completed.

Academic Support

- CMT enhancements Project - Improvements to CMT functionality of email and text reminders are improving the ability for learners to reschedule appointments with support services and colleagues to action efficiently.
- Learning Services are creating targeted workshops for programmes with large numbers of Semester 2 referrals (>20 learners). Examples are BNHE502 Nursing and CSCP304 maths. They have also continued to provide Zoom "Quick Questions" in the Māori Study Space, where post level 4 demand is sustained.
- Analysis has taken place of the requirements for an "unmet need" evaluation process. An interim solution is to use an online Microsoft form to populate unmet need into an Excel spreadsheet, for viewing by stakeholders.

Health Centre

- Health Centre Manager met with Manager Ara Whakapiki Ako in response to a request for advice and strategies for tutors in supporting the mental health and wellbeing of learners.

	• Learner mental health continues to be a key focus for the clinical team as demand for support increases both from learners and referrals via tutors and advisors. In addition to counselling support, the nurses and doctor have also been available for learners presenting with mental health concerns and initiated treatment and safety plans or referred for internal/external support. • Timaru counsellor has continued to increase the visibility and accessibility of the counselling service • COVID testing has continued of learners presenting with respiratory symptoms - total 87 COVID swabs to date. • Influenza programme now complete – total number of vaccines given: colleagues 202 and learners 112.

Dynamic delivery of contemporary programmes and research

Outcomes delivered during current reporting period	**Engagement Team**		
	Activity	**Engagement**	**Commentary**
	Maori and Pacific Activity	• Puhoro - 69 rangatahi attended. • Whanau evening – 30 • Pacific Rise.	• Puhoro wananga delivered onsite at Ara. • Whanau evening at Burnside High School, many families in attendance with 30 prospective learners. • Pacific Rise event held onsite at Ara – reduced in numbers due to COVID restrictions. • Pacific Rise – 80 prospective learners in attendance.
	Business Breakfast	• 23 attendees	
	CAPL online information evenings	• 10 attendees	
	Industry & Community Activity	• Dept. HSI industry breakfast – 23 industry representatives in attendance. • Collaboration with The Court Theatre and Canterbury Cricket Association hosting event at The Court – 100 registrations but with COVID restrictions 60 attended on the night. • Delivery of Introduction to the Treaty of Waitangi course for the Timaru District Council. • Salvation Army presentation to clients. • Presentation to Conservation Volunteers NZ group. • Signing of Canterbury Cricket Association partnership agreement. • Signing of Noaia partnership agreement.	

		• Ongoing discussions with CRFU around partnership agreement.
Campus Tours	• 8 schools capturing 54 enquiries	• Schools included Waitaki Girls High School, St Margaret's College, Haeata College, Lincoln High School, Hagley Community College, YMCA. • Targeted Pacific campus tours. • Alternative Education Transition event onsite at Ara.
School visits/Careers Evenings	• 9 school career evenings and school presentations • 75 enquiries captured	• Kaiwhakauru call cycle – meeting with Kura colleagues to introduce Ara Kaiwhakauru and establish relationships with presentations to 2 groups of learners across six schools. • Target Pacific school visits to 8 schools. • School presentations and careers evenings included: St Andrew's College, St Margaret's College, Christ's College, Rangiora High School, Hillmorton High School and Kaiapoi High School to full year groups and class groups.
Subject specific	Cashmere High School – presentation to 5 x YR11 Science classes	
International Directors and learner event	• 34 teachers & international directors attended • 28 prospective learner enquiries captured	• International Directors and learners from CHC secondary schools attended Ara for a ½ day visit exploring tertiary training options for 2021 and beyond. • Event planned for South Canterbury in late September.
Experience Ara	• 1842 attendee's year to date	• Ongoing activity, some schools have withdrawn learners due to focus on teaching and learning to get through

		NCEA and UE achievement for 2020 due to missed delivery due to COVID lockdown earlier in the year.
Explore Your Study Options Expo	• 154 enquiries captured	• Collaboration event held with Christchurch NZ, Lincoln University, Canterbury University and Ara at the Vodafone Centre.
Application drop-in sessions	• 6 schools • 43 enquiries captured	
Young Enterprise Scheme	Ongoing support for YES participants, planning for annual market day to be held at Turanga (was scheduled for 6th Sept. This has been postponed and new date TBC due to COVID L2 restrictions).	

Learner Support
- Delivered the first Pacific performance Wednesday Wānanga for MPTT learners at Woolston to develop skills, knowledge, and confidence to perform.
- Delivered (in collaboration) Korero and Kai for increasing numbers (regularly 50) of Māori learners.
- Delivered Semester 2 Pacific Learner Welcome.

Learner Transition, Accommodation and Activities
- Meetings held with stakeholders and employers to help place MPTT learners into jobs and apprenticeships,
- Planned and delivered activities for Wednesday Wananga event.
- Needs identification and allocation of Learner Support Fund (LSF) for MPTT learners -

MPTT Driver Licensing Total Driver Licence spend (as of end August) = **$7,223.20.** 32 learners had or currently having in-car driving lessons/ **10** License passes YTD
- Other activities: Woolston Mihi Whakatau, Pacific learner welcome, Cook Island Language week
- Campus tours including - Next Step woman's group, Woman in Trades orientation, school learners and their parents.
- Ongoing planning & collaboration with Engagement & EDI teams to deliver three out of four Job Seeker Workshops (in Digital Boost) to MSD & Noaia clients.

	Academic Support • Learning Services has developed a self-assessment tool for learners on some programmes, which when completed suggests online resources which will help to remediate their learning skills deficit. **Early Learning Centre** • Kaiako have developed individual action plans to strengthen their use of te reo Māori in everyday practice, an outcome of our internal evaluation. The Strategic Plan is in the final stages of development and the focus is on wellbeing, engagement, te ao Māori and te reo Māori. **Pacific Development** • Presented Pacific Strategy report to the Ara Board. • Pacific Learner Support Plan ready to print.
High performing customer focused teams	
Outcomes delivered during current reporting period	**Learner Transition, Accommodation and Activities** **Accommodation** • The development of a role to include Ōtautahi House Community Development has been put in place to support the requirements under the Education (Pastoral Care of Domestic Tertiary Learners) Interim Code of Practice, and to increase the focus on the residential community experience. The newly opened onsite office at Ōtautahi House is proving to be very successful with increased resident engagement and support, and access to RA's when on duty. **Registry** • Curriculum and Academic Records team focus has been on ensuring March graduands can attend September ceremony and working with the Marketing team to ensure that all preparation for September graduation ceremony is completed. As of 8 September, team are now working on logistics of learners having quals conferred now there is no graduation ceremony. **Academic Support** • Disability Services worked with the People and Culture team and an external facilitator to deliver Inclusive Learning Environment training to all leaders within Ara. This was received well and the next steps to build on this initiative are being planned.

	• The Diagnostic Analytics project is nearing completion and the reporting dashboards have been developed ready for the data to go live. • Power BI dashboards have been developed for managers, for them to be able to view reporting of interventions with learners by colleagues from the CMT. **Health Centre** • The team welcomed Pacific Services Manager and Counsellor, Tapu Tuisga, to the Health Centre to provide a professional development session for clinical team on supporting the mental health and wellbeing of Pacific learners. • Health Centre manager attended Creating Inclusive Environment workshop. • Valuable Conversations with clinical team. **Early Learning Centre** • We introduced a "coffee date" for kaiako to have with their Head Teacher. This has been invaluable, strengthening relationships and leads nicely into valuable conversations. **Pacific Development** • Working on the criteria for the Pacific Academic Scholarship.
Innovative and sustainable practice	
Outcomes delivered during current reporting period	**International Services** • Our institutional partner, LNUTCM, reported that 60 learners have been accepted onto the September 2020 intake of our joint nursing programme in China. The final enrolment number will be confirmed once these learners have completed enrolment in the second week of October 2020 at LNUTCM. It is expected that at least 90% of these learners will confirm their enrolment in the first intake in China. **Learner Support** • Pacific Learner Support Plan has been fully developed and work commenced with Departments. • Realignment of the Learner Support team in response to changing learner demographics and needs is being investigated and plan written.

Learner Transition, Accommodation and Activities

Accommodation
- Significant progress has been made with the technical expertise of the Registry team to shifting Otautahi House applications into an automated process in Tribal Ontrack Hub and Prospect.

Careers / Employment
- Delivery of Volunteer Expo to help learners engage with volunteer organisations and opportunities to build skills, experience and networks.
- The Employability Award (Pilot) with EDI has been carried on from last semester – 10 learners registered.

Recreation Centre and Services
- The team have worked on making Recreation Centre resources digital (application forms and info sheets) to minimise paper wastage.

Central Administration
- Testing is continuing for the online enrolment project with enrolment managers and SMS teams.

Registry
- SMS document archiving project underway – removing the documents stored within the SMS to a custom server to assist system performance, contribute to sustainable practice and to aid Institutional compliance with the Public Records Act.

Academic Support
- The analysis of the data from the CMT will help us to plan interventions with learners with greater accuracy, enabling our budgets to deliver maximum impact to learner success.

Health Centre
- Health Centre Manager met with the Primary Health Organisation Service Manager regarding the possibility of setting up a 'patient portal' on the medical database to allow learners to book health appointments online. Discussions continue.

Summary of financial performance

As at 31st August 2020, the Customer Engagement and Experience Division is $850k favourable to the overall year-to-date budget. At budget setting it was anticipated that the operating cost for the Division would be $9.67m in comparison to the actual cost of $8.82m.

Year-to-date revenue in the Division has exceeded the budgeted expectation by $70k, which equates to 2% of the budgeted position.

Staff Expenses are overspent by $212k year-to-date which is 2% of the budgeted $9.2m mirroring the increase in revenue. Within the $212k variance is an annual leave expense of $171k which represents an accumulation of leave the majority of which will be expedited by the end of December.

Savings have been achieved across a number of expense items in the remaining expense groups; general expenses $837k, occupancy costs $160k and depreciation $4k.

Ara Board 29 SEPTEMBER 2020	Agenda Item	6.2
	Information Item	
PUBLIC	**Presented by**	Belinda de Zwart

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	People and Culture Division – Report for the Ara Board
BACKGROUND AND PURPOSE	• To provide the Ara Board with data and information as to how we are ensuring our colleagues are engaged, capable, safe, feel good and are functioning well. • To highlight to the Ara Board areas of opportunity in relating to people and culture (including change leadership) that need to be optimised or addressed and provide recommendations.
RECOMMENDATION(S)	That the Ara Board note the contents of this report, in particular the references to the implementation of SafePlace, the results of the annual Engagement and Wellbeing survey and significant transformation project work being supported by capability development and communications.
LINK TO ARA STRATEGY	Across all four focus areas: • Learners at the heart of everything we do • Dynamic delivery of contemporary programmes and research • High performing customer focused teams • Innovative and sustainable practice. And • The Framework for Maori Achievement
KEY ISSUES IDENTIFIED	• Current Covid-19 uncertain world context that continually requires our people and leadership to be agile and resilient.
FINANCIAL IMPLICATIONS FOR ARA	• No significant or immediate financial risks to Ara. However, ongoing capability lifts for leadership and people around building adaptability, resilience, digital literacy and change leadership are not part of BAU budgeting.
RISK IMPLICATIONS FOR ARA	• Ongoing internal change (eg Transformation, NZIST etc) layered on a Covid-19 change context without a focus on capability and change leadership could potentially impact on service outcomes.
RATIONALE FOR EXCLUDING PUBLIC	N/A

PEOPLE AND CULTURE – REPORT FOR ARA BOARD

Executive Summary

Key focus areas this month

- Significant planning has culminated in the implementation of SafePlace (safety and wellbeing reporting tool) with a 'go live' to colleagues on the 16th September. As part of this project, training was provided to 120 leaders about their role in evolving our safety and wellbeing culture and how to use the tool to investigate incidents and manage risks that have the potential to harm our people.
- Analysis and presenting results for the annual Engagement and Wellbeing surveys began with TKM and the Leaders Forum at the beginning of the month. The wider organisational results have been communicated across Ara and leaders will now share team results and review their Ara Poka Plans with the message that it is at the team level that differences in engagement occur.
- First and second interviews for the Safety and Wellbeing Manager have been conducted and an offer has been made to the preferred candidate and verbally accepted.
- Collective bargaining with NZEI (Child Care Centre) has begun.

Health Safety and Wellbeing	
Performance during current reporting period	• There were no notifiable incidents during the month • The number of colleagues engaging in confidential counselling via our EAP programme in August dropped from the July peak.
Outcomes delivered during current reporting period	• The reporting tool "SafePlace" went 'live' to Ara colleagues on the 16th September. • As part of the "SafePlace" transformation project, 120 leaders across Ara attended an externally delivered workshop, "Leading Safety and Wellbeing at Ara". • Both the Health Safety Working Group and Health Safety and Wellbeing Leadership Group met during the last month. Key discussions points were: the endorsement of the HSWG recommendations on traffic and pedestrian management primarily at the Madras Street campus, SafePlace implementation, the new Safety and Wellbeing structure, and the delay of the Drug and Alcohol Policy implementation to early 2021.

Learners at the heart of everything we do

Outcomes delivered during current reporting period	• P&C Capability support continues for the learner related transformation projects of On-Line Enrolments, Diagnostic Analytics and CRT (phase 2).The team are designing training sessions and training resources for implementing and lifting digital skills in the use of these tools.

Dynamic delivery of contemporary programmes and research

Outcomes delivered during current reporting period	• **Assessment Review**: a paper has been prepared for Academic Board with recommendations regarding the collaborative design of a sustainable and impactful capability approach • **The teaching improvement initiative** activity includes individual development conversations and plans, coaching teams in Peer Observations and Learning Walks to lift the visibility of good teaching practice • **2020 Academic Promotions** Interim process is now underway. Design planning sessions for the 2021 approach are scheduled beginning mid-September • **Academic Study leave** applications process is underway and will be concluded in late November for the 2021 Academic year.

High performing customer focused teams

Outcomes delivered during current reporting period	**Annual Engagement & Wellbeing Surveys** • The annual Gallup Engagement survey and Wellbeing Survey results have been communicated to TKM, the Leaders Forum and now Ara wide. The overall satisfaction with Ara as an organisation had a positive shift from 2019 – in Gallup terminology, a statistically significant one. Overall engagement shifted slightly from 3.69 to 3.76 in 2020. • All team leaders now have access to their results and training has been provided to the 17 new leaders. • A resource has been developed to assist leaders to work with their teams to review their Ara Poka Plans and to establish renewed actions by the end of October. **Talent Growth** • An onboarding/refresher session for Valuable Conversations was run for Creatives leaders in early September. **Leadership** • Growing Inspiring Leaders workshop Stream 10 got underway on 8 September with 20 leaders. • New Leaders Induction series is underway and will be supported with specific needs-based learning (eg budgeting tools, people processes, etc).

	• Coaching; Group coaching has concluded. The external coaches recommended some development themes we can take forward: How can we lead collectively? The art of conversations; Nurturing change; Ara Values in action; **Cultural Intelligence** • P&C are developing an 18-month plan for the P&C division approach to implementation of the FMA. The Cultural Competency matrix will be incorporated into the Academic Promotions process. **Digital Capability/ Systems** • The Capability and EDI managers are in discussions in how we might collaborate and codesign an approach to digital capability that best leverages internal expertise to lift digital capability. **Team and individual coaching and development** • The capability team have partnered with leaders and Business Partners to design and deliver a range of activities to meet a range of individual, team and leader needs. These have included values and actions workshops, peer support, team dynamics, team culture and growing psychological safety. **Diversity and Inclusion** • The Diversity and Inclusion Working Group met for the second time and finalised their draft of Terms of Reference for consideration by the TKM. We are starting to see requests for engaging Ara colleagues in NZIST work via secondments. We have recommended that some guidelines be provides to NZIST and subsidiary Managers.

Innovative and sustainable practice

Outcomes delivered during current reporting period	• The E-personnel files transformation project continues with hard copy files being scanned. • An analysis of HRIS version upgrades has been undertaken with the decision to move to Version 19 of Ascender for our HRIS. The upgrade project, testing and working through release notes is planned to occur through September and October. • We continue to be very focused on the digital workspace activity to change our communications channels and opportunity with the upcoming launch of Waituhi and Yammer. These are both scheduled to land in October and project effort is currently on content population with input from across Ara.

Summary of financial performance

- As at 31st August 2020, the People and Culture Division were $73k adverse to the overall year-to-date budget. At budget setting it was anticipated that the net deficit for the Division would be $1.46m in comparison to the actual deficit of $1.53m.
- Of the total overspend, Staff Expenses contributed $55k, that being 4% of the budgeted $1.28m. The adverse variance in Fixed Term Non-Teaching costs being partially offset by savings in Casual and Permanent Non-Teaching costs.
- The remaining $18k occurred within general expenses as a result of minor differences across a number of expenses items.

KAIĀRAHI, DIRECTOR MĀORI DEVELOPMENT
MONTHLY REPORT – SEPTEMBER 2020

SNAP SHOT

- **Framework for Māori Achievement**
  - Slight amendments / Final Version
  - Implementation Phase 1
  - Resourcing Requirement

- **NZIST**
  - Te Tiriti o Waitangi Excellence Framework

- **Significant Other**
  - Raising Racial Consciousness / Courageous Conversations about Race
  - Cultural Intelligence Professional Learning Development

FMA Update

Slight Amendments / Final Version

- See Appendix A for the final version of the FMA, which has combined two earlier First Principles ("Teatowel-tanga" and "The Key is Authenticity") into one ("Teatowel-tanga"), and allowed room to incorporate the overarching "Pouhine Poutama" principle that is the symbol of the FMA.

- The Final Version is currently being printed to sit alongside and help inform our Strategic Focus Areas & Priorities (through which the FMA is woven).

Implementation Phase 1

- See Appendix B for visual representation of Phase 1 endeavours.

- HIGHLIGHTS:

- o Hemi Hoskins (Deputy Director, Māori Achievement) and Humarie (Programme Co-ordinator, Māui Te Tauira) have relocated into the office next to mine, allowing for greater connection and collaboration with Tate and I.

- o The second Māui Te Tauira Māori Student Mentoring Programme wananga have been held with both Christchurch and Timaru cohorts. Through doing, we continue to learn what works and what does not, helping us to make adjustments and plan for 2021.

- o Whole of Department wānanga held with EAS (Engineering and Architectural Studies) colleagues on 23-09-20 to begin the development of bespoke FMA Implementation Plans for each of their respective discipline areas:

  - ▪ Engineering
  - ▪ Architectural Studies
  - ▪ Interior Design
  - ▪ Quantity Surveying
  - ▪ Construction Management

- o Whole of Department wānanga planned with APS (**Applied Sciences and Social Practices**) for 16-10-20 and again in January 2021 to develop a bespoke FMA Implementation Plan for their discipline areas:

  - ▪ Human Services (including Social Work)
  - ▪ Sport, Nutrition & Health Promotion

- **Resourcing the FMA**

  - o The development of a comprehensive appraisal of resources required (human and financial) to implement and institutionalise the FMA (i.e. embed and sustain it as B.A.U. at Ara) is progressing.

NZIST

Te Tiriti o Waitangi Excellence Framework

- Refer to Board Papers.

Significant Other

Raising Racial Consciousness at Ara

- Collaboration with the MoE and NZIST (DCE Equity) to identify potential options to help raise racial consciousness at Ara.

- Identification of preferred provider: Dr Matthew Farry, Institute for Courageous Conversations South Pacific (https://courageousconversation.com/south-pacific/)

- Support from Ara CE and DCE P&C to invest in a comprehensive 2 day work shop for tier 1-4 leaders at Ara in 2021.

Cultural Intelligence (CQ) Professional Learning Development

- Support and impetus to develop a suite of 5 CQ micro-credentials1 as a matter of priority beginning 28-09-20 (noting much of the ground work has already been done).

- Preliminary investigation into potential to develop this package in collaboration with all four NZIST Subsidiaries within the Ngai Tahu takiwā (i.e. Ara, OP, SIT, Te Tai Poutini). No doubt, all four institutions will need/want this type of PLD, and we will all need to do so in partnership with local iwi. There are good reasons to share costs and benefits.

Refer APPENDIX A – UPDATED FMA

Refer APPENDIX B – FMA Implementation Phase 1

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[1] (1) Te Reo me ōna Tikanga (2) Te Tiriti o Waitangi (3) Ngai Tahutanga – Learning about local Iwi, Hapū and Whānau (4) The Māori Economy (5) Contemporary Māori Issues
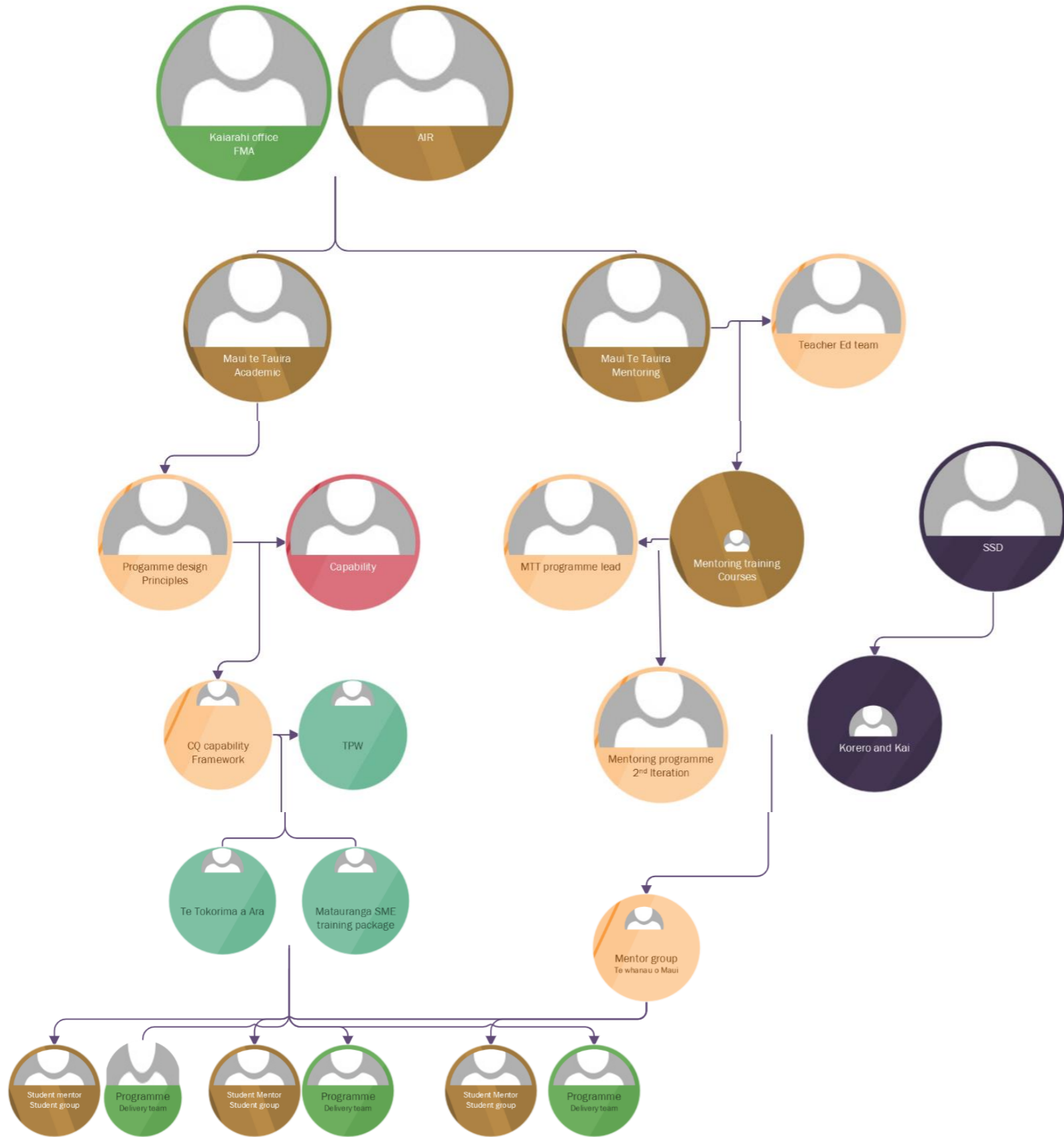
FRAMEWORK FOR MĀORI ACHIEVEMENT

Ara Institute of Canterbury
Ara rau, taumata rau

VISION

NGĀI MĀORI KI TE WHAI AO

Whānau Transformation Through Education, Enterprise & Agency

PAE TATA
More Māori come,
stay and succeed at Ara

PAE TAWHITI
Equitable education, employment
& income levels for all Māori

IMPLEMENTATION

PLAN, ACT & MEASURE

Each team to develop their own FMA implementation plan
to foster intentionality and aligned actions that deliver
collective impact across Ara.

FOUNDATION

TE TIRITI O WAITANGI

Protection, Partnership
Participation & Prosperity

Future Focussed

MISSION

DELIVER POSITIVE EXPERIENCE

From beginning to end
through kaupapa & mātauranga Māori

RESOURCE

FEATHERS TO FLY

Allocation of annual budgets and
progressive workforce development to
enable and inform the implemention of
each FMA plan.

FIRST PRINCIPLES

What's good for Māori is good for NZ
When we weave kaupapa & mātauranga Māori into all we do, we leverage Māori achievement and help future proof NZ's socio-economic prosperity.

Relationships First
Connecting with others in culturally attuned ways helps open minds, hearts and hands, inspiring enterprise and agency.

First Impressions Count.

'101' for all Experts on call
(Trevor Moeke)
Build baseline cultural capabilities across Ara.
Anchor experts in key positions.

Teatowel-tanga Cultural Intelligence (CQ)
Teach through culture, not about culture.

The Key is Authenticity

In the Doing Comes the Learning
Be prepared to do things differently to achieve the step changes needed.

It's OK not to know, as long as you give it a go.

What Gets Measured Matters
Measuring our efforts and sharing our insights enables continuous learning and collective impact.

Teina Tuakana
(younger sibling - elder sibling)
Māori learners love "peer-to-peer" "senior-with-junior" teaching and learning.

You teach me. I teach you.

Pouhine Poutama
Strength through balance.
Kaupapa Māori accentuates opportunities for feminine and masculine insights and endeavours to come together.

Iwi, Industry & Education
Equitable outcomes for Māori will require genuine input from iwi and Māori industry stakeholders, not just industry and education.

Equity is the process. Equality is the outcome.
Unequal socio-economic backgrounds may well require unequal distribution of resources to redress disadvantage.

STRATEGIC ALIGNMENT

Ara
OUR PURPOSE
Ngāi Tātou ki te whai ao:
Transforming lives through education

OUR VALUES
Hono — Connect
Hihiri — Inspire
Aroha — Respect

Ara
FOCUS AREAS 2020-2022
1. Learners at the heart of everything we do
2. Dynamic delivery of contemporary programmes & research
3. High performing customer-focussed teams
4. Innovative & sustainable practice

NZIST
CHARTER
"work towards equity for learners and staff of different genders, ethnicities, cultures, and abilities"

"have culturally responsive delivery approaches"

MoE
KA HIKITIA 2020
Māori Education Strategy
• Ensure Māori learners and their whānau have a strong sense of belonging
• Support strong relationships between Māori learners and whānau, hapū, iwi, educators and others
• Recognise and build on the strengths of Māori learners and their whānau

NZQA
TE HONO O TE KAHURANGI
Kaupapa Māori quality assurance framework to support TEOs boost Māori learner achievement through the delivery of qualifications and programmes based on Mātauranga Māori

Iwi
TE RAUTAKI MĀTAURANGA
Ngāi Tahu Education Strategy
• Create Pathways
• Prioritise Success
• Provide Leadership
• Promote Innovation

Iwi
TOKONA TE RAKI
Ngāi Tahu Workforce Development Strategy
"Equitable education, employment & income levels for all Ngāi Tahu & Māori in the Ngāi Tahu takiwā by 2040"

Kaiarahi office
FMA

AIR

Maui te Tauira
Academic

Maui Te Tauira
Mentoring

Teacher Ed team

Progamme design
Principles

Capability

MTT programme lead

Mentoring training
Courses

SSD

CQ capability
Framework

TPW

Mentoring programme
2nd Iteration

Korero and Kai

Te Tokorima a Ara

Matauranga SME
training package

Mentor group
Te whanau o Maui

Student mentor
Student group

Programme
Delivery team

Student Mentor
Student group

Programme
Delivery team

Student Mentor
Student group

Programme
Delivery team

Ara Committee **29 September 2020**	**Agenda Item**	Ara Board/ 29 September 2020/Page 391 **7.3**
	Information Item	
PUBLIC	**Presented by**	T Gray

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

BACKGROUND AND PURPOSE	*A summary report to Ara Board from Academic Quality of:*
	
	• *The Ara Academic Committee meeting held on 10 September 2020*
	
	The Ara Academic Committee role is to:
	
	• *Advise Ara 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 Ara Board or CE, or which the Board believes are of significant importance.*

RECOMMENDATION(S)	1. That the Ara Academic Committee report be received.
LINK TO ARA STRATEGY	High Performing Organisation.
KEY ISSUES IDENTIFIED	Nil.
FINANCIAL IMPLICATIONS FOR ARA	
RISK IMPLICATIONS FOR ARA	
RATIONALE FOR EXCLUDING PUBLIC	N/A.

Academic Committee Report

1   Self-Assessment

Alex McKegg (lead evaluator at Ara 2016 EER) has been contracted to provide some coaching in all departments, Te Kāhui Manukura and Academic Committee in relation to self-assessment to build further capability in our teams. This will take place during October and November.

2   External Degree Monitoring

A degree monitoring report was received for the following programme:

- Bachelor of Māori Language and Indigenous Studies

It was noted that this programme in its current offering is being discontinued due to insufficient numbers. It is envisaged that the last delivery will take place in 2021. The team are working on a replacement qualification that will deliver better outcomes for all stakeholders.

3   Research and Knowledge Transfer Committee

It was noted that the next Performance-Based Research Fund (PBRF) round has been moved out a year due to COVID-19 and will now take place in 2025 for publications and contributions up to the end of 2024.

4   Postgraduate Board of Studies

It was reported that Ara has had its first thesis formally submitted to the database for open access. This is a great achievement for Ara. Discussion took place relating to the heightened pressure on upskilling colleague for thesis supervision due to the increased delivery in the postgraduate areas. A collegial mentoring process is being investigated as a possible solution.

5   Programme Development

The Creative Industries department is looking to redevelop four degree programmes as a suite that is more transferable for learners with first delivery planned for 2022. Consultation is currently taking place with a variety of key stakeholders including iwi, learners and industry.

Ara Institute of Canterbury Ltd
Board of Directors
2020 Work Programme

as at 16 September 2020

Month		Topics	Notified Non-availability
January	28	**Council Meeting (Christchurch)**	
February	11	RoVE Response Programme Committee (RRPC)	
	13	Graduation (Timaru – Parade 12 noon, Ceremony 2 pm)	
	17	Council Audit and Risk Committee	
	18	Chief Executive Remuneration and Performance Review Committee	
	24	RoVE Response Programme Committee (RRPC)	
	25	**Council Meeting (Christchurch)**	
March	9	Council Audit and Risk Committee	
	17	Council Campus Redevelopment Committee	
	24	Council Audit and Risk Committee	
	27	Christchurch Autumn Graduation (10.00 am and 2.00 pm ceremonies) CANCELLED	
	31	**Council Meeting (Christchurch)**	
April	2	**Ara Institute of Canterbury Ltd inaugural Board Meeting (via Zoom)**	
	17	**Ara Board Interim Catch-up Meeting (via Zoom)**	
	28	**Board Meeting (via Zoom)** • Regional Master Plan Presentation	
May	7	Full Academic Board	
	26	**Board Meeting (Christchurch)** • Tribal Group : Performance Benchmarking Presentation • Report on Affixing of Common Seal	
June	29	Audit and Risk Committee Meeting	
	30	**BOARD WORKSHOP – "FUTURE OF THE SECTOR"**	
July	24	Chief Executive Remuneration Committee	
	28	**Board Meeting (Christchurch)** • Board Orientation (City Campus) • Fee Setting	
August	5	Campus Redevelopment Committee Meeting	
	25	**Board Meeting (Christchurch)** • Pacific Strategy Report • NZIST Council Policies	
September	18	CANCELLED Spring Graduation Ceremony (10am and 2pm)	*3-12 Sept (M Geddes)*
	29	**Board Meeting (Woolston)** **[Note: 28 Sept S Canterbury Anniversary Day]** • 2021 Budget	
		Chief Executive Remuneration and Performance Review Committee	

October	6	Campus Redevelopment Committee Workshop	
	22	**NZIST CE Roadshow [Ara Board Lunch with NZIST CE]**	
	27	**Board Meeting (Timaru) note: 26 October Labour Day** • Report on Affixing of Common Seal • Annual Report 2020 – content/format • Board Campus Tour (Timaru Campus) • 2021 Budget Sign Off	
	29	Academic Committee	
November		Audit and Risk Committee Meeting	
	24	**Board Meeting (Christchurch)**	
	26	Academic Committee	
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, Council Room, Te Kei, Christchurch City Campus
Timaru – Room TA210, Council Room, Timaru Campus

Waitangi Day – Thursday 6 February
Otago Anniversary – Monday 23 March
Good Friday – 10 April
Easter Monday – 13 April
Easter Tuesday – 23 April
ANZAC Day observance – Monday 27 April
Queen's Birthday – Monday 1 June
South Canterbury Anniversary Day (Timaru campus closed) – Monday 28 September
Labour Day – Monday 26 October
Canterbury Anniversary/Show Day (Christchurch campuses closed) – Friday 13 November

Ara Media Report August 2020

EXTERNAL / INDEPENDENT MEDIA:

31 August

New Zealand Defence Force commendation for former Craighead student

tuff.co.nz/timaru-herald/news/122570242/new-zealand-defence-force-commendation-for-former-craighead-student

28 August

Advice for job-seekers at Pop Up Job Shop

oamarumail.co.nz/community/advice-for-job-**seekers-at-pop-up-job-shop/**

28 August

Marae skills good fit for higher learning journey

https://www.waateanews.com/waateanews/x_news/MjUzNzg/Marae-skills-good-fit-for-higher-learning-journey

27 August

Ara hosts Minister: Institute's release of 'Framework for Māori Achievement'

- **educationcentral.co.nz**/ara-hosts-minister-institutes-release-of-framework-for-maori-achievement/
- **http://www.voxy.co.nz/national/5/371844**

Lincoln University's Iconic New Zealand Art Collection Now Available For Viewing Online

- **scoop.co.nz**/stories/CU2008/S00181/lincoln-universitys-iconic-new-zealand-art-collection-now-
- **community.scoop.co.nz**/2020/08/lincoln-universitys-iconic-new-zealand-art-collection-now-available-for-viewing-online/

26 August

MIL-OSI New Zealand: Mike Scott: career enhancement with the help of CAPL at Ara

f**oreignaffairs.co.nz**/2020/08/26/mil-osi-new-zealand-mike-scott-career-enhancement-with-the-

25 August

Seven-storey building offering medical services, luxury recovery rooms planned for Christchurch

https://www.stuff.co.nz/national/health/122551112/sevenstorey-building-offering-medical-services-luxury-recovery-rooms-planned-for-christchurch

25 August

HealthTech Challenge semi-finalists announced – ChristchurchNZ.com

deonswiggs.com/healthtech-challenge-semi-finalists-announced-christchurchnz-com/

25 August

Jono Makes An Apology, The Referendumb, Ben's Mate Eats At 3am In The Morning, Jono Makes

https://www.thehits.co.nz/shows/jono-ben/jono-ben-the-podcast/august-25-jono-makes-an-apology-the-referendumb-bens-mate-eats-at-3am-in-the-morning-jono-makes/

25 August

Meet: The Production Team - Widows of Shuhada

rnz.co.nz/programmes/widows-of-shuhada/story/2018761034/meet-the-production-team-wid

25 August

Christchurch terror attack survivor: 'You were like a bull in a china shop

stuff.co.nz/national/christchurch-shooting/122550495/christchurch-terror-attack-survivor-you-

24 August

Retooled: Op Shop Expo

events.stuff.co.nz/2020/retooled-op-shop-expo/christchurch?utm_medium=rss 23 August

Mel's vision for Maori success

ncnews.co.nz/community/mels-vision-for-maori-success/

23 August

Old IRD building to stay empty as public sector abandons private developer's 'jobs machine' project

https://www.stuff.co.nz/the-press/business/122388777/old-ird-building-to-stay-empty-as-public-sector-abandons-private-developers-jobs-machine-project

23 August

Hana travels to Ara Institute of Canterbury to meet Māori Strategic Advisor, Te Marino Lenihan

https://www.maoritelevision.com/shows/nga-tangata-taumata-rau-te-waipounamu/S04E005/nga-tangata-taumata-rau-te-waipounamu-episode-5

21 August

Southern Series Start-Up Workshops @ Ara Get Off To A Great Start In Ashburton

https://www.scoop.co.nz/stories/ED2008/S00027/southern-series-start-up-workshops-ara-get-off-to-a-great-start-in-ashburton.htm

20 August

Local youngsters turning heads in NZ

http://cookislandsnews.com/sport/rugby-union/item/78095-local-youngsters-turning-heads-in-nz/78095-local-youngsters-turning-heads-in-nz

Timaru sisters stitching up a storm on Stafford St

https://www.stuff.co.nz/timaru-herald/news/122492738/timaru-sisters-stitching-up-a-storm-on-stafford-st

18 August

A Creators' Room of their own: Young artists exhibit confidence boost

https://www.stuff.co.nz/life-style/homed/decor/122407993/a-creators-room-of-their-own-young-artists-exhibit-confidence-boost

17 August

Education report: End of the traditional Kiwi school camp?

https://www.nzherald.co.nz/education/news/article.cfm?c_id=35&objectid=12354172

13 August

A/NZ gets serious about Industry 4.0

https://istart.com.au/news-items/anz-gets-serious-about-industry-40-beca-edma/

Community given credit for support

https://www.oamarumail.co.nz/community/community-given-credit-for-support/

12 August

Dr Hana O'Regan Steps Into Tumu Whakarae Role At CORE Education

https://www.scoop.co.nz/stories/ED2008/S00016/dr-hana-oregan-steps-into-tumu-whakarae-role-at-core-education.htm

Ōtautahi's newest pop star Prins to play at Go Live! Festival

https://www.stuff.co.nz/entertainment/122404969/tautahis-newest-pop-star-prins-to-play-at-go-live-festival

10 August

Ara Announces BARJ – Joint Digital Development At Bosch, Ara, OTH Regensburg And Jade Software

https://www.scoop.co.nz/stories/ED2008/S00013/ara-announces-barj-joint-digital-development-at-bosch-ara-oth-regensburg-and-jade-software.htm

Giving Voice To People To Tell Their Stories

https://www.scoop.co.nz/stories/CU2008/S00079/giving-voice-to-people-to-tell-their-stories.htm

04 August

'Surge in enrolments for Ara Institute of Canterbury Health and Wellbeing Course'

http://www.voxy.co.nz/health/5/370502

02 August

Miranda Easten Only One Interview
https://www.female.com.au/miranda-easten-only-one-interview.htm

ARA MAIN SITE:

28 August

https://www.scoop.co.nz/stories/CU2008/S00079/giving-voice-to-people-to-tell-their-stories.htm

https://search.ara.ac.nz/news-and-events/news-stories/mike-scott-career-enhancement-with-the-help-of-capl-at-ara/

24 August

Ara Hosts Ministerial Visit In Association With Institute's Release Of 'Framework For Māori Achievement'

https://search.ara.ac.nz/news-and-events/news-stories/ara-hosts-ministerial-visit-in-association-with-institutes-release-of-framework-for-maori-achievement/

21 August

Southern Series Start-up Workshops Series Ashburton

https://search.ara.ac.nz/news-and-events/news-stories/southern-series-start-up-workshops-series-ashburton/

14 August

The Show Must Go On – (With The Help Of Ara Interns)

https://search.ara.ac.nz/news-and-events/news-stories/the-show-must-go-on--with-the-help-of-ara-interns/

11 August

Ara involved in launch of Christchurch-wide approach to innovation

https://search.ara.ac.nz/news-and-events/news-stories/ara-involved-in-launch-of-christchurch-wide-approach-to-innovation/

Ara Students Gain An Unexpected Form of Relief: Free Osteopathy Treatments

https://search.ara.ac.nz/news-and-events/news-stories/ara-students-gain-an-unexpected-form-of-relief-free-osteopathy-treatments/

Ara Announces BARJ – joint digital development at Bosch, Ara, OTH Regensburg and Jade Software

https://search.ara.ac.nz/news-and-events/news-stories/ara-announces-barj--joint-digital-development-at-bosch-ara-oth-regensburg-and-jade-software/

10 August

Fantastical Wizard of Oz cake wins Edible Books 2020

https://search.ara.ac.nz/news-and-events/news-stories/fantastical-wizard-of-oz-cake-wins-edible-books-2020/

04 August

Ara Gets Record Enrolments For Pre-Health Course

https://search.ara.ac.nz/news-and-events/news-stories/ara-gets-record-enrolments-for-pre-health-course/

(NB: the move from the old to the new website may have occasioned some loss of historic stories – I imagine the webteam will get on to it as time permits).