Ara Institute of Canterbury Limited

(the **Company**)

MEETING OF THE BOARD OF DIRECTORS

Date: 26 May 2020

Time: 9.30am

Venue: By videoconference (via Zoom)

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

OPEN AGENDA

Item	Subject
1.	**Karakia**
2.	**Welcome/Apologies/Notices**
3.	**Conflicts of interest**
4.	**Call for and discussion of minor items not on the Agenda**
5.	**Confirmation of Meeting Minutes (Public) - meeting held 28 April 2020** 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List
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
7.	**Decision Items** 7.1 Ara Subcommittees [Membership]
8.	**Information Items** 8.1 Chair Report 8.2 Academic Committee Report 8.3 Ara Board Work Programme 8.4 Affixing of the Common Seal
9.	**General Business**

CLOSED AGENDA

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

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

Item	Subject	
10.	**Presentation - The Tribal Group - 11am to 12pm** 10.1 Tribal Performance Benchmarking Results	[s9(2) (f), (i), (j)]
11.	**Confirmation of Meeting Minutes (Public Excluded) - meeting held 28 April 2020** 11.1 Approval of Meeting Minutes 11.2 Matters Arising 11.3 Action List	[s9(2) (f), (i), (j)]

12.	**Discussion Items**
	
	 12.1 Chief Executive Report
	         a Health and Safety – Trades Audit (Presentation: DCE People and Culture)
	         b DCE Workstreams
	         c COVID-19
	         d Ministry of Awesome Partnership
	         e Ringfencing and Capital Expenditure (paper to be tabled)
	
	 12.2 NZIST Letter of Expectations
		[s9(2) (f), (i), (j)]

13.	**For Information** 13.1 Enrolment Appeal Committee (Verbal update)	[s9(2) (a), (f)]
14.	**General Business**	

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

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

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

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

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

2020 Register of Disclosure of Conflicts of Interest

as at 26 May 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) • Regenerate Christchurch (Chair) • Greater Christchurch Partnership Governance Group (Board member)
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) • Health Practitioners Disciplinary Tribunal (Member) • 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) • Queenstown Resort College (Member – Advisory Committee)
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) • Ōtautahi Education Development Trust (Trustee) • 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)
Christina Yeates Executive Officer	• Nil

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

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

28 April 2020 at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 28 April 2020 by videoconference (zoom).

1   Karakia

2   Welcome

Directors present: Thérèse Arseneau, Murray Bain, Jane Cartwright, Maryann Geddes, Nettles Lamont, Andrea Leslie, Melanie Taite-Pitama 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 Chief Financial Officer/DCE) and Christina Yeates (Ara Executive Officer).

Apologies Nil.

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

3   Conflicts of interest

No conflicts were declared in relation to the open agenda. The Chair advised the addition of Open Polytechnic (Board member) to her disclosures.

4   Items not on the Agenda Nil.

5   Confirmation of Meeting Minutes

5.1   Minutes of Committee Meeting – 2 April 2020

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 2 April 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.

J Cartwright/N Lamont   Carried

5.2   Matters Arising Nil.

5.3   Action List

a)   Ara Policies and Delegations paper to be carried forward. [Action AP1 CE/COO]

6   Items for Discussion

6.1   Chief Executive (CE) Report

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

a)   COVID-19 : there are no changes to the actual and probable cases as per the report. A short video has been produced by the AIR team which provides an opportunity for the Ara Board to see and hear the responses of the teaching and learning team and learners across the organisation in the development of programmes for online learning. It was agreed this will be distributed to the Ara Board members via email. [Action AP2 CE].

b)   A scope document for NZIST Training and Skills group is being co-ordinated by the CE across the sector with NZQA, TEC and also non education agencies.

c)   Ara operations and repurposing hardware for external use – currently there is a list of 140 learners who require technical support. Repurposing for 75 machines is currently being rolled out.

d)   The Chair advised that additional technical support was discussed at the recent Chairs meeting.

e)   Referendum on Cannabis in relation to the Drug and Alcohol Policy – the CE confirmed Ara is mindful of this and will revisit the policy as necessary.

f)   Discussion on surveys to our students to identify where the gap/shortfall is and the requirement to follow up. The CE confirmed this is being closely monitored at Department level and via the appropriate AIR workstream.

g)   The Kaiārahi advised his team are prioritising communications to Māori to ensure learners remain positive about Education.

h)   It was agreed that an equity report will be prepared to send to the Board to align with a future COVID update. Feedback is currently being co-ordinated through the AIR leadership team for all workstreams including equity. [Action AP3 CE]

i)   Halls of Residence – the CE confirmed that residents of Ōtautahi House are not being charged to retain their rooms during the lockdown period.

j)   TANZ eCampus enrolments were discussed. The CE is attending a board meeting later this week and online activities will be discussed further.

k)   Demolition of C Block was confirmed as continuing in Alert Level 3 to take advantage of the non-campus activity.

l)   **Financials:**

The Chief Operating Officer provided the following update and answered queries from the Board as follows:

i.   An explanation of the financial reporting was provided for the calendar year; there is a requirement to distinguish the first 3 months for the old Ara entity and the subsequent 9 months for the new Ara entity. Performance is being monitored as we deliver it. To this end, the Board should be aware that the first set of accounts will have income missing due to the old entity (exchange and non-exchange funding) and the accounting process. It was noted that 100% of revenue from government funds fall into the old Ara entity, with a disproportionate surplus and the new Ara entity which will have a disproportionately high deficit. The totality of the two 'entities' are tracking fine in terms of budget.

ii.   Cashflow: Management are comfortable with the cashflow over the next 6 to 8 weeks. The Board advised they are keen to see cashflow reporting at this time along with budget.

iii.   Scholarships and Discounts: The Board were advised that these have been allocated with scholarships still to be taken up; this is not unusual at Ara. There has been work undertaken to enhance scholarships through media marketing. First year fee fees have also affected scholarships. Management agreed to reconsider with a possible 'retention rather than attraction' strategy.

iv.   The 2020 budget re-forecast targets have not been finalised yet. The CE advised that a number of business reviews have been completed but are on hold in terms of decision making due to the lockdown. Capability for future development will be a focus.

v.   Residual insurance proceeds were discussed and the split on the balance sheets explained in light of the transition to NZIST and consolidated funds.

m) **Health and Safety:** the CE advised that wellbeing is presently the main focus with good ongoing support, including wellbeing sessions for level 300 and 400 colleagues. This allows for face to face questions on how things are going with teams and individual colleagues; feedback is being monitored by the CE and TKM.

i.   Homestay students – this accommodation has worked very well for residential learners (only 8 remained during lockdown). The Customer Engagement and Experience (CEE) team are following up with these individual learners on a daily basis and Management are very positive about these practises.

ii.   Annual leave and staff wellbeing – the CE confirmed that communications with individual colleagues continue and are being managed well to monitor the different circumstances colleagues find themselves in. Annual leave liability is also being managed across the organisation and there are constructive conversations taking place with Unions.

iii.   Flu Vaccines – the CE confirmed that flu vaccines are being funded for all colleagues and will fund as many students as possible and are keen to ensure ease of accessibility to the vaccine when it becomes available; Ara's first allocation was provided to Pegasus Health at the beginning of COVID .

6.2   Deputy Chief Executive (DCE) Reports

The reports were taken as read. Discussion as follows:

a) Current work underway on how quickly we can move to Level 2 and some resumption to our delivery – 20% of enrolments are still needed for Semester 2; the return of International Student numbers is still a long way off. The Board

acknowledged this is a rapidly changing situation and the importance of identifying bitesize restarts and opportunities for collaboration.

b) The CE commended the DCE CEE, Karen Te Puke and her team who have done a fantastic job, alongside the AIR team who have worked to implement the green, amber and purple delivery of programmes. Specific feedback was provided by one Board member as two learners in her "bubble" have been well taken care of throughout the lockdown by the AIR team.

c) The CE advised that People and Culture have focused on developing capability in leadership, ensuring alignment of processes and working on new tools for efficiency and effectiveness to ensure timeliness.

6.3 Kaiārahi Report

The report was taken as read. The Kaiārahi provided a brief overview and discussion as follows:

a) Conversations with iwi and other Kaiārahi are focusing on lost jobs and how to reskill and upskill for the future aligned to new learning. The sector is well positioned but we need to look at how we do things going forwards. Innovate and apply an equity lens.

b) Surveys are in place with 600 plus Māori learners. The feedback to date is that people are ok but the learning environments at home are a main issue. The Board requested the reporting of data from the surveys especially around hardware – are Māori and Pasifika learners best equipped?

c) The Board were pleased to note the addition of the Kaiārahi assistant working with Marketing. It was further noted that the Maori academic support staff are seeing only 20% compared to usual 80% of learners.

d) Wider collective discussions include Ngai Tahu collective, Maori Leaders collective, insights through TKM and the CE forum at NZIST. There was concern expressed around the level of response with the Crown in terms of collective leadership engagement but it was agreed this is a government priority so must "keep our foot on the pedal" with this. The crisis must not lead to further inequality and there should be local and national support for the Kaiārahi collective.

e) The lead FMA job description is being progressed and the CE advised he has been through the job description with commentary then will proceed further to receipt of final copy.

7   Decision Items

7.1   Ara Board Work Programme 2020

The Chair provided a brief overview of the work programme including Board workshops and deep dives. The Board will need to inform content for these sessions.

8   Information Items

8.1   Chair Report

There were no items to report other than business already referred as above.

9   General Business

Nil.

Closure

There being no further business the Chairperson declared the public meeting closed at 10.55am.

Dated: [insert date of next Board meeting] May 2020

Signed as a correct record

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Chairperson

Ara Board Minutes - Action List as of 28 April 2020

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP1	2 April	5.3a	Ara Policies and Delegations	Paper to be circulated to the Board to inform Sub Committee membership discussions.	CE/COO	In progress	26 May
AP2	28 April	6.1a	CE Report – AIR video	It was agreed this will be distributed to the Ara Board members via email.	CE	Completed	28 April
AP3	28 April	6.1h	CE Report – AIR Equity Report	It was agreed that an equity report will be prepared to send to the Board to align with a future COVID update. Feedback is currently being co-ordinated through the AIR leadership team for all workstreams including equity.	CE	In progress	26 May

Ara Board 26 May 2020	Agenda Item		6.1
	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 are important in Ara's development.
RECOMMENDATION(S)	That the Chief Executive's Report be received.
LINK TO ARA STRATEGY	
KEY ISSUES IDENTIFIED	
FINANCIAL IMPLICATIONS FOR ARA	-
RISK IMPLICATIONS FOR ARA	-
RATIONALE FOR EXCLUDING PUBLIC	NA

Chief Executive's Report
Public Meeting

1   Enrolment Performance Summary – as at 14 May 2020

This update focusses on the below aspects from the 2020 Targets Summary Placemat

2020 Targets Summary

Enrolments

SAC Level 3+	5,458 EFTS
SAC Level 1-2	113 EFTS
ACE	87 EFTS
Trades Academy	138 EFTS (475 places)
Youth Guarantee	89 EFTS
ITO	96 EFTS
Other	99 EFTS
Total Domestic EFTS	**6,080 EFTS**
Total International EFTS	**979 EFTS**
Total EFTS (excluding eCampus)	**7,059 EFTS**
Levels 1-2	481 EFTS
Levels 3-4	2,336 EFTS
Levels 5-6	940 EFTS
Level 7	3,240 EFTS
Levels 8-9	62 EFTS

Participation

Māori Student Participation Rate	13.1%
Pacific Student Participation Rate	4.8%

Student Experience

Student Satisfaction, all learners	84.0%

Student Achievement

Successful Course Completion	
All learners at levels 1-6	83.5%
All learners at levels 7-9	93.5%
Māori learners at all levels	81.0%
Pacific learners at all levels	81.0%
Overall all learners at all levels	**87.5%**

Financial

Teaching Revenue	$108.6m
Other Revenue	$7.4m
Total Revenue	**$116.0m**
Staffing Costs	$71.5m
Other Costs	$44.1m
Total Expenses	**$115.5m**
Surplus (excluding abnormal items)	**$0.4m**

Enrolments targets exclude eCampus provision, and reflect the 2020 Ara Mix of Provision and Financial Budget. Participation targets are the EFTS-weighted proportion of domestic enrolments. Student satisfaction is measured as the proportion of respondents that Strongly Agree or Agree with four benchmarked questions. Successful Course Completion is the EFTS-weighted proportion of successful completion of all assessed courses, with the level breakdown based the level of the programme. Financial targets exclude abnormal items, and Other Costs includes Depreciation.

1.1 Application Summary – Ara Overall

	Pre App	Active App	Unsuccessf... App	Converted App	Re-enrolm... and Other	Other Unsuccessf...

Ara Overall	Est. req. Apps (Full Year)	Last Year (Full Year)	Current Tracking	Last Year Tracking	Req. EFTS Growth	Actual YTD App Growth
	16,873	**16,848**	**11,838**	**14,184**	**0.1%**	**-16.5%**
International/Domestic						
International	1,933	1,929	1,864	3,026	0.2%	-38.4%
Domestic	14,941	14,919	9,974	11,158	0.1%	-10.6%
Source of funding						
SAC 3+	9,889	9,738	7,939	8,184	1.5%	-3.0%
Intl	1,933	1,929	1,864	3,026	0.2%	-38.4%
Other	1,526	1,655	398	873	-7.8%	-54.4%
ACE	1,385	1,681	534	779	-17.6%	-31.5%
ITO	800	870	290	490	-8.1%	-40.8%
TA	442	460	458	457	-4.1%	0.2%
SAC 1-2	267	329	211	228	-19.0%	-7.5%
YG	174	186	144	147	-6.6%	-2.0%
Location						
All Other	15,697	15,735	11,228	13,317	-0.2%	-15.7%
South Canterb...	1,196	1,113	610	867	7.4%	-29.6%

Department - Programme owning	Last Year (Full Year)	Current Tracking	Last Year Tracking
Applied Sciences and Social Practice, Te Hoe Ora	1,203	1,281	1,133
Creative Industries	853	783	817
Engineering & Architectural Studies	1,116	1,086	1,234
Enterprise and Digital Innovation	3,167	2,086	2,875
Health Practice, Te Hoe Ora Ki Manawa	2,554	2,022	2,317
Hospitality & Service Industries	1,670	1,108	1,279
Humanities	2,776	1,700	2,077
Trades	3,509	1,772	2,452
Total	**16,848**	**11,838**	**14,184**

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.

1.2 EFTS

Active	Committed	Future	Potential	(i)

Ara Overall	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
	7,058.7	7,047.8	5,555.6	5,579.4	0.1%	-0.4%
International/Domestic						
Domestic	6,079.9	6,071.1	4,842.9	4,933.0	0.1%	-1.8%
International	978.8	976.7	712.7	646.4	0.2%	10.3%
Source of funding						
SAC 3+	5,457.6	5,374.6	4,406.0	4,456.4	1.5%	-1.1%
Intl	978.8	976.7	712.7	646.4	0.2%	10.3%
TA	138.1	144.0	157.1	150.1	-4.1%	4.7%
SAC 1-2	113.2	139.8	95.1	95.7	-19.0%	-0.6%
Other	98.6	106.9	33.8	53.4	-7.8%	-36.7%
ITO	96.0	104.5	44.9	60.2	-8.1%	-25.4%
YG	88.9	95.2	79.5	73.3	-6.6%	8.5%
ACE	87.4	106.1	26.4	44.0	-17.6%	-40.0%
Location						
All Other	6,672.6	6,688.4	5,255.8	5,272.3	-0.2%	-0.3%
South Canter...	386.1	359.4	299.8	307.1	7.4%	-2.4%

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	627.5	565.7	4.7%	10.9%
CAPL Dept		0.7		0.7		-100.0%
Creative Industries	703.1	703.1	667.3	664.3	0.0%	0.4%
Engineering & Architectural Studies	743.1	720.8	551.9	607.3	3.1%	-9.1%
Enterprise and Digital Innovation	1,112.8	1,151.7	843.4	829.3	-3.4%	1.7%
Health Practice, Te Hoe Ora Ki Manawa	1,145.3	1,140.1	930.0	956.0	0.5%	-2.7%
Hospitality & Service Industries	623.6	627.1	549.7	526.5	-0.6%	4.4%
Humanities	887.3	888.9	535.7	554.7	-0.2%	-3.4%
Trades	1,079.7	1,086.0	850.0	874.9	-0.6%	-2.9%
Total	7,058.7	7,047.8	5,555.6	5,579.4	0.1%	-0.4%

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 learners 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.

1.3   Summary

a   As at 13 May 2020, Ara had enrolled 5,556 EFTS out of a full year target of 7,059 EFTS.[1] The current 5,556 EFTS compares to 5,580 EFTS at the same time last year, a small decrease.

b   As discussed in previous updates, Ara had a strong start to 2020 enrolments in most regards, including:

   i   International enrolments starting in Semester 1 are 7.8% up on 2019, and Ara had a flat budget target in this area (2019 final: 977 EFTS, 2020 target: 979 EFTS).

   ii   Overall domestic enrolments starting in Semester 1 are 0.4% up on 2019 compared to a target of 0.1%. SAC 3+ domestic enrolments are 1.8% up compared to the growth target of 1.5%[2]. SAC 1-2, YG and Trades Academy are also generally tracking towards achieving full year targets.

   iii   Māori (14.1%) and Pasifika (5.4%) participation rates are high and ahead of target.

c   However, it is notable that only 3,945 EFTS of all types are "locked in" and passed the last withdrawal date, and even including all EFTS currently in the system (future, potential), there is still a need to generate a further 876 EFTS to achieve the full year target. These need to come from new enrolments. Some concerns relating to achieving this include:

   i   Noting the 3,945 EFTS 'locked in', the other 2,238 EFTS currently being counted (1611 enrolled, 628 potential) are at-risk to varying degrees, with learners having the ability to withdraw and receive a refund. In normal circumstances there is often a delay between withdrawals being decided and being fully processed in tribal, so our current reported enrolment numbers will be including some of these withdrawals, which could be higher than normal due to current conditions.

   ii   Ara has 266 EFTS to enrol to achieve the target for international learner enrolments (184 EFTS if all current potential EFTS eventuate, of which some will not). Under current rules, the only additional enrolments by international learners are likely to come from learners currently studying at Ara who progress to further study in the middle of the year (such as moving from Year 1 to Year 2, or from a Diploma to a Degree). These are likely to only generate up to 80 additional EFTS. Based on these factors, full year international EFTS are tracking 120-160 below target.

   iii   In several areas, application numbers for domestic learners starting Semester 2 intakes are currently down on the same time in 2019. Noting some likely delays and impacts from lockdown, these numbers will have to increase in order to achieve the full year domestic targets, and, where possible, compensate for lower international enrolments.

d   Despite these concerns, it is still relatively early in the Semester 2 enrolment period, and with good numbers of domestic learners starting and continuing study over the remainder of the year, full year targets can be achieved in most areas.

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[1] In previous reports eCampus EFTS were included in the actuals figures, but these have been removed to show only core Ara enrolment numbers.

[2] Excluding eCampus from current/last year actuals and targets.

1.4 Department Detail

a The below table summarises current enrolments by department and domestic/ international, highlighting the key areas where additional EFTS are required. Based on a combination of the delivery profile and 2020 enrolment trends, whilst some departments have reached, or are close to reaching, their full year targets already, in some areas there are still notable numbers of enrolments required.

Department	Type	Full Year Target	Enrolled EFTS	Potential EFTS	EFTS Needed
APS	Dom	730	592	116	22
	Intl	34	36	4	-6
	All	764	628	120	16
CRE	Dom	691	660	23	8
	Intl	12	8	1	3
	All	703	667	24	12
EAS	Dom	498	378	49	71
	Intl	245	174	24	47
	All	743	552	73	118
EDI	Dom	807	561	53	193
	Intl	306	283	20	3
	All	1113	843	73	196
HPR	Dom	1070	871	77	122
	Intl	75	59	8	8
	All	1145	930	85	130
HSI	Dom	524	469	62	-7
	Intl	100	81	7	12
	All	624	550	69	5
HUM	Dom	681	464	64	153
	Intl	206	72	18	116
	All	887	536	82	270
TRA	Dom	1079	849	101	129
	Intl	1	1	1	-1
	All	1080	850	102	128
Total	Dom	6080	4844	545	691
	Intl	979	714	83	182
	All	7059	5556	628	875
South Canterbury (All Depts, All Funds, Dom & Intl)		386	300	16	70
SAC 3+		5458	4406	535	517
Other Domestic		622	438	10	174

b   The majority of the domestic EFTS required relate to SAC 3+ provision (and this is spread across Level 3 to 7, with postgraduate SAC delivery having achieved its target). Additionally, 70 further EFTS are required to achieve the 2020 South Canterbury enrolments target (which is also included in the respective department targets).

c   A particular area of risk relates to enrolments in Departments that had targets assuming high proportions of international learners (based on what was achieved in past years), that also require higher numbers of additional EFTS to achieve full year targets, such as EAS, EDI and HUM. This is shown in the table below.

Department	Full Year Target, Total (EFTS)	Full Year Target, International (EFTS)	Planned Proportion of International Enrolments	Current Enrolled EFTS	Current Potential EFTS	Enrolments (EFTS) Required to Achieve Target
APS	764	34	4%	628	120	16
CRE	703	12	2%	667	24	12
EAS	743	245	33%	552	73	118
EDI	1113	306	27%	843	73	196
HPR	1145	75	7%	930	85	130
HSI	624	100	16%	550	69	5
HUM	887	206	23%	536	82	270
TRA	1080	1	0%	850	102	128
Total	**7059**	**979**	**14%**	**5556**	**628**	**875**

1.5 Domestic Applications

Domestic Applications 2018-2020 by date submitted
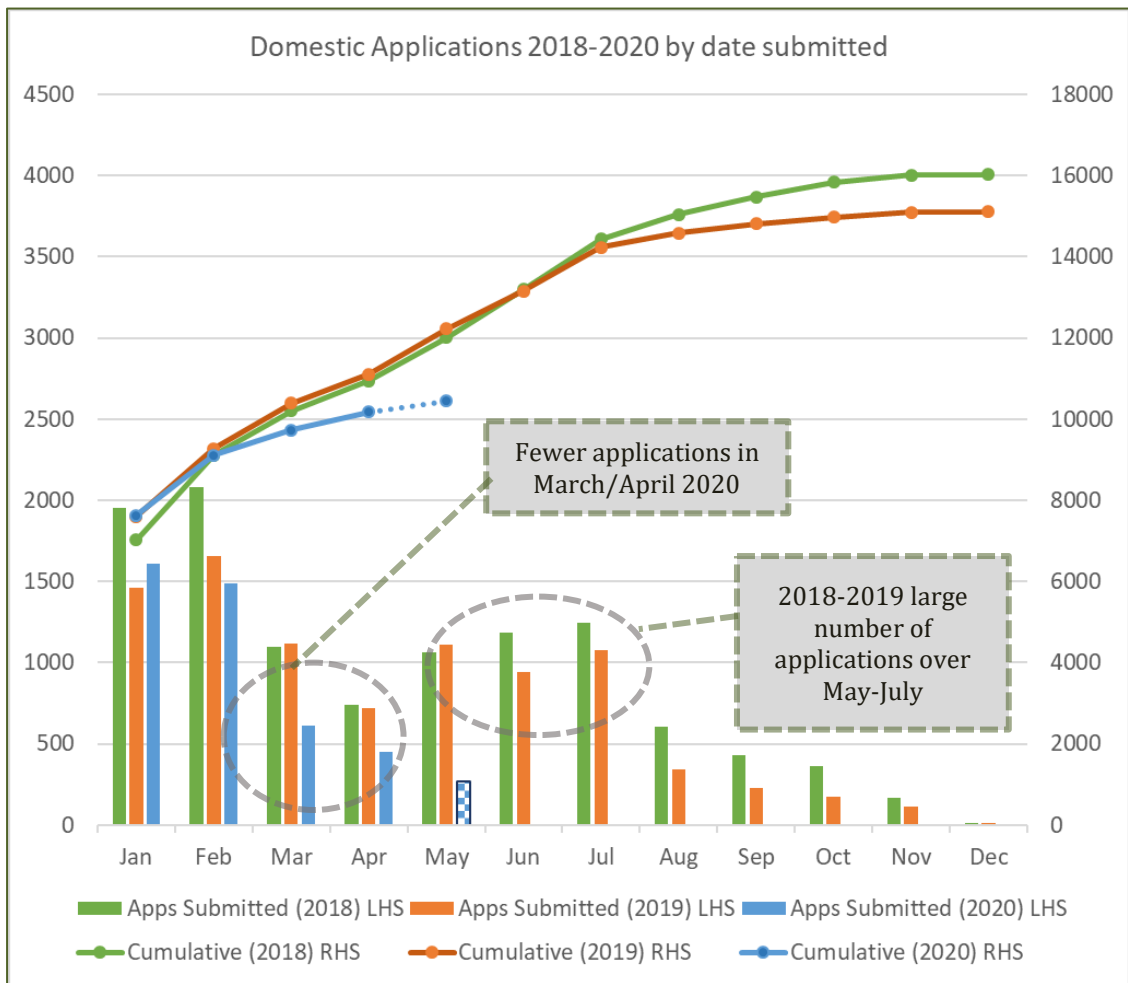
a   As per the above graph, domestic applications in 2020 are below 2018/2019 levels. This is flowing through to fewer converted applications. There were notably fewer applications in March/April 2020 (including the lockdown period) than previous years, however part of this may be explained due to lockdown impacts, with online applications up and paper applications down (as below).

Month	Online Applications Submitted 2019	Online Applications Submitted 2020		Paper Applications Submitted 2019	Paper Applications Submitted 2020
January	542	670	up by 128	916	941
February	329	446	up by 117	1330	1039
March	167	191	up by 24	953	422
April	208	271	up by 63	513	178
May	275	175	(May 2020 in progress)	833	93

b   In 2018 and 2019, there were a large number of applications submitted over May, June and July. This is likely to be the key period to generate Semester 2 applications in 2020, possibly more so due to an element of 'catching up' post lockdown.

c   Looking at intakes starting in Semester 2, although the total number of domestic applications is similar to the same time last year (1,674 vs 1,637), the number of unsuccessful applications is up (566 vs 467).

Year	2019				2020			
Department	Active App	Unsuccessful App	Converted App	Total	Active App	Unsuccessful App	Converted App	Total
APS	160	47	46	253	111	132	175	418
CRE	24	21	26	71	12	12	10	34
EAS	28	18	5	51	26	12	4	42
EDI	47	47	61	155	41	59	46	146
HPR	189	129	37	355	190	85	27	302
HSI	35	40	90	165	11	62	76	149
HUM	148	67	18	233	76	74	88	238
TRA	70	98	223	391	7	130	171	308
Total	**701**	**467**	**506**	**1,674**	**474**	**566**	**597**	**1,637**

d   At a department level there is an increase in the numbers for the Department of Applied Sciences and Social Practice (APS) (253 to 418 total, 46 to 175 converted), due to higher numbers and earlier processing into the Semester 2 Intakes of NZ2860 New Zealand Certificate in Study and Career Preparation (Level 4). Humanities (HUM) converted applications are up due to earlier conversions of NZ2863 New Zealand Certificate in Study and Career Preparation (Level 3).

Outside APS and HUM, the other six departments have fewer total applications and fewer converted applications by domestic learners for the Semester 2 intakes. It is likely some of the aforementioned lockdown impacts are affecting some of these numbers, which could resolve over the coming weeks.

1.6   Assessments and Resulting

There has been significant disruption and changes to delivery over the past months. Noting this, there are currently a number of course results overdue based on existing dates in Tribal, most without processed extensions. As Ara resumes delivery and looks towards the end of Semester 1, this will be an area to watch.

a   **2020 Course Results – All Finished Courses**

Department - Delivery	Results published	Results due	Results overdue	Not Assessed
APS	22	15	29	
ASC	4		14	
CRE	9	21	1	11
EAS	26			8
EDI	78	60	79	362
HPR	408	81	6	1
HSI	117	107	88	35
HUM	952	223	57	229
TRA	729	270	990	90
ZTE	273	80	55	

b   **2020 Course Results – Overdue Results**

Department - Delivery	Awaiting assessment	Open	Checked
APS	29		
ASC	12		2
CRE	1		
EDI	78	1	
HPR	1	5	
HSI	61	27	
HUM	47	10	
TRA	732	134	124
ZTE	20	20	15

2   Financial Performance Report

2.1   Financial Statements – April 2020

a   As at 30 April 2020, the reported deficit before abnormal items is $3.18m which $0.65m greater than the expected deficit of $2.54m. The year-to-date deficit after abnormal items (i.e. transformation and C block demolition costs) is $4.07m, close to the expected deficit of $3.78m.

b   The income position is based on actual Equivalent Full Time Student (EFTS) numbers delivered to the end of the month. This is different to the full year enrolment count shown in the earlier Enrolment Performance summary. The YTD Finance report does not count income on enrolments that are yet to commence. It is also taken at the prior month end whereas the Enrolment Performance Summary is a snapshot taken closer to the Board meeting date. Consequently, the Finance report tends to reflect, especially at the earlier stage of the academic delivery year, a slightly more conservative view of enrolments than the full year Enrolment Performance Summary indicates. The Finance report has been based on a total EFTS enrolled figure for the year of 5547, the Enrolment Report prepared 2 weeks later is recording 5555. From a total full year enrolments perspective the Finance and enrolment estimates are closely aligned, indicating that the budget phasing may be contributing to the year-to-date variances within the Finance report.

c   Overall Government Funding year-to-date is $18.26m. This is $0.27m under the year-to-date budget and is similar to last month. The main variance is in the SAC Funding Level 3+ category where EFTS delivery to date is lower than budget. This is being partially offset by CTC delivery being ahead of budget year-to-date. Both will equalise, however, as TEC has guaranteed SAC funding for the year in response to Covid19 and CTC funding is capped.

d   Domestic Student Tuition Fee Income is under budget due to the lower SAC Level 3+ enrolments in a year-to-date sense but is largely offset by a favourable variance within related Scholarships and Discounts such that the net variance to date is less than $100k.

e   International Student Tuition Fee Income is in line with budget. While COVID-19 is anticipated to impact this revenue stream in a year-to-date delivery sense this has yet to occur. International Commission expenses exceed budget at present; however, these are determined by the timing of agent invoicing and rather than delivery.

f   Overall, Student Tuition Fees income less related Scholarships, Commissions and Discounts is under budget by $0.4m, that is 8% of the budgeted year-to-date expectation.

g   Other Teaching Income is below budget year-to-date by $150k, all of which occurred in April as a result of the campus closures during Alert Levels 3&4.

h   Interest Income is currently outperforming budget by $91k which is due to a mix of higher cash reserves and interest rates to date being higher than those anticipated during budget setting. During budget setting it had been assumed that there would be 1.5% OCR, with the average bank interest rate being 2.3%. This will not continue however as there has been a substantial cut to the OCR in response to Covid-19.

i   Other Revenue is $0.4m below budget, of which $393k occurred in April as a result of the campus closures.

j   Teaching Staffing budget exceeds budget year-to-date by $181k. As noted in the prior

report, 2020 has an additional working day to date compared to the prior year, on which the budget phasing was based. This means an additional $125k of spend to date compared to the prior year.

k   Non-Teaching Staffing exceed budget year-to-date by $393k. This gap has narrowed from the prior month variance of $478k. As with Teaching Staffing the additional working day has contributed an additional $130k to actual costs. The budget for this expense category was also phased using the prior year as a basis.

l   The remaining staffing variances are due to actual overspend incurred to date. The 2020 budget includes savings targets to be made in Non-Teaching Personnel costs across all Divisions. The actions to realise these savings have yet to be completed and the current variance equates to these reductions.

m   Both Teaching and Non-Teaching Annual Leave taken year-to-date is below budget. This is to be expected as in April additional leave is normally taken around Easter and the school holidays but less has occurred this year in response to the planning and preparation to ensure business continuity during COVID-19 lockdown.

n   Occupancy Costs are $0.4m under budget year-to-date. Costs have been lower than budgeted during the campus lockdown most notably energy costs.

o   General Operating Expenditure is $0.9m below budget at present. The savings are in areas associated with lower on-site activity, with sub-contracted delivery, teaching materials, printing and other services all having positive variances in excess of $100k.

p   The Finance Lease Charge and Depreciation are in line with budget.

q   Transformation and Demolition costs are collectively $355k under budget year-to-date. It is anticipated that this is due to timing of activities rather than savings. The demolition of C block was scheduled to be largely completed by now but has been delayed due to the closure of the campus.

r   In the Statement of Financial Position Employee Benefit Liabilities is currently high as there were seven working days of payroll owing at month end which were disbursed on May 5th.

s   As noted in the prior month's report Revenue Received in Advance is high at this time of year as fees have been invoiced while the relevant income is spread over the duration of their course.

Statement of Financial Performance
for the year to 30 April 2020

	2020 Year to date		Full Year	
	Actual	**Budget**	**2020 Budget**	**2019 Actual**
Government Funding				
SAC Funding Level 3-7	15,582,157	16,142,780	53,851,021	52,194,906
SAC Funding Level 1-2	398,448	317,402	1,020,917	1,351,157
ACE Funding	99,642	118,272	395,428	471,640
Youth Guarantee Funding	308,075	272,015	1,137,359	1,341,690
CTC funding	945,525	696,960	2,237,954	2,126,447
Other Non-EFTS grants	924,158	983,815	2,473,532	2,778,692
Total	18,258,006	18,531,244	61,116,211	60,264,531
Student Tuition Fees				
Domestic Fee Income	9,077,290	9,564,917	32,202,262	29,964,498
less Scholarships/Discounts	(1,023,663)	(1,413,735)	(2,370,950)	(1,598,728)
International Fee Income	4,989,052	4,951,612	17,067,052	16,957,644
less Commissions/Discounts	(970,974)	(587,102)	(1,804,246)	(2,152,945)
Total	12,071,705	12,515,693	45,094,118	43,170,470
Other Teaching Income	293,303	443,298	2,341,608	2,395,624
Other Income				
Interest	636,630	545,751	1,625,000	2,264,772
Other Revenue	1,364,478	1,766,770	5,812,149	6,070,910
Total	2,001,108	2,312,521	7,437,149	8,335,682
Total Revenue	**32,624,122**	**33,802,757**	**115,989,086**	**114,166,307**
Personnel Costs				
Teaching	11,365,522	11,184,884	35,417,746	35,414,954
Net Annual Leave - Teaching	(163,260)	(245,259)	-	106,183
Non-Teaching	11,948,077	11,555,575	36,058,972	34,961,718
Net Annual Leave - Non-Teaching	76,553	(24,760)	-	17,301
Total	23,226,892	22,470,440	71,476,717	70,500,157
as % of Revenue	71.2%	66.5%	61.6%	61.8%
Other Costs (except Depreciation)				
Occupancy/Property costs	2,853,248	3,261,269	10,244,983	9,884,995
Finance Lease Charge	464,878	464,878	1,390,000	1,403,792
General Operating Expenditure	5,165,758	6,034,991	20,277,911	17,804,588
Total other costs	8,483,884	9,761,138	31,912,894	29,093,376
Depreciation				
All Depreciation	4,098,303	4,106,775	12,150,000	11,783,245
Total Expenses	**35,809,080**	**36,338,353**	**115,539,611**	**111,376,777**
Surplus/(Deficit) excl Abnormal	**(3,184,958)**	**(2,535,596)**	**449,475**	**2,789,530**
as % of Revenue	-9.8%	-7.5%	0.4%	2.4%
Abnormal Items				
Transformation Costs	(477,669)	(892,481)	(2,349,191)	(2,324,093)
Demolition Costs	(409,959)	(350,000)	(483,057)	(378,938)
Share of Associate Surplus/(Deficit)	-	-	-	0
Total Abnormal Items	(887,628)	(1,242,481)	(2,832,248)	(2,703,031)
Total Surplus/(Deficit)	**(4,072,586)**	**(3,778,077)**	**(2,382,773)**	**86,499**
as % of Revenue	-12.5%	-11.2%	-2.1%	0.1%

Statement of Financial Position as at 30 April 2020

	Actual 30-Apr-20 $000	Budget 31-Dec-20 $000	Actual 31-Dec-19 $000
ASSETS			
Current Assets			
Cash and Cash Equivalents	8,146	5,132	12,438
Loans and Receivables	4,087	2,670	2,002
Inventories	741	1,321	1,027
Prepayments	1,785	1,794	2,291
Short Term Investments	50,519	27,135	32,419
Residual Insurance Proceeds	28,281	25,865	28,281
Total Current Assets	93,559	63,917	78,459
Non-Current Assets			
Property Plant and Equipment	308,993	311,435	311,053
Intangible Assets	2,194	1,952	2,348
Investment in Associate	1,151	1,209	1,151
Total Non-Current Assets	312,338	314,596	314,553
TOTAL ASSETS	**405,897**	**378,513**	**393,011**
LIABILITIES			
Current Liabilities			
Trade and other payables	4,043	5,000	6,831
Finance leases	777	1,239	763
Employee Benefit Liabilities	4,349	2,462	2,576
Revenue Received in Advance	35,867	9,149	17,805
Total Current Liabilities	45,036	17,850	27,976
Non-Current Liabilities			
Finance leases	25,166	25,402	25,266
Employee Benefit Liabilities	238	238	238
Total Non-Current Liabilities	25,404	25,640	25,504
TOTAL LIABILITIES	**70,440**	**43,490**	**53,480**
NET ASSETS	**335,457**	**335,023**	**339,532**
EQUITY			
Retained Earnings	231,675	231,241	235,808
Asset Revaluation Reserve	103,782	103,782	103,782
TOTAL EQUITY	**335,457**	**335,023**	**339,590**

Statement of Cash Flows
for the year to 30 April 2020

		Year to Apr 2020 $000	2020 Budget $000	2019 Final $000
Cash Flows from Operating Activities				
Cash was Provided from:				
Government Grants		21,442	61,116	63,357
Student Tuition Fees		25,754	45,094	50,501
Other Teaching Revenue		293	2,342	2,396
Other Revenue		576	5,812	5,020
Interest		511	1,625	2,165
	Total	48,576	115,989	123,438
Cash was Applied to:				
Employees and Suppliers		31,470	101,530	99,690
Net Cash Effect of Abnormal Items		888	2,832	2,324
	Total	32,358	104,362	102,014
Net Cash Flows from Operating Activities		**16,218**	**11,627**	**21,424**
Cash Flows from Investing Activities				
Cash was Provided from:				
Sale of Fixed Assets		0	-	53
	Total	0	-	53
Cash was Applied to:				
Purchase of Other Financial Assets		-	-	-
Purchase of Fixed Assets		1,234	5,014	5,903
Campus Capital Plan Spending		442	6,376	3,761
	Total	1,676	11,390	9,664
Net Cash Flows from Investing Activities		**(1,676)**	**(11,390)**	**(9,612)**
Cash Flows from Financing Activities				
Cash was Provided from:				
Equity		25	-	-
	Total	25	-	-
Cash was Applied to:				
Finance Lease Payments		758	2,374	2,217
	Total	758	2,374	2,217
Net Cash Flows from Financing Activities		**(733)**	**(2,374)**	**(2,217)**
Total Net Cash Flows		**13,809**	**(2,137)**	**9,595**
Opening Cash, Bank & Short Term Investments		73,138	60,269	63,543
Closing Cash, Bank & Short Term Investments		**86,946**	**58,132**	**73,138**

3   Health, Safety and Wellbeing – April 2020

3.1   Overview – Key Issues

a   The Incident Management Team (IMT) continues to meet every second day by Zoom, responding to the evolving situation and planning for business resumption. For Alert Level 3, flow charts were developed to guide colleagues for onsite delivery and access. Health and safety is a primary concern where access is granted. A COVID-19 Health and Safety Management Plan template was developed and 59 plans were completed as part of Alert Level 3 arrangements. For Alert Level 2, a global Health and Safety Management Plan was developed, along with an induction checklist and video that all colleagues and learners have to undergo before returning to campus from 18 May 2020. Contact tracing has been arranged via an app produced by the ICT team. A significant number of colleagues continue to work from home under Alert Level 2.

b   ICT and Facilities Management colleagues and some contractors (cleaners, security, etc) have been back on our campuses preparing for the commencement of permitted activities. Extensive internal and external campus cleaning, to Ministry of Health guidelines, has been carried out.

c   The pilot of SafePlace (our new health and safety management system) with the Department of Trades on our Woolston Campus has not progressed since the lockdown commenced. External providers have been approached to determine if they can provide health and safety leadership training to support the shift needed to maximise the value in SafePlace system. A reviewed timeline for the implementation of SafePlace is being produced given the impact of COVID-19; this is likely to show an end of June 'go live'.

d   Three Ara learners who have obtained work at the Rosewood Aged Care facility, have been asked to self-isolate. This work is not an Ara related activity. One of these learners is a confirmed case with mild symptoms and has just completed the self-isolation period.

e   Colleagues and learners working from home have been reminded to work safely and have been provided a link to ergonomic advice including a working safely checklist. Since the move to Alert Level 3, colleagues, by arrangement, have been able to access more appropriate ergonomic chairs and equipment to improve their comfort and safety while working from home.

f   The Trades Head of Department, DCE People and Culture, and the Health and Safety Manager have met to review the findings of the Trades Health and Safety Audit completed by an external consultant. Whilst conducted at Trades, the audit scope included a review of safety culture across Ara. A presentation to the Ara Board with the key findings, recommendations and next steps will be delivered in May.

g   Leaders continue to be strongly encouraged to utilise the 'wellbeing check-in questions' provided in April by the People and Culture Division. This process involves Leaders engaging one-to-one with their direct reports to get a sense of various factors including organisational communication, individual and team capability needs, clarity around role expectations, wellbeing status/support needs, and the identification of any concerns about returning to work on campus. Key themes are being collated by the People and Culture team.

h   In addition to the four workshops provided to members of Ara's Leaders' Forum prior to lockdown, two additional online workshops were offered during Alert Level 4. The workshops focused on leading effectively through this period of change and uncertainty, including a focus on wellbeing and resilience at the individual and team level.

i   As part of our heightened focus on wellbeing, a series of brief online workshops have been promoted to all colleagues and will run during the month of May. The workshop consists of a presentation covering key wellbeing and resilience principles and an opportunity for questions and answers.

j   The Pathways to Wellbeing section of the InfoWeb (colleague intranet) continues to be regularly updated with evidence-based resources specifically related to supporting colleague wellbeing and resilience through COVID-19.

k   The Wellbeing Action Group (WAG) continues to meet regularly and is proving to be a useful means of promoting wellbeing information to teams. Several members of the WAG group and People and Culture team are upskilling in how best to support people dealing with mental health challenges by completing the online MH101 programme offered by Blueprint for Learning.

l   A number of evidence-based wellbeing resources have been promoted to all colleagues. These include Mentemia mental wellbeing app (recently launched by Sir John Kirwin), Ignite Aotearoa's new wellbeing resource library.

m   We continue to offer colleagues options to remain physically active – including online circuit classes and yoga.

3.2   Health and Safety

a   Performance

INCIDENT SUMMARY – MONTH AND YEAR TO DATE						
Person Type	**Notifiable Injury or Illness**		**Notifiable Incident**		**All Incidents**	
	This month	**YTD**	**This Month**	**YTD**	**This Month**	**YTD**
Colleagues	0	0	0	0	8	14
Learners	0	0	0	0	18	33
Contractors	0	0	0	0	0	1
Visitors	0	0	0	0	1	3
Capital Works	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**27**	**51**
INCIDENT DETAIL (SINCE LAST REPORT)						
No incidents have been reported since the last report						

No new incidents or accidents have been reported during the April period of the lockdown.
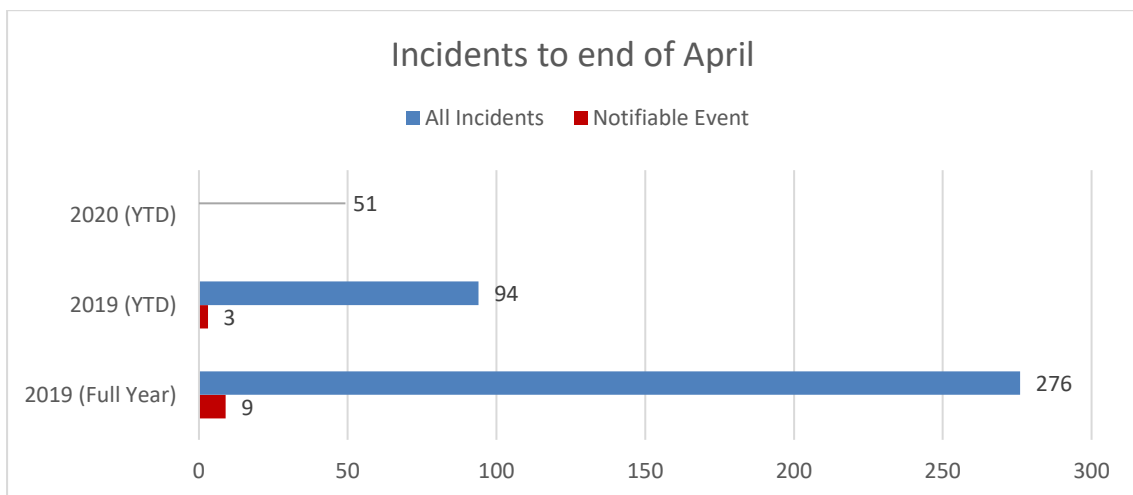
(Prior Year excludes Capital Works incidents)

Incidents in 2020 - by Group and Month

Incidents to end of April - by Campus Group
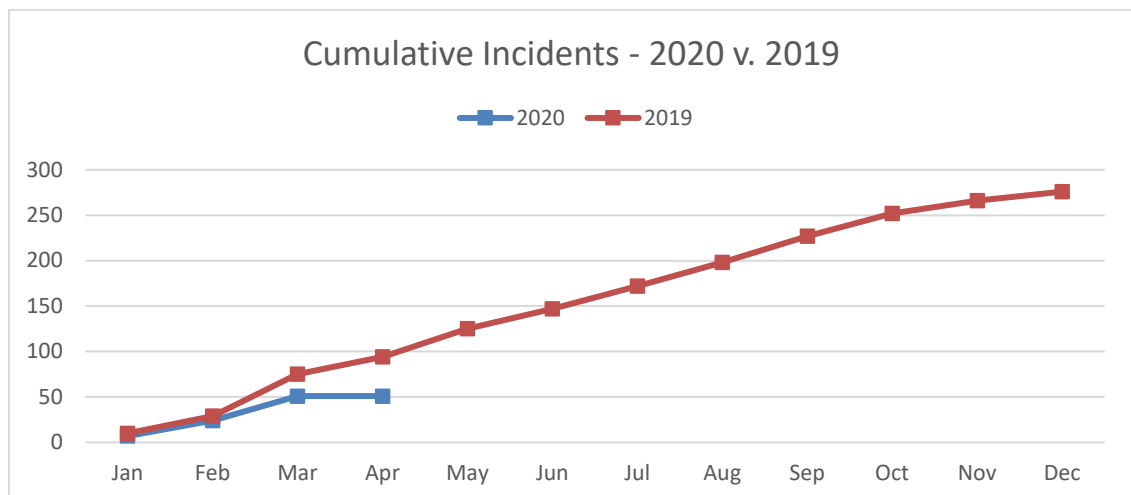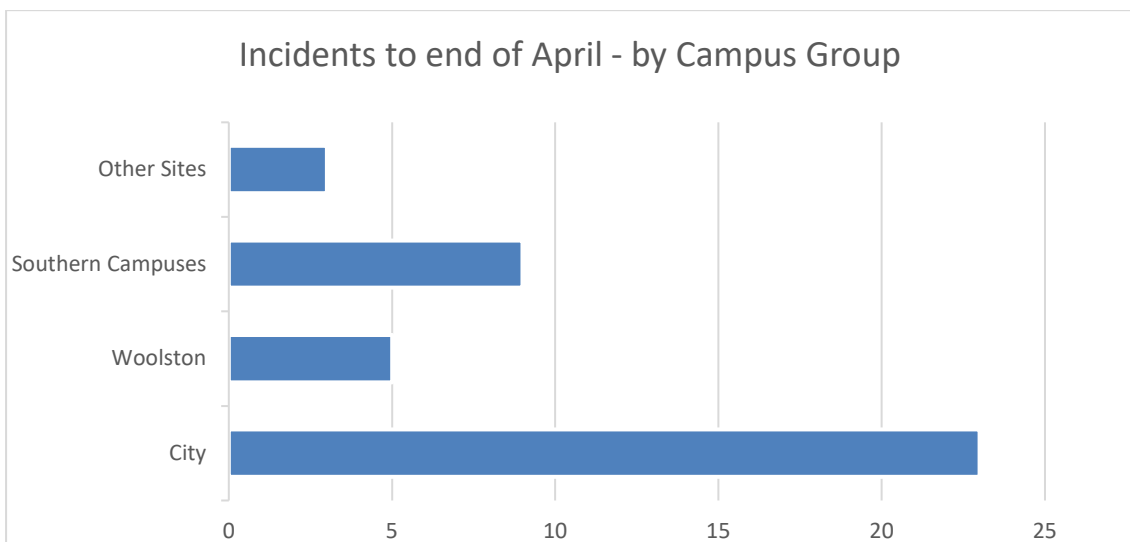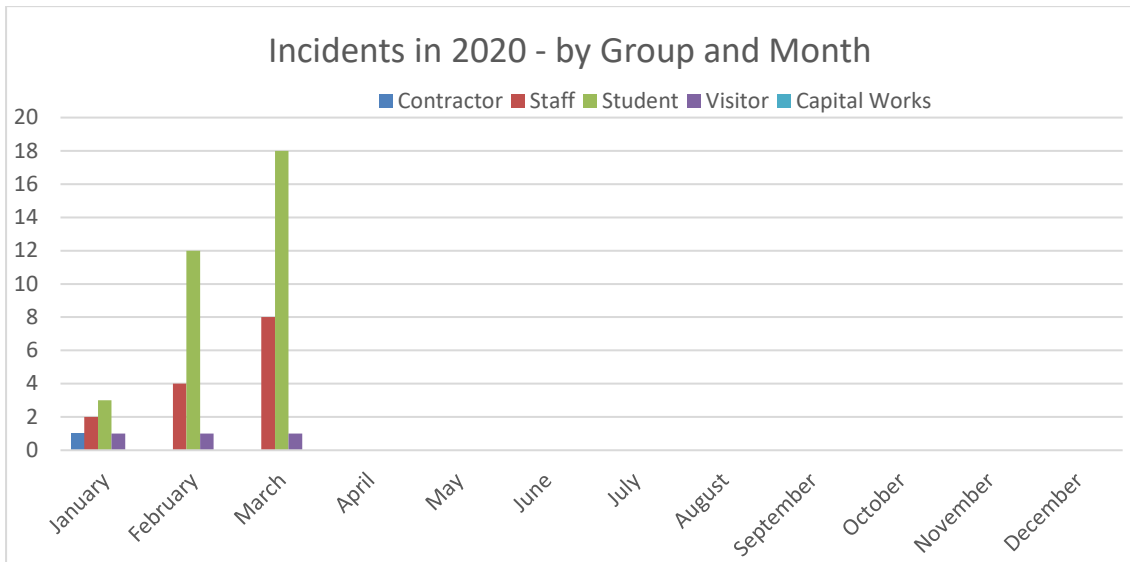
b   Leadership

Leadership training that covers the 'why' of health, safety and wellbeing and the 'how' of leading investigations, risk assessment and hazard management is being designed. Two potential external providers have been interviewed and asked to submit proposals. It is envisaged that this leadership training would coincide with the implementation of SafePlace which has inbuilt accountability to leaders in its workflow.

c   Critical Risks

Members of the four Health and Safety Working Group (HSWG) subgroups reviewed the current critical risk assessments and controls. The groups reported back to the Health, Safety and Wellbeing Leadership Group (HSWLG) at their meeting on 3 March 2020. To take the work that they have done to the next level, a case has been prepared for an external consultant to be engaged to review these findings and provide advice on implementation. The reviewing of this has been delayed due to the current attention being directed to COVID-19 work.

d Health and Safety Systems

HEALTH AND SAFETY SYSTEMS AND PROCESSES		
Number of audits and inspections.	0	
Colleagues participating in Health and Safety Oversight	36	Health and Safety Coordinators
Number of new permanent colleagues that completed the online health and safety induction process in April	1	100% completion rate YTD - 33 permanent colleagues started in 2020, 33 have completed induction

0 fire alarm events occurred in April	8 – YTD
1 contractor was inducted during April	48 – YTD
0 workstation assessment completed in April	5 – YTD
0 colleagues received first aid training in April	6 –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.

ii External Auditing Schedule:

When	Topic
November/December 2019	**Risk Management** • Critical Risks - How they are defined, and the rigour associated with their management • Tracking of risk management strategies into the front line of the organisation – following risks and their controls into the business.
February/March 2020	**Incident Management** • Data collection and reporting via actionable insights • Approach taken to incident management
June/July 2020	**Investigation Practices** • Processes and quality • How learnings of investigations are shared across the organisation
September/October 2020	**Safety Culture** • Leadership • Colleague and Learner Engagement • Contractor engagement
February/March 2021	**Governance and Strategy** • Planning and Focus • Strategy – context appropriate

- **Risk Management** – The Health and Safety Manager has made a case for an expert to be engaged to review our internal critical risk audit and provide recommendations on implementation

- **Incident Management** – The external audit, just completed in the Trades Department, has provided some insight into how Ara undertakes incident management.

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.

- The audit will be designed by the Health and Safety Manager and the Health, Safety and Wellbeing Leadership 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).

- With health and safety resources directed to the COVID-19 crisis along with the SafePlace project, there was no action on advancing a renewed internal auditing approach; this will resume the week beginning 25 May 2020.

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	95% Auditor has provided the report. Under consideration.
• Identify top critical risks at Ara • Report on controls and measure reduction in risk	H&S Manager HSWG Subgroup	Mar 2020	90% HSWG subgroups completed review. Audit report tabled at HSWLG March 2020. Case made for the engagement of an external consultant to review.
Promote increased reporting of near miss incidents	H&S Manager	Ongoing	Started at HSWG. Discussed at H&S Coordinators six monthly meeting.
Develop and implement a Health and Safety Communications Plan	H&S Manager Internal Comms Lead	Nov 2019	60% Internal Comms Lead has met with H&S Manager. Comms plan being developed.
Implement the new SafePlace health and safety management system	H&S Manager Project Team	May 2020	80% Final configuration continuing. Populating with existing Ara data. Pilot has begun at Trades. Manager and user training underway. Progress of implementation will be impacted by COVID-19
Review rehabilitation guidelines as they relate to experience rating	H&S Manager People & Culture Business Partner	Mar 2020	95% Final draft out for consultation.

3.3   Wellbeing
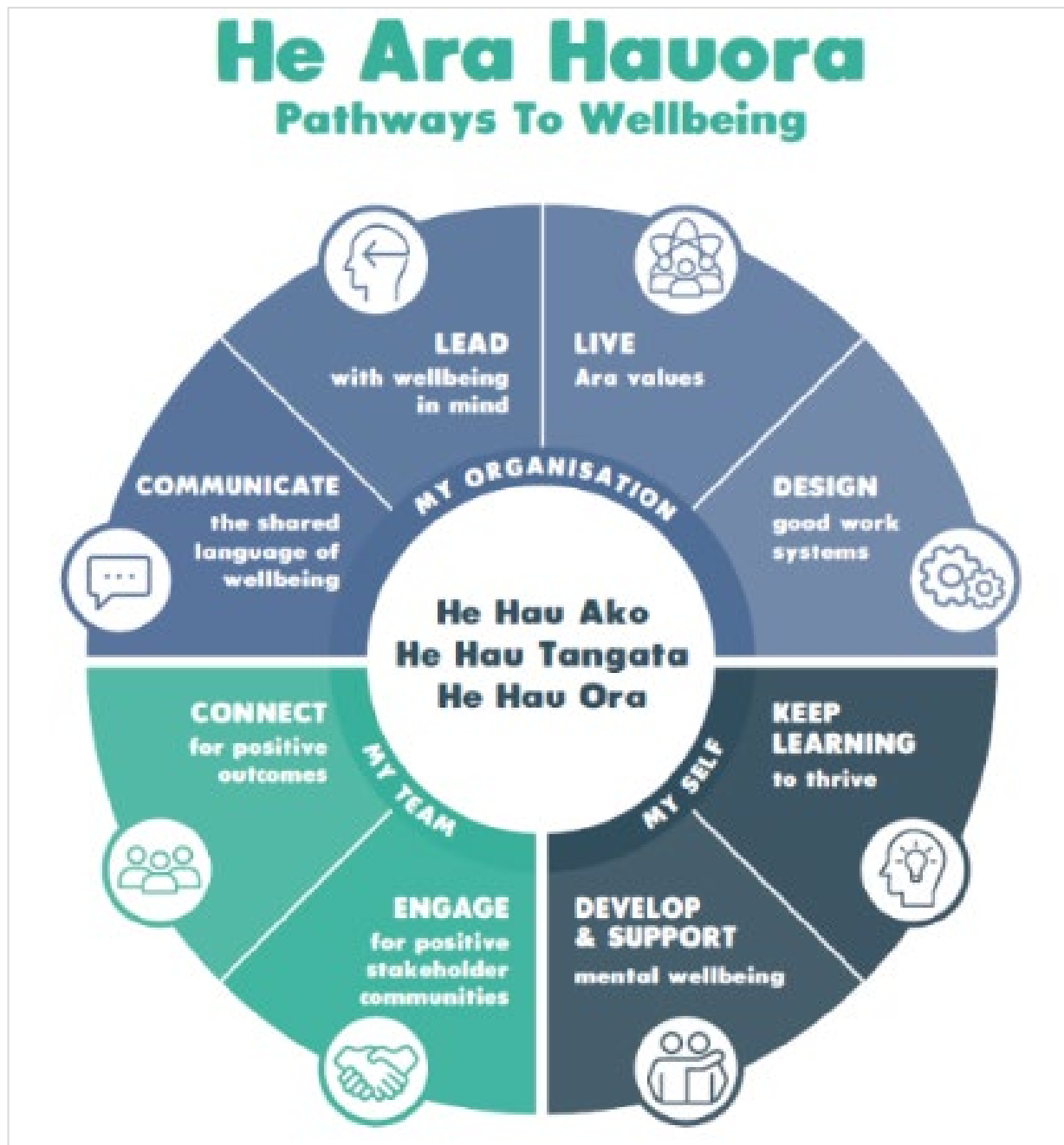
a   Introduction

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

The following graphs track several lead and lag wellbeing metrics.
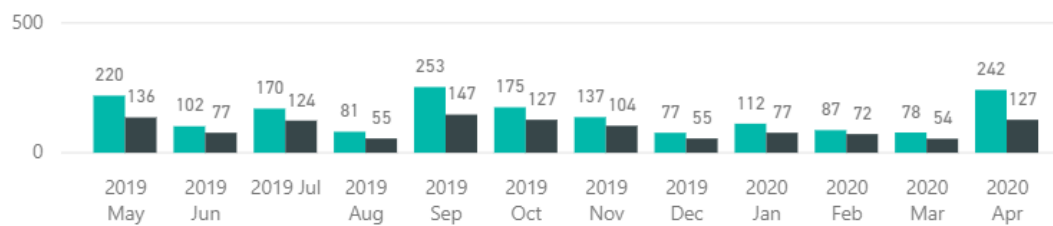
i   **Wellbeing Workshops:**

Leading in Uncertainty workshops were run again during April 2020, in a proactive response to COVID-19. A variation of these workshops is now being offered to colleagues.

ii   **Infoweb Hits**

In April 2019 a new wellbeing Infoweb site went live, specifically designed around content for COVID-19. It is a key wellbeing communication channel and information repository.

Wellbeing Infoweb Page Hits

● Monthly - number of sessions ● Monthly - users

	2019 May	2019 Jun	2019 Jul	2019 Aug	2019 Sep	2019 Oct	2019 Nov	2019 Dec	2020 Jan	2020 Feb	2020 Mar	2020 Apr
sessions	220	102	170	81	253	175	137	77	112	87	78	242
users	136	77	124	55	147	127	104	55	77	72	54	127

iii   **Be Active**

There is currently no data available for the number of colleagues who attended virtual Be Active classes during April.

iv   **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 'wellbeing update' emails to all colleagues. Numbers dropped markedly in April. As colleagues return to campus under Alert Level 2, it will be interesting to see if numbers rise as there is anecdotal feedback of some colleagues having anxiety related to COVID-19.

OCP Counselling

Year	2019								2020			
OCP	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Number of colleagues attending (new)	9	11	7	7	7	8	10	4	4	6	3	1
Total number of colleagues attending	15	14	14	12	10	10	15	8	4	8	8	1
Total number of sessions	27	21	28	27	17	23	27	15	8	14	15	3

v   Sick Leave

Cumulative Sick Leave Taken (Days)

COLLEAGUE WELLBEING		
Lost days due to sickness	100 days initiated in April • 82 – City/Madras • 2 – Manawa • 16 – Woolston • 0 – Timaru • 0 - Oamaru • 0 - Hornby	YTD – 1,367 days. Includes some in advance. YTD sick leave of more than 5 days – 379 by 25 people
April ACC leave YTD ACC leave	0 days 78 days	• YTD Work related ACC – 25 days • YTD Non-work related – 53 days
Number of colleagues on a return to work plan	1 colleague – shortened hours	Not related to a work injury.

Ara Board 26 May 2020	Agenda Item	6.2
		Information Item
PUBLIC	Presented by	Tony Gray

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Academic, Innovation and Research Report to the Ara Board
BACKGROUND AND PURPOSE	To provide the Ara Board with a summary of the AIR Division monthly activities and outcomes linked to the Ara Strategic focus areas.
RECOMMENDATION(S)	That the Ara Board receive and note the contents of this report.
LINK TO ARA STRATEGY	Full report linked to the strategic focus areas.
KEY ISSUES IDENTIFIED	The team are carefully prioritising return to on-campus delivery for learners who have programmes finishing at the end of Semester 1 and those who have highly practical components within their programmes of study. Retention of Learners and a high Learner experience outcome remains the priority of this work.
FINANCIAL IMPLICATIONS FOR ARA	Continue to encourage learners to engage with distance learning, rather than withdraw. Some additional staffing costs where part-time and casual colleagues will need additional hours to help learners to 'catch up' once back on campus.
RISK IMPLICATIONS FOR ARA	Some learners have lacked motivation or have found study environments difficult during lockdown – a key focus area for support. Ara needs to be seen as 'open for business' for Semester 2, and we need to maintain budgeted targets for this intake.
RATIONALE FOR EXCLUDING PUBLIC	N/A

ACADEMIC, INNOVATION AND RESEARCH – REPORT FOR ARA BOARD

Executive Summary

Remote/Distance delivery has been the priority since April 15 across the Academic, Innovation and Research (AIR) Division, with teaching colleagues working hard to enhance their capability in this space and provide quality learning experiences. This has been very successful inmost areas, identifying potential long-term benefits of distance delivery. In other areas this has re-emphasised the need (and desire) from our learners for hands on, practical delivery.

Key focus areas this month

o   Remote/Distance Delivery
o   Preparation for phased return to campus delivery in Alert Level 3 and Alert Level 2

Learners at the heart of everything we do	
Outcomes delivered during current reporting period	**Student Access and Engagement** This workstream has been combined with a technology workstream and formed a new 'Technology for Teaching and Learning Workstream'. Details below. **Business Resumption** Alert Level 3 delivery resumed this week (11 May) for approximately 60 individual groups of 10 or less, predominantly in the departments of Hospitality and Service Industries and Trades. Over 130 requests for access to equipment or buildings haves been approved to enhance remote/distance delivery. Alert Level 2 guidelines have been finalised to allow planning for a return to campus for more of our learners from 18 May. **Applications and Enrolments** Several teams are reviewing their application and enrolment processes for Semester 2, 2020 and Semester 1, 2021 to ensure that no learners will be disadvantaged due to the lockdown.

Dynamic delivery of contemporary programmes and research

Outcomes delivered during current reporting period	**Distance Delivery**

Since 15 April, a significant proportion of Ara delivery has been delivered via remote/distance. Green and Amber courses in the table on the following page indicate where all or some of the content of a course has been delivered this way. Courses where delivery via distance has not been possible have been prioritised for return to campus in Alert Level 3 and Alert Level 2.

	EFTS				Enrolments			
Department	**Green EFTS**	**Amber EFTS**	**Purple EFTS**	**Other EFTS**	**Green**	**Amber**	**Purple**	**Other**
APS	10.4	383.3	13.9	23.9	95	2798	37	175
CRE	142.2	330.0	62.9	4.4	568	1921	229	34
EAS	170.2	159.4	17.8	13.3	1363	1339	42	106
EDI	4.4	559.9	17.9	12.5	14	4324	263	178
HPR	478.6	3.0		190.7	2692	51		1604
HSI	17.0	309.1	69.0	3.5	99	2016	706	17
HUM	15.2	337.4	9.4	120.9	134	2694	75	1339
TRA		464.4	121.2	80.1		5013	1367	951
ZTE	68.7			1.0	536			7
Total	910.0	2546.4	312.1	450.2	**5515**	**20156**	**2710**	**4411**

Green EFTS = EFTS enrolled as at 7 April 2020, for Semester 1 courses coded 'Green'

Amber EFTS = EFTS enrolled as at 7 April 2020, for Semester 1 courses coded 'Amber'

Purple EFTS = EFTS enrolled as at 7 April 2020, for Semester 1 courses coded 'Purple'

Other EFTS = EFTS enrolled as at 7 April 2020, for Semester 1 courses, that either have not been coded or are otherwise different

Ara Whakapiki Ako (AWA) provided accelerated Professional Development (PD) to support lecturers including developing resources and a 'Shifting to Distance Teaching' Moodle site along with an online workshop series. The 'Shifting to Distance Teaching' PD series consisted of 29 workshops with topics ranging from 'Preparing to make a start as an online tutor'; 'I can teach almost anything with Moodle forums, a place to put files, zoom basics and recording', to 'Zoom basics', 'Panopto 1 and 2', 'Moodle Questions and Answers' and 'Drop In' sessions. The Digital Learning Environments team's workshops attracted 1970 attendances and the Learning Design and Development team's workshops attracted 1480 attendances: a total of 3722 attendances. The workshops are continuing.

In April there were approximately 1000 support interactions with academics through the teachingandlearning@ara.ac.nz email account. The Learning Resources team arranged for Wolters Kluwer to provide eBooks normally only available in print, access to expensive High Use Collection print books in eBook format successfully and gained permission from Copyright New Zealand to scan up to 50% of a book instead of the normal 10%. The Learning Resources team also worked to provide access to critical print-only resources in lockdown through Facilities Management. AWA has received useful feedback from evaluation surveys, the zoom workshop chat, emails, and meetings with academics.

Technology for Teaching and Learning
The Technology for Teaching and Learning Workstream has been formed by combining the Student Access Workstream and the Technology workstream to focus on the use of technology required for teaching and learning. Working with ICT and other support departments, the team have identified issues for learners without IT equipment or connection and physically delivered them (88 to date) with laptops and assisted with internet connectivity. The ability to use specialised software at Ara has also been made available to learners via remote access, this service is being expanded to allow up to 100 learners at a time access to computer labs for activities such as Computer Aided Design that can't be run on many home computers. An extension to the licensing for Adobe Creative Cloud software has enabled learners to continue to access to premium design software without costs for them through to the end of Semester 1.

Quality
Programme Self-Assessment reports have been completed by the majority of teams and will be reviewed by the Evaluation and Review Committee (ERC) in the coming weeks. Departmental Self-Assessment reports are due at the end of May. These reports will be tabled at ERC and discussed with individual Heads of Department at Quality Select Committee Meetings. The Student Experience Survey (SES) is currently being administered to those learners ending their studies at the end of Semester 1. This data will be collated and distributed to departments, then amalgamated with the SES data in the main surveying period in October this year.

Programme Changes and Compliance

The Workstream has been working in conjunction with programmes to:

1. Recommend significant changes to AIRLT for approval such as changing end dates which impact on learner entitlements, Curriculum and Enrolment processes, and
2. Document minor changes to ensure transparency of changes over this period for external bodies.

All significant changes are referred to AIRLT for approval and these, along with the minor changes are reported to Academic Committee as would ordinarily occur. This collaborative approach across divisions within Ara has resulted in clear, timely, joined up decision making. The main areas where significant changes have been requested include Trades, Health and Applied Sciences where there are considerable practical and clinical requirements impacted by the restrictions of Alert Level 4 and Alert Level 3.

Research

There has been considerable impact of COVID-19 on research activity and research dissemination due to cancellation of conferences and reprioritisation of teaching delivery (remote, distance-based, online) associated with COVID-19.

- Research time allocation (2020): 138 researchers (21.24 FTE in total) across 7 academic departments
- Research activity (outputs) to date (2020) = 7 (*Total research outputs in 2019 = 116*)

Indifferent adoption of research activity/performance over the past three years has prompted a refocus on the way in which research is measured, reported, and supported at Ara. An institutional response is for research to be now identified on the institutions risk register. Several mechanisms have been put in place to support improvement in research performance, including the formal allocation of research into staff workload planning, and the establishment of inter-departmental research committees to help promote collaboration and innovation across the institution. Other mechanisms to incentivise research at Ara have also been put in place, including the development of Professorial positions.

Development of a Research Office communications strategy for internal and external audiences includes the reporting of research performance metrics internally, the profiling of Ara-based research and researchers to external audiences, and the engagement of the 'community' of Ara researchers.

	The Research Office is actively involved in the ITP Research Directors Group, through the Manager – Research and Knowledge Transfer. This group has been meeting monthly to establish key workstreams to report to the NZIST Chief Executive Leaders Group. The Ara Research Manager has involvement on multiple workstreams, including: Research Governance; Research Communications; Research Clusters/Futures; and Health and Wellbeing. Research Bank – Ara, via the Research Office, has active involvement in the establishment of a whole-of-NZIST online repository for research outputs. This approach to a research database is the industry standard across the research sector, and this whole-of-NZIST approach helps to support the collective research strength of NZIST. This 'Research Bank' will be curated by Unitec. The Research Office is investigating the potential for research commercialisation affiliation with Kiwinet (kiwinet.org.nz), which is a New Zealand research sector membership body to identify, support, and optimise research commercialisation opportunities. Kiwinet is presently exclusively university and Crown Research Institutes in its membership.
High performing customer focused teams	
Outcomes delivered during current reporting period	**AIR Communications** Regular 'AIRmail' communications continue to be sent out to keep teaching colleagues informed and provide wellbeing support to our division. Frequency will reduce to once per week as we move into Alert Level 2. **Kick Off Day** Kick Off Day is one day at the beginning of each semester where the Academic, Innovation and Research (AIR) division get together to share, learn, collaborate, connect and contribute. Our next Kick-off Day was scheduled for 16 July 2020 but due to the current environment, we will be reformatting this event into a series of high-quality workshops to be offered in non-timetabled slots on Wednesday and Friday afternoons. **Wellbeing Check ins** Managers are carrying out wellbeing check ins with team members based on questions provided by People and Culture. Themes are being fed back to People and Culture so we can identify improvements to our crisis response.

Innovative and sustainable practice	
Outcomes delivered during current reporting period	**Delivery Opportunities** Opportunities workstream summary/updates: • An International opportunities workstream has been put together with members from Customer Experience and Engagement Division and AIR Division to look at what we can offer in the international space. • Workshops for Job Seekers – a number of targeted workshops planned, five will begin from 11 May aimed at assisting people who may have been adversely affected by the lockdown. Working with Ministry of Social Development to promote. • Te Reo delivery now online and being promoted for new enrolments. • Short 'DigiBoost' public lecture series now in progress, first one had almost 100 attendees. • Engagement team and CAPL ran Zoom information session with almost 30 people participating. Actively following up to ensure maximum conversion. • Working closely with Te Ōhaka and TANZ eCampus teams to get best leverage from the partnerships. • A nine-week Quality Assurance learning package (training scheme) developed by the Science team is due for delivery in July. Marketing is working to promote to food and manufacturing employers in South Canterbury and a few local enrolments are already lined up. • Looking at utilisation of Ara Connect sites for wider delivery of foundation and other courses Increasing suite of products for ACE delivery. **Leave Liability** Departments continue to work with their teams to reduce leave liability for 2020. **Manage Withdrawals** A new process has been put together to support distance learners who are not engaging with their studies or have identified that they wish to withdraw. This process identifies ways to support learners to continue with their studies at Ara, and ensures consistency across departments. **Reflection** AIR Senior Managers are spending time reflecting on good practices that have been embedded during lockdown, that we can continue when we return to campuses. This includes maintaining several of the cross-divisional workstreams in some capacity, utilisation of Microsoft Teams, and meetings with all participants on Zoom to reduce 'location-based inequities'. Many programmes are also identifying delivery that has worked better using new methods.

Summary of financial performance

Year	2020		
Dept - Programme owning	MOP target	EFTS / Enrolments / Students	% of target met
APS	763.7	739.4	96.8%
ASC		0.0	
CRE	703.1	691.5	98.3%
EAS	743.1	624.7	84.1%
EDI	1,112.8	916.2	82.3%
HPR	1,145.3	1,013.3	88.5%
HSI	623.6	618.3	99.1%
HUM	887.3	606.5	68.3%
TRA	1,079.7	940.4	87.1%
ZTE	0.0	109.4	
Total	**7,058.7**	**6,259.8**	**88.7%**

Department	Commentary
APS	Health and Wellbeing Level 4 and Certificate in Study and Career Preparation Level 4 are currently enrolling Semester 2 intakes. This is expected to have a positive impact on enrolments and annual EFTS. There are a further two intakes of Healthscope employees who will enrol in the Diploma in Applied Science Level 5, in Term 3 and Term 4. The department is working with the Delivery Opportunities Workstream to investigate opportunities relating to our portfolio. The majority of learners across the department are engaging well with remote distance delivery, with requests for withdrawal being in line with previous enrolment periods. In the area of work-integrated learning, teaching teams have designed creative solutions to minimise the impact of COVID-19 on learners' ability to complete the programme successfully and maintain a positive learning experience.
CRE	No indication at this stage that significant EFTS will be lost due to lockdown. The majority of learners are engaging well in distance delivery options. There are some learners who have enquired about partial fee discounts, due to not receiving the 'practical' training they have signed up for. The Department have a small number of Semester 2 intakes that will be promoted through marketing and engagement activity, including potential additional occurrences of Graduate Certificate in Information Design if demand is there. Some increases in staffing budget due to part time and casual employees whose hours will need to increase post lockdown to help with 'catch up' face to face delivery.

EAS	>95% of courses are currently being delivered remotely. Courses with practical requirements are teaching theory first with plans to address practical requirements between the 18 May to 26 June. Semester 1 international enrolments were on target, with domestic enrolments a little weaker than expected. A target of 72 international EFTS for Semester 2 places has created some challenges for the department in the current environment so we are working with the International and Engagement teams to explore options to achieve some international EFTS and to strengthen domestic enrolments in Semester 2 to compensate.
EDI	A very encouraging Semester 1, particularly for international learners, has EDI sitting at over 80% of target for the year. We would have expected another strong international enrolment for Semester 2 which would have taken over us well of the target for the year, but without this, our International numbers will sit probably just short of the overall target (306 EFTS full year, currently at 282). Our domestic EFTS are at 70% of the year's target which is roughly where we would expect them to be at this point. If we are able to have a strong Semester 2 intake domestically we should hit around our target for 2020.
HPR	At this time learners are remaining engaged in learning and some are returning to clinical placement (12 May) as Essential Workers in the health care environment. **Applications for mid-year Bachelor of Nursing – offers are (Domestic)** • Made: 5 (conditional: 3, unconditional: 2) – pending acceptance • Accepted: 141 (conditional: 82, unconditional: 59). Conditional on completion of pre-requisite study (usual numbers represented here) • Still in Assessment: 9 (Applications closed 8 May **International offers (June CAP)** • 30 Enrolled (23 are Graduate Diploma Nursing Learners) • 3 Offer Accepted (waiting for payment) • 1 Offer Made (unconditional) • 2 With department for assessment **Bachelor of Nursing July** 2 Enrolled 11 Conditional Offers 2 Offer Accepted (waiting for payment) 1 Offer Made (unconditional) 1 With department for assessment Volume at this time as is expected.

HSI	Learner engagement at the commencement of 'rahui' was high across all portfolios however we are seeing a loss in motivation with learners disengaging over the last two weeks. Academic Managers are contacting learners to discuss their challenges and suggest strategies to overcome, nevertheless we are aware of the need to get these practical learners back to campus. Delivery hours will need to increase to 'catch up' learners which will be evident in our staffing budget. The Department had a number of semester one intakes that oversubscribed, however will not shine with our semester two international market decimated. We are hoping for an increase in domestic applications for semester two due to forecasted high unemployment in the Hospitality industry. The Department will look at providing additional intakes to accommodate.
HUM	Withdrawal requests are starting to trickle in with a number of learners in the English Language, Māori language and Foundation spaces who are having challenges engaging with distance delivery. Many learners have adapted well to online delivery. Large number of international EFTS budgeted for Semester 2. English Language investigation possibility to deliver online to international learners in their own countries. Enrolments are tracking 3.3% behind 2019 performance with a target 1.2 EFTS lower than 2020. If including potential EFTS the department is tracking 4.4% ahead of the same time last year. The biggest cluster of the "potential EFTS" are within the SAC 3+ (60.4) delivery area with 18.5 coming from international.
TRA	The Department of Trades, prior to lockdown was tracking well against budget targets. Strong enrolment numbers in Canterbury Tertiary College bodes well for future feed into future pre-employment programmes and managed apprenticeships. SAC 3 – 7 is 4 EFTS below budget as at end of April but strong Semester 2 applications and enrolments are aimed at addressing this issue. The most significant impact will be the cancellation of scheduled ITO delivery and although planning is in place to reschedule from June onwards the volume required may not be able to be fully delivered within the remainder of the 2020 delivery year on top of current Semester 2 schedule. The department had a growth target for Level 4 managed apprentice programmes which will likely be impacted by the resulting uncertainty of direction and employment across the industry sectors the department is associated with.

Ara Board	Agenda Item	6.2
		For Information
PUBLIC	**Presented by**	Tony Gray

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 on the progression of the Division towards achieving Ara's four strategic focus areas including financial performance.
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	Nil. Overall financial performance is ahead of bottom-line target.
RISK IMPLICATIONS FOR ARA	Nil.
RATIONALE FOR EXCLUDING PUBLIC	Not applicable.

CUSTOMER EXPERIENCE AND ENGAGEMENT– REPORT FOR ARA BOARD
[FOR MID-APRIL – EARLY MAY]

Executive Summary

Key focus areas this month

- Alert Level 2 Planning.
- Wellbeing Check-ins with managers and colleagues with very positive results particularly in relation to feeling well informed of Ara's COVID-19 responses and clarity of priorities.
- Wellbeing Check-ins with students and responding with follow up.
- Ara Opportunities Workstreams – domestic and international.
- 2020 Semester 2 Marketing Campaign.
- Provision continues of the full range of support and services for students and academic colleagues.
- Webinars for offshore agents and training sessions developed and delivered with a focus on 2021 recruitment of international students.
- Development of 2021 digital marketing materials to be ready in June, two months earlier than usual.
- Online recruitment channels developed to ensure we stay connected with prospective students and external stakeholders.
- Student Voice have contributed to Workstreams, surveys and input into the development of a range of operational documents.
- Review Tribal functionality for online payment with view to implement end June 2020.
- Academic Support has been focussed on improving the student experience of services and planning for a return to the physical campus.
- Supporting students with their mental wellbeing has been a key focus this month.
- Careers Centre development of five job (new) seekers packages.

Learners at the heart of everything we do

Outcomes delivered during current reporting period	**International** • Working with student support team to support current students. **Engagement** • commenced the development of recruitment activity online to support semester 2 recruitment and continued to support inquiries from industry and schools on Ara response to Alert 3&4 lockdown. • Delivery of devices to students commenced during this period with the Engagement Team acting as couriers to get students up and running with their online learning. • MPTT – Wananga Wednesday sessions were delivered online by the Student Support team providing a positive and engagement environment to support retention and connection with students. **Student Support** • Advisors have connected with many students through wellbeing surveys, tutor referrals and self-referrals **Recreation Centre and Services** • Gym membership refunds approved • COVID-19 H&S Plans developed, and recommendations submitted for re-opening at L2/1 **Student Events and Activities** • Student Plug In social media plans and postings for engagement • Weekly competitions on the O House Facebook group with large engagement. Support from RuPaul's Drag Race/Social Media sensations for one of the competitions • Support for the Online Wellbeing check in survey in conjunction with Student Voice • Planning discussions about events upon resumption **Apprenticeship/employment/MPTT** • Apprenticeships – Little activity in this area at present, during lockdown.

Employment
- Little employment activity. 2 students assisted with employment applications during (supermarket work)/ Students due to complete their programmes mid-year have been contacted and working with the Careers Team who are helping these students prepare CVs.

Driver Licensing
- No further progression in driver licence achievement via testing but several students who currently have no drivers licence have been sent information and links to do online study to prepare for the learner licence test. Tests will be booked for these students once lockdown restrictions are removed.

Learner Support Funding
- $14,767.36 total spent YTD. $6,000 spend in April alone
- He Toki student spend YTD = $9,863.42/ Pacific students spend YTD = $4,903.94

Learner Support Funding accessed has been used towards the following:
- Phone and power bills
- Rent and emergency food purchases
- Clothing
- Stationery and printers
- Office equipment including a desk
- Laptop computers so that students can do online learning

Business as usual - Staff continue to contact students and support where needed
Staff are taking outstanding leave during lockdown period.

Careers and Employment
- Ongoing 1:1 Career services via Zoom

Accommodation
- Pastoral support to current Ōtautahi House residents, tracking, monitoring and placement support.
- Online connection and engagement initiatives including competitions

Registry
- Student Portal view of progress towards qual completion. Go live end May 2020.

ELC (Early Learning Centre)
- Kaiako focus on meaningful connections with our learning community and each other during lockdown using various forms of medium.
- Strong focus on developing our appraisal system/valuable conversations, strategic plan, and internal evaluation.
- Professional Learning Opportunities has focused on well-being and the team are on the "same page" to support the transition of families back into our Centre (along with each other)

Academic Support
- A flexible response to COVID-19 lockdown is to run daily 12-1 Quick questions and Maths Q&A sessions via Zoom.
- Extensive marketing to students and staff over changes to support in the online environment.
- Adapted workload allocation plan for COVID-19 lockdown, trialling blocks in calendars for 1:1 Zoom appointments.

Health Centre
- Continued health and wellbeing support offered to students via phone calls, email, and video call by clinical team (doctor, counsellors and nurses).
- Mental health concerns continue to be the main reason for contact. Some significant mental health presentations both in City and Timaru requiring referral to external psychiatric services.

Dynamic delivery of contemporary programmes and research

Outcomes delivered during current reporting period

Engagement

Activity	Engagement	Commentary
Online General Presentations	Delivered to 3 x schools	8 scheduled over coming weeks including targeted Pacific presentations
Online Business Breakfast	20 attended	2 x planned for coming month

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

Online CAPL workshop	51 registrations/25 attendees	These will be delivered weekly over coming months
Introduction to Excel Webinar	93 attendees	Free events to promote formal qualifications
eNewsletters	2 x youth 2 x industry	Ongoing fortnightly
Individual student referrals for 2nd semester enrolments	31 in total	Ongoing
South Canterbury Online Careers Expo	4 business profiled 700 followers	

- Discussions with Community Partners i.e. The Court Theatre and Canterbury Cricket on how we can continue to collaborate in the current climate to support the wider community
- Establishment of the Opportunities Workstream – a cross institutional team who will explore ways Ara can adapt and develop solutions to support the economic and employment needs of the region. Good progress to date with a range of new offerings having been developed across a number of departments. Marketing and Engagement working to develop promotional plan which will go to market week 11th May. Discussions with Ashburton District Council and Ashburton MSD to provide solutions for job seekers.
- Continued discussions with Principals and Careers Advisors in regard to Dual Enrolment Delivery and support for students.

Student Support
- Work is being inputted into the Pastoral Code of Practice Document
- Guidelines for the process in relation to the unexpected death of a student are in draft
- The Pacific Student Support implementation plan from the Pacific Strategy has been developed

Recreation
- Online physical activity classes extended, including Yoga and additional circuit class
- Video's recorded for staff orientation

Careers and Employment
- New: delivery of online workshops to classes, in collaboration with tutors (Zoom). Ongoing development of this model with significant ongoing implications for (e.g.) southern campus delivery.

Registry

- Curriculum team loading changes to programme delivery data to support online learning and extension of programmes due to COVID.

ELC

- Kaiako committed an evening of shared learning during lockdown and the goal is in two week we come together. A colleague may share her learning from recent studies participated in through Yale University (well-being) with CEE.
- Whole team have had individual wellbeing questions – high scores for wellbeing and communication through the organisation (average score of 8 for both)

Health Centre

- Preparations in progress for implementing the staff and student influenza vaccine programme upon return to site, both at City and Southern Campuses.
- Other vaccination programmes also include meningococcal immunisation for residential students and completion of vaccine schedules for clinical students on placement.

Marketing

- Web re-platform: The web project has continued, and the team is now in the user acceptance testing phase. Key internal stakeholders have access to the website to check that relevant content is correct and that the site features are working as intended. Subject to any resulting fixes needed, it is hoped the website will be live at the end of May.
- Advertising: The Marketing team, with input from the Marketing Workstream, which was established to provide input to required messaging as result of COVID-19, has been finalising the mid-year advertising campaign. The campaign includes brand and recruitment activity and builds on the Advantage You campaign launched in 2019, however, the messaging has been augmented with "open for learning" to promote that despite COVID-19 Ara remains open even if we're delivering online delivery or distance learning. The activity started in late April and will run through to July. A couple of examples of the creative are shown below.

- Graduation: Planning continues on what a Spring graduation format may look like depending on what COVID-19 Alert level the country may be in. There are various scenarios considered but the plans at this stage are still focused on delivering a graduation ceremony even if it must be split into smaller ceremonies to ensure physical distancing and maximum gathering rules are observed.

High performing customer focused teams

Outcomes delivered during current reporting period	**International** - Contact made with all offshore agents to renew and update agency agreements.

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

- Receiving enquiries and applications (mostly for 2021) from all markets. Some onshore enquiries for Semester 2. Also following up on current students on pathway to other departments for Semester 2 enrolments.

Engagement
- New Kaiwhakauru – Youth started with Ara Engagement Team during lockdown. Support from team, Te Waha Pu and previous Kaiwhakauru to introduce to schools and start to establish relationships to support Maori Youth recruitment.
- Wellbeing Survey started with colleagues – high levels of wellbeing reported.

Student Support
- Effective use of Teams and useful, honest connection between colleagues has resulted in all getting support and back up as they need it.
- Student Wellbeing Advisor appointed – beginning late May
- Student Groups Advisor interviews underway
- Student Support Induction document has been developed

Recreation Centre and Services
- MH101 workshop participation

Events and Activities
- Digital/online engagement with students on Facebook pages.

Careers and employment
- Delivery of online Employer expo and Volunteer expos. Further interactive models in development.

Accommodation
- Refinement and updates to records/systems.
- Working with Registry Manager towards online applications
- Welfare reports to TEC.
- Facilitating a minimal number of residents to access essential personal items during AL3 (e.g. Exchange students being repatriated, individual essential needs) as needed.
- Connection with wider student residence sector via NZATEAP Zoom meetings.

Central Administration
- Revised non engagement process being implemented due to COVID-19
- BAU administrative support functions, including application/enrolment processing continuing effectively as a remote service
- Significant workload being experienced by the admissions/enrolment team because of revised programme delivery dates and therefore the need to amend student enrolment dates
- Preparation underway for possible return to work at Alert level 2 for some staff

Registry
- Preparation underway for return to work for some staff.

ELC
- Good levels of wellbeing for my team, some anxiety around re-opening the Centre, however this is to be expected.
- Good communication has meant whole team understand the process to re-open.
- Leader's focus on re-opening the Centre 12th May under Alert Level 3 guidelines.
- All paperwork submitted – plan and prep day 11th May, 2 small bubbles of children to return first week and review Friday 15th May.
- Families well informed through regular updates, phone calls, emails, Facebook posts and txt.

Academic Support
- Waiting list document added to shared files and maintained by AS Administrator.
- New systems of communication are now established that facilitate collaboration both online and in the event of a return to a physical presence on campus.

Health Centre
- 'Wellbeing questions' check ins conducted with team. High levels of wellbeing reported across the team. All colleagues acknowledged and appreciated the Ara Management support for them in their role and also for them on a personal level.
- Clinical support being provided remotely in highly responsive and timely manner to all students requesting help and advice.

	Marketing • The Marketing review, aimed at ensuring the Marketing team is fit for purpose, has remained on hold. A draft report has been created following the consultation period, which closed on 25 March, but the remainder of the process has been on hold due to COVID-19. The final report is now being prepared but any resulting recommendations, once finalised, will not be implemented until at least 1 July 2020.

Innovative and sustainable practice

Outcomes delivered during current reporting period	**International** • Embracing digital recruitment events, webinars, social media communications, podcasts, and radio interviews to keep Ara brand in the market internationally at a lower cost. • Commenced planning with the department for the joint programme delivery of Bachelor of Nursing in China. First intake of students in China expected in late September / early October 2020. Ara staff to begin teaching in China in March 2021 in four-week blocks. This programme is a long-term project as first students expected in NZ in 2023 with an annual intake thereafter. The students' study for three years in China and then a further two years in NZ. • Working with Opportunities Workstream to develop international opportunities that need development including offshore on-line delivery, quarantine facilities for incoming students, and maximising any revenue generating opportunities internationally or for international students in NZ. This includes the English for Work programme to be delivered in June 2020. **Student Support** • The team are looking at the learning gained from Alert Levels 3 & 4 and what can be used when returning to campus. The key area we are keen to explore is the possibility of students being able to access services online in an on-going way, potentially using desktops in the library. This could also enable after hours support. • The Student Support team have shared a wide range of online resources that may assist students they work with and have gained some positive feedback. • We are currently looking at how to promote effective reengagement/whakawhanaungatanga when students return to campus since it is known that this can reduce mental health distress further down the track. A small investment of time now will have a big impact later. **Careers** • Working with opportunities identified via the Opportunities workstream to provide Careers and CV packages to new MSD clients recently unemployed due to Covid 19 lockdown. (income diversification).

Accommodation
- Receipt and processing semester two applications.
- Resumption and health and safety plans for re-opening Ōtautahi House.

Central Administration
- Workshops related to On-Line Enrolment Project continuing during lockdown
- Current work includes development of a generic communication for enrolment confirmation; investigation around storage of enrolment related documents in SharePoint for students to access from their portal; processes related to 'managed' enrolments; timing of workflows
- Ongoing transition of 2020/2021 curriculum to new conventions and working with departments to embed the new conventions

ELC
- Team have participated in numerous workshops that have promoted positive mental health and well-being.

Health Centre
- Counselling team in process of developing specific student mental health and wellbeing resources for tutors, including wellbeing workshop for Timaru nursing students.
- Two business resumptions meetings with Ara Project Manager and separate meeting with PHO management regarding resumption of clinical services.
- Preparations commenced for introducing a new technology into our clinical practice – a virtual consulting application *(no cost)

Summary of financial performance

Budget is on target due to a reduction in general expenditure off-setting staffing overspend in relations to increased COVID-19 expenditure and a hold on planned staff reviews.

Reduction in income will progressively impact financial performance. These include: the freeze on Ōtautahi House rents and Early Learning Centre fees; Health Centre reduced payment income; Recreation & Fitness Centre loss of diversified income via rent and leases to external organisations and gym membership fees as well as refunds to groups that have repatriated to Japan.

Ara Board 26 May 2020	Agenda Item	6.2
	Information Item	
PUBLIC	**Presented by**	Darren Mitchell

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Corporate Services Division: April 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 April 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 • High performing customer focused teams • Innovative and sustainable practice.
KEY ISSUES IDENTIFIED	Nil.
FINANCIAL IMPLICATIONS FOR ARA	Nil. Noting: • Division is $350k favourable to budget.
RISK IMPLICATIONS FOR ARA	Financial risks as a result of CoVID-19.
RATIONALE FOR EXCLUDING PUBLIC	N/A.

CORPORATE SERVICES – REPORT FOR ARA BOARD

Executive Summary

Key focus areas this month

- Corporate Service managers have played an active role in the Critical Incident Management Support (CIMS) meetings and activities, following the activation of the Pandemic Plan.
- Active and ongoing support for colleagues during the COVID-19 isolation and lockdown period. All colleagues are supported to work from home and check-ins are maintained on a very regular basis to ensure colleagues wellbeing and connections are maintained. A holistic approach is taken during this unique time. Many colleagues are at home with young children and whanau
- The primary focus areas over the month for the Organisational Performance team have been; support, reporting and data accessibility related to COVID-19 inquiries, the 2020 preparation and evaluations for the 2021 Mix of Provision development and the roll out of a range of new performance reporting dashboards including mobility capability.
- The management of complaints, appeals, enrolment cancellations, suspensions and OIAs as required. This work has also included responding to the Human Rights Commission about a disability and race related issue from the 2019 delivery period. The close out of the Ombudsman investigation, favourable outcome for Ara.
- Maintaining and the continuation of valuable conversation practice. Embedding the aspects of Te whare tapa whā.
- The Planning team have continued to provide support for the Ara COVID-19 response, including supporting departments in the development of business resumption plans.
- Regional Master Plan – Preparation of implementation plan and business cases for TKM and Board consideration.
- The Planning team has provided support for Ara's RoVE Response Programme and the new associated governance structures. Plans are underway for activities arising from NZIST, such as implementations of new financial and operational parameters.
- The Planning team has been developing a business case for the potential participation in the Performing Arts Precinct by NASDA, working with Court Theatre on financial estimates.
- Providing project management and business analysis support to the Transformation Programme:
    - People and Culture projects – Employment Business Process, Wellbeing, Induction Refresh, Talent Growth Cycle, Employee Engagement, High Performing Teams and the Health and Safety system
    - Student focused projects – Student Retention & Achievement, Online Enrolments, Web Re-platforming, International Agent Portal and Student Case Management Tool enhancements for learner support

- High Performing Organisation projects – Transfer of Programme and Course Repository functionality to Tribal and the replacement of InfoWeb (internal communications, reporting and staff productivity platform)
- The Transformation Programme has continued to progress well with 3 major initiatives: On-Line Enrolments; new Web Platform; which are both underpinned and enhanced by the transfer of all programme and course repository data into the Tribal Student Management System; all 3 are entering final testing this month.
- Business Analysis and Project Management support for Student password management, Attendance & Engagement analysis, and a roadmap for potential development of the existing Customer Relationship Management (CRM).
- A significant focus for ICT this month has been the continued support, enablement and provisioning of students and colleagues to work in a remote capacity.
- In preparation for the move to Alert level 2, ICT has been undertaking detailed planning with AIR around the reconfiguration of spaces, software and other technology to meet their needs.

Learners at the heart of everything we do	
Outcomes delivered during current reporting period	- Meeting with the Motor Industry Training Organisation (MITO) to discuss the needs of MITO apprentices and the impacts of COVID-19 related to the motor industry. Establishing solutions and opportunities for the Canterbury regions. - Continued reporting to the MoE related to dual enrolment activities and the resumption plans. - When the country moved into alert level 3 it meant that the demolition of C block was able to recommence. Demolition is progressing well with a completion date of mid-June expected. - ICT has deployed the Labstats remote computer access solution to 100 Ara machines. This has meant students have access to class computer work at a distance, this is a particular benefit to those requiring specialist configurations or software. 45 students were enabled in the first 2 days. - Under the Technology Access Fund for Learners (TAFL), ICT have supported the distribution of technology (devices and connectivity) to support access to learners. - ICT have significantly increased the support for learners using Panopto (video steaming) and other learning tools.
High performing customer focused teams	
Outcomes delivered during current reporting period	The Organisational Performance Team, with the support of an external consultant, is in the process of developing a document that focuses on the analysis of the future workforce and training needs of the Canterbury region. This will capture the view of provisional opportunities (SWOT) and an industry needs analysis. Data is derived from a variety of sources including, but not limited to, the TEC tools (Qlik), the Tertiary Data Warehouse, local, regional and national government, Stats NZ etc. Comparative benchmarking will also be a key focus. This will be delivered

	by the end of May 2020. The current context of COVID-19 will need careful consideration as to its impact and our response.
	• Evaluation and analysis of the NZIST Policy Manual connected to Governance, Employment and Human Rights.
	• April Single Data Return (SDR) review – 23rd April 2020
	• The planning team have provided support for the COVID-19 response including continuity planning, resumption planning and Board reporting. Specific support for resumption at both Alert Level 3 and 2.
	• The planning team reviewed and acted upon the NZIST Financial and Operational Parameters paper.
	• Facilities Managements' focus has been on the response to COVID-19, ensuring the campuses are operational for the return of students at Alert Levels 3 and 2.
	• The use of Zoom has continued to escalate. A full review of the environment was undertaken in response to guidance published by Zoom and the GCIO. All recommended updates, configuration changes and operational recommendations were implemented in addition to restricting the locations of data centres that manage our traffic. Zoom V5.02 was implemented along with enhanced security features, enforced Passwords, enforced single sign on (SSO).
	• Finance have remained focused on the on-going business of the department including compliance and statutory obligations, reporting and payments and ensuring Ara remains financially aware.
	• Finance have engaged vertically and horizontally throughout the department to ensure team connectedness and well-being are supported.
	• All Finance teams have continued to support their customers via all available means during the lockdown period
	• Approximately 400 Graduation refunds have been processed and repaid to students as a result of the cancellation of the graduation ceremony.
	• Student Finance have made 'courtesy contact' with students that are struggling to adhere to agreed payment plans. Assisting students to restructure repayment arrangements.
	• Monitoring and management of Finance team activities to ensure effective and appropriate use of time and resources whilst working remotely.
	• Back-up capability is being developed to support the Payroll team from within the wider Finance team in the event of an emergency.

Innovative and sustainable practice

Outcomes delivered during current reporting period	• A new report has been developed by the Organisational Performance team for the AIRLT to support the monitoring of online learning engagement during the COVID-19 lockdown period. This was trialled in two teaching departments. • All teams have been prioritising the management of annual leave and leave liabilities.

	- The planning team has been working on the development and User acceptance testing plans completed for Web Re-platforming. - The Planning team have completed the design and are now developing the InfoWeb replacement. - The ICT team have had an increased focus on Cyber Security in response to industry advice and the significant increases in cyber attacks. - ICT Printing management systems recent replacement is delivering functional and financial advantages. - ICT have completed the product data integration to support the new web site. - The redistribution of Campus Connect equipment to support business continuity is being undertaken by ICT. - The Sustainability lead within the Finance team attended the Chartered Institute of Procurement and Supply webinar on "Leading through Change - How companies have invested in Technology to manage spend in today's uncertain times". - Scenario modelling reporting to NZIST was provided by the Finance team. - Investigations have been made into options for improved Contract Management functionality in line with Audit New Zealand best practise recommendations from within Ara's existing suite of systems. - Finance has tested the 10.0.10 D365 Finance and Operations upgrade release and confirmed that it is ready for roll out. - Payroll, in conjunction with ICT and P&C, tested and released an essential system upgrade during lockdown. - Continued investigations into the procurement functionality within D365 Finance and Operations in relation to Phase 2 of the Finance System project. - Implementation of process changes in response to the State Services Commissioner request to remit payments to domestic suppliers within 10 days. - Finance have engaged with Audit New Zealand on the process and system walk throughs that would ordinarily be undertaken as part of the Interim Audit work. - Preparation for the disestablishment audit has been progressed. - Preparation of material for professional development training for members of the Finance team. - Renewed focus on upskilling and knowledge sharing within the Student Finance team is underway. - Review and assessment of exception reporting used by the Student Finance team has commenced and will lead to improved data quality and quicker resolution of issues. - Student Finance have finalised the processing of Fees Free transactions for semester 1. - Finance have undertaken UAT testing on the new Ara website. - Finance have provided information to the Capital Asset Management Committee on the new fixed asset management functionality recently released for D365 Finance and Operations system.

Summary of financial performance

Transformation Programme is progressing within approved budget.

As at 30th April 2020, Corporate Service were $350k favourable to budget. At budget setting it was anticipated that the net deficit for the Division would be $10.2m in comparison to the actual deficit of $9.8m.

Ara Board 26 May 2020	Agenda Item	6.2
	Information Item	
PUBLIC	**Presented by**	Tony Gray

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	People and Culture – Report for Ara Board
BACKGROUND AND PURPOSE	- To provide the 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 Board areas of risk and opportunity in relation to people and culture (including change leadership) that need to be mitigated or optimised and provide recommendations.
RECOMMENDATION(S)	Ensure key learnings and opportunities from COVID-19 response are captured.
LINK TO ARA STRATEGY	Leading Together Strategic Priority – primarily "High Performing Customer Focused Teams".
KEY ISSUES IDENTIFIED	1. COVID-19 Health, Safety and Wellbeing matters are being managed well. 2. COVID-19 has disrupted normal operations, slowing progress in some transformation projects, highlighting digital capability needs and prompting the conversation to reimagine the future of teaching.
FINANCIAL IMPLICATIONS FOR ARA	To be determined.
RISK IMPLICATIONS FOR ARA	As above. There are opportunities to be explored from the COVID-19 experience (eg. Flexible ways of working, heightened collaboration across Divisions, improved Communications, teaching capabilities for the future world of work).
RATIONALE FOR EXCLUDING PUBLIC	n/a

PEOPLE AND CULTURE – REPORT FOR ARA BOARD

Executive Summary

Key focus areas this month

- Incident Management of COVID-19 continued to be the priority focus for this month with the Health, Safety and Wellbeing of our colleagues and learners at the centre of decision making. As levels changed, the amount of complexity and decisions to be made has increased.
- COVID-19 communications have continued, focusing on aligning internal, external and leaner messaging. Providing clarity around plans as we operationalise different levels and reinforcing support for wellness and leadership capability in times of uncertainty have been key messages.
- Additional COVID-19 response support for leaders and teams has been delivered in the shape of digital capability support, advice on Annual Leave reduction conversations and Wellbeing Check-in's.
- The whole of P&C team 90 day planning occurred with a reflection on the current context, the NZIST shift that occurred on the 1st April and feedback from the organisation on the impact of our work and what was important to them.
- Transformation work continued but with some shifts in emphasis due to the impact of working remotely: 35 Level 400 leaders commenced group coaching (virtually); SafePlace (H&S system) implementation progressed slowly due to the Pilot at Trades being disrupted; Mahi Tahi (Recruitment system) implementation fine tuning continued; and further work was done on drafting an Ara Recognition framework for TKM consideration.
- Two unions have initiated collective agreement negotiations (NZEI and E'tu) and we are preparing claims.

Health Safety and Wellbeing	
Performance during current reporting period	- With colleagues and students not being on campus and therefore not exposed to risks, no accidents or incidents were recorded during April. - The piloting of SafePlace (new H&S system) in Trades was disrupted due to COVID-19.
Outcomes delivered during current reporting period	**COVID-19 related:** - A Wellbeing Check-in questionnaire was created and leaders were invited to facilitate wellbeing discussions with their colleagues. With a heightened focus on wellbeing, other activities have included: workshops for leaders and colleagues; the Wellbeing Action Group (WAG) meeting weekly; and evidence based resources being made available to colleagues (eg Mentemia Wellbeing App, Ignite Aotearoa's new Wellbeing Resource library). - Health and Safety plans were produced for Level 3 (for each of the 59 Bubbles) and Level 2 (a global plan for Ara). Induction back to campus activities under Level 2 was also designed in a very tight timeframe.

	• Business Resumption Planning is occurring at each Departmental level, coordinated by the Planning office. • Colleagues aged 70 or over were personally contacted by way of a welfare check. Overall colleagues in this age category seemed to be faring very well during the lock–down arrangements. **Other activity:** • Leadership Safety Culture training design was progressed via exploring external provider options. The training is being designed to be delivered in conjunction with the SafePlace (H&S system) roll out. • The findings of the external Health and Safety Audit conducted in Trades but had an Ara wide scope was reviewed. The Ara Board will be provided an overview of the Audit's findings and next steps at the May Board meeting.

Learners at the heart of everything we do

Outcomes delivered during current reporting period	• The COVID-19 event has provided an opportunity for us to explore how we can increase internal alignment for communications to ensure student communication is both clear and supportive and responsive to student's needs. • People and Culture are being represented in a working group that has been established on the formulation of a Domestic Student Code of Practice. • We also participated in a Marketing for Semester 2 working group around a tailored approach to COVID-19 that was still underpinned by our Ara Advantage programme.

Dynamic delivery of contemporary programmes and research

Outcomes delivered during current reporting period	• External appointments were announced for the Head of Department Health Practice and Academic Manager Health Practice, along with a SASM, Social Work. This closes out a significant piece of recruitment work that has been undertaken since the end of 2019. • The Capability team continued collaborating with AIR and ICT to support the lift of our colleagues' digital skills as they shifted to teach remotely and work from home. Conversations and Discovery work have now turned to be about ensuring we capture learnings that we've experienced working remotely and reimagining the role of the teacher in the future – what wholistic capabilities (digital, social, emotional, cognitive, resilience) will be needed? • Conversations are underway with AIR leadership around how we can best utilise the transformation resource that is available for the rest of the year to support the lift of capability around quality teaching.

High performing customer focused teams

Outcomes delivered during current reporting period	• To support our teams to navigate the COVID-19 environment of uncertainty and rapid change, we have been increasing communications channels (eg weekly Leaders Update, twice a week Union updates), cross referencing colleague and student communications, and linking colleague to resources that will assist them (eg Leading in Uncertainty learning forums, 'how to guides' on leadership, wellbeing and working remotely).

	• Growing our capability to work with an agile mindset, the P&C team undertook their third 90 day planning session, setting goals for the next quarter. Having the ability to plan with the current COVID-19 context in mind reinforced the value of 'short stint' planning, whilst still having reference to the Ara Strategic Focus Areas and Priorities. • Further work was done on the Recognition Framework for Ara with an anticipated delivery date for the TKM to review a proposal in June. • A needs assessment commenced for a new Manager Induction programme. • Group coaching for 35 level 400 leaders commenced with a virtual format. Leaders will participate in 4 group coaching sessions by July, an embedding activity from the Growing Inspiring Leaders programme. • Valuable Conversations training was completed by the Capability team for new Academic and Clinical Managers in the Department of Health Practice. • Recruitment of a P&C Administrator (back filling a vacancy) has been finalised. The whole process has been undertaken virtually. • Planning for the Allied Promotions process is well underway.

Innovative and sustainable practice

Outcomes delivered during current reporting period	• Support for managers continues on working with their teams to apply a focus on reducing Annual Leave liability • Improvements to processes within the SafePlace tool and Mahi Tahi workflow continue. • E'tu have initiated bargaining for the Collective Employment Agreement that covers our custodians. We are forming claims for both this CEA and the NZEI CEA for our childcare centre colleagues • The Marketing team Review findings is in its final draft, nearing readiness for TKM consideration

Summary of financial performance

April financial results show a slight over-spend in the OPEX which is mainly due to the cost of the H&S External Audit which was unbudgeted. Staffing costs are also slightly over, after adjustments are made to Transformation projects spend.

OFFICE OF THE KAIRAHI, DIRECTOR OF MORI DEVELOPMENT – REPORT FOR ARA BOARD

Executive Summary – MAY 2020

Key focus areas this month

- FMA – Ara Māori Staff: Spirit & Solidarity
- Ara Strategic Focus Areas & Priorities – (Priority) Learners at the Heart of Everything We Do
- COVID-19 – Ara Comms, Student & Staff Wellbeing
- NZIST – Equity Lens. Who is advising NZIST at present? What is the plan as regards NZIST Charter responsibilities?
- Whānau – 4 day working week / 1-day annual leave arrangement (provision for childcare).

Learners at the heart of everything we do	

Outcomes delivered during current reporting period	• **Ara Website Renewal** – Māori content
	
	    ○ We have been reviewing old content and writing new content for some time and these past few weeks has seen this coming together.
	    ○ There is now less clutter (e.g. obsolete information) and a clear spirit of "Come to Ara, Stay at Ara, Succeed at Ara".
	
	• **Returning to Campus** – "How to Facilitate a Mihimihi?" video and lesson plan for all Ara tutors and team leaders.
	
	    ○ Included in our 'returning to work' H&S and Wellbeing Induction Pack
	    ○ Objective = intentional and meaningful re-connection between tutors and students in a time when hugs, hongi and handshakes are not an option.
	
	• Semester 2 **Marketing**
	
	    ○ Key advice = present Māori in careers of tomorrow, not yesterday/today (alignment to Ngai Tahu Workforce Development Strategy and general thrust of iwi-Māori response to COVID-19)
	
	• Support second wave **Ara Māori Student Wellbeing Survey**.

	o Drawing in key observations from other COVID-19 surveys of the Maori community (IHI Research and Te Putahitanga o Te Wai Pounamu).
Dynamic delivery of contemporary programmes and research	

Outcomes delivered during current reporting period	• **Kaupapa Maori Webinar / Design Jam** (Bachelor of Architecture)
	
	   o Facilitated a design jam with our Ara students and staff that focused on relevant kaupapa and matauranga Maori in this field.
	
	   o Feedback received from staff and students was "high value exercise".
	
	   o <u>CHALLENGE</u> moving forward = How to resource and sustain this type of input into other/all programs of study at Ara (and across NZIST!), especially when there is a limited number of kaupapa and mātauranga experts in any one field?
	
	         What can we learn from our COVID-19 experiences and carry forward?
	
	   o Might we, for example, take a NZIST wide strategic approach and begin to lean more and more on kaupapa and matauranga Maori subject matter experts (SMEs) from throughout NZ / the world via online platforms and the development of shared resources (like webinars)?
	
	• **Ara Research Agenda & Protocols**
	
	   o Recommendation that Ara develops a strategic relationship with the Ngai Tahu Research Centre (based at UC) to help develop and align our research agenda to the needs of our strategic partner.

High performing customer focused teams	

Outcomes delivered during current reporting period	• Regular, twice weekly, **Ara Māori Staff 'ZHUI'** *(zoom hui)*
	
	   o Colleagues have valued the ability to input into strategic conversations (NZIST & Ara) via this Office, and see their input reflected in the actions of others.
	
	   o Clear 'peaks and troughs' in colleagues mental-spiritual health / psychosocial wellbeing, particularly when there has been death close to home/heart.
	
	• "**How to Mihimihi**?" video and lesson plan

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o   Collaboration across a number of teams – Student Support Services (CEE), Learning Design (AIR), Internal Comms (P&C), Te Puna Wānaka (AIR), Office of the Kaiārahi.

- **Ara Māori Student Wellbeing Survey #2**

- **Waerea** (Māori protocol associated with opening up the way forward)

o   The opportunity was offered to Ara Māori tutors who felt like they wanted tikanga Māori to support their return to campus/the classroom.

- New **Ara waiata** composed and competition being designed to encourage buy-in across the institution.

o   Financial contributions from Humanities, Creative, Student Support Services and Office of the Kaiārahi. (30:30:20:20)

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Innovative and sustainable practice

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Outcomes delivered during current reporting period

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- **Te Tira Manukura**

o   Regular fortnightly 'Zhui' focussed on supporting NZIST 'front foot' and champion Māori Achievement.

- **NZIST COVID-19 Skills & Training Recovery Group**

o   Through the Ara CE's leadership and influence, representation from Te Tira Manukura has been brought into the group and Te Tira Manukura reps will be invited onto the group's sub-committees.

o   Moving forward, Te Tira Manukura is conscious that a single voice can often get lost in the 'maelstrom of the many' and have suggested two members sit on the group (male and female, North and South islands).

- Tokona Te Raki **Māori Futures Collective** – Kaihatu Leadership Group

o   Two Zhui this past month (previously planned schedule brough forward to enable quick input into current opportunities).

o   Our Focus: post COVID-19 **Future Scenario Planning**

   ▪   Scenario 1 – A Period of Transition: A New Day Dawns

      ORITETANGA – 'Prosperity Fairness Justice Culturally Inclusive'

   ▪   Scenario 2 – Systems Transformation: A New World Emerges

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RANGATIRATANGA – 'Determining Our Own Path. All People Thriving. A Healthy Environment. Culturally Driven'

- Scenario 3 – A Short-Term Crisis: Back to the Future

  BUSINESS AS USUAL – 'Growing Inequity. Ongoing Environmental Harm. 'Culturally Responsive' mindsets.'

- Scenario 4 – The Next Great Depression: Surviving the Future

  BACK TO THE BASICS – 'Benefits. Bailouts. Bottom of the Heap. Cultural Exclusion'

See **Appendix B** for greater details, and follow **link to final report** *Kia Puta ki Rangiātea*: *Reaching New Futures*.

- **Puhoro STEM Academy**

  o Update received from our Puhoro Navigator who visited all of our STEM Academy students over the lockdown to deliver a Whānau Ora hygiene pack (dropping at the gate). Her key observations were:

    - Many of our students live in crowded homes making remote study a challenge.

    - Year 12's were staying focused on doing their work, but not so much for the Y11's.

    - Following her visits and show of aroha (she chose not to address their work on these occasions), she has noted that all subsequent requests to our students have been responded to with speed and energy. The old adage is still true:

      "They don't care what you know. The just want to know that you care."

- **4-Day Week**

  o With the CE's support, I have moved to a four-day week across the month of May.

  o This helps manage/reduce my AL entitlement and allows me provision for childcare.

Summary of financial performance

Financial contribution to new Ara Waiata composition (including professional voice training and recording) - $300.00 (20% of full cost).

APPENDIX A

DRAFT NZIST Charter

1. The New Zealand Institute of Skills and Technology (NZIST) exists to provide, arrange, and support a range of education and training in the workplace and in formalised learning environments using a variety of delivery methods.

2. NZIST will be responsive to the needs of all regions of New Zealand, their learners, industries, employers, and communities.

3. To meet the needs of regions throughout New Zealand, NZIST must—
    a. offer in each region a mix of education and training, including on-the job, face-to-face, and distance delivery that is accessible to the learners of that region and meets the needs of its learners, industries, and communities; and
    b. operate in a manner that ensures its regional representatives are empowered to make decisions about delivery and operations that are informed by local relationships and to make decisions that meet the needs of their communities; and
    c. ensure that international learners are attracted to train and study in regions throughout New Zealand; and
    d. ensure that there is collaboration across its national network; and
    e. maintain a high-quality coherent network of infrastructure that meets regional skills needs.

4. NZIST must operate in a way that allows it to—
    a. empower students and staff on academic, non-academic, and well-being matters and matters relating to the organisation's practices and services; and
    b. develop meaningful partnerships with:
        i. industry across the country, including Māori and Pacific employers; and
        ii. communities at a local level, including hapū and iwi, and Pacific communities; and
    c. use the insights gained through partnerships to:
        i. develop and provide vocational education and training that meets short-term and long-term skills needs; and
        ii. align education and training delivery to support the unique social and economic goals of local communities; and
    d. reflect Māori-Crown partnerships in order to:
        i. ensure that its governance, management, and operations give effect to Te Tiriti o Waitangi; and
        ii. recognise that Māori are key actors in regional social, environmental, and economic development; and
        iii. respond to the needs of and improve outcomes for Māori learners, whanau, hapū and iwi, and employers; and
    e. hold inclusivity as a core principle, recognising and valuing the diversity of all of its learners, and providing the unique types of support different learners need to succeed; and
    f. meet the needs of all of its learners, in particular those who are underserved by the education system, including, but not limited to, Māori, Pacific, and disabled learners; and
    g. have culturally responsive delivery approaches, whether on campus, in the workplace, online, or otherwise; and
    h. work collaboratively with schools, wānanga, and other tertiary education organisations to improve the outcomes of the education system as a whole.

5. In giving effect to clause 4, NZIST must ensure that—
    a. students and employers can transition seamlessly between delivery sites and educational modes, including between workplaces and other forms and places of learning; and
    b. programmes of study and qualifications are portable and consistent, yet flexible enough to meet local needs; and
    c. New Zealand's reputation as a quality study destination for international learners is sustained; and
    d. the range of education and training options available to learners and employers is appropriately broad and current; and
    e. future skill needs are anticipated and quickly responded to; and
    f. teaching and learning is supported by research, evidence, and best practice; and
    g. learning pathways provide learners with a range of opportunities to progress to higher levels of education and training; and
    h. the needs of adult and second-chance learners are afforded high priority.

effective 01 April 2020

APPENDIX B

Scenario 1: A Period of Transition ***He Rā Ano ki Tua*** *A new day dawns!*	Scenario 2: Systems Transformation ***Nau Mai Te Ao Hou*** *A new world emerges!*
• The goal is to 'transition our economy' to enable better social, environmental, economic and cultural outcomes. • The challenge is to reimagine the way people live and work so that we have a fairer society. • There are streamlined social services, health, and education are working well for all. • Māori are playing a leading role in the recovery. • We live in an increasingly virtual world with many goods and services accessed online. • Whānau are empowered to support their communities. • Intergenerational investment in rangatahi and whānau.	• The goal is to 'transform our society' so we can navigate a new global reality of less affluence and fewer material resources. • The challenge is to imagine an empowered economy that isn't based on 'growth' and 'exploitation' of people or the environment. • There is universal access to the fundamentals of community and social life and everyone has 'enough'. • Māori cultural values provide the foundation of a sustainable, healthy, and secure way of life for all New Zealanders. • New technologies and cultural practices support local, national, and global connectivity.
Scenario 3: A Short Term Crisis ***Te Hokinga ki te Wā Mua*** *Back to work!*	Scenario 4: The Next Great Depression ***Te Hokinga ki te Ao Tawhito*** *Back to basics!*
• The goal is to 'return to life as normal' and to 'get everyone back to work'. • The challenge is providing enough financial stimulus to restart the economy. • There is short-term mass unemployment. • Māori are 'first off' in the recession and 'last on' in the recovery. • Travel restrictions are lifted and tourism picks up again. • Affected whānau rely on Social Welfare for day-to-day needs	• The goal is to 'hunker down' and 'get through it'. • The challenge is providing people with enough benefits and work schemes to secure basic services, food, shelter, health, and education. • There is long-term mass unemployment. • Māori struggle with growing poverty and economic and social exclusion. • Travel restrictions are lifted but few can afford to travel. • Intergenerational welfare dependency and social exclusion for whānau.

Ara Board 26 May 2020	Agenda Item	
	Information Item	
PUBLIC	**Presented by**	T Gray

<table>
<tr><td colspan="2" align="center">ARA COMMITTEE REPORT SUMMARY</td></tr>
<tr><td>TITLE OF REPORT</td><td>Ara Academic Committee</td></tr>
<tr><td>BACKGROUND AND PURPOSE</td><td>

A summary report to the Ara Board from Academic Quality of:

- *The Ara Academic Committee meeting was held on 7 May 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.*

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

Academic Committee Report

1 Academic Policy Update

- APP515 Class Session recording and Release
- APP516 Bring Your Own Device (BYOD)

These two new policies were presented to Academic Committee for approval. It was agreed that both required further work to provide clarity, reduce ambiguity and be more of a guide.

- Disability and Impairment Policy

Academic Quality received a request to develop the above policy due to a number of queries that fall outside current policies. There are additional assessment arrangements included in the APP504 Assessment Policy that are predominantly for learners with a disability, however, it is felt a separate policy would be better to cover the rights and responsibilities for learners with disabilities. The above policy was approved for development.

2 Student Voice

The new Student Council is being established. During lockdown they have been gathering feedback regarding student wellbeing and sending well-being check-ins to priority learner groups. It was acknowledged that there has been feedback relating to students discomfort with delivery in the online space, however, students do understand the need for this and value the commitment of tutors to keep you with the delivery.

3 Assessment Practice Review

A report was received relating to the above project. Moderation has been identified as a key theme across the work completed so far. It was agreed that the majority of planned moderation does take place, however, there is a lack of evidence to support this. This issue has also been a common theme in the Consistency review process. Departments have individual action plans which include working alongside the Capability team in People and Culture and Ara Whakapiki Ako (AWA) to improve practice.

4 2019 Survey Reports

The Academic Committee received the following survey executive summaries:

- Graduate Alumni Survey
- Graduate Employers Survey
- Graduate Outcome Survey
- Student Experience Survey

The Graduate Alumni Survey was conducted in 2019 for the first time. Graduates from 2017 were used for the sample. A response rate of almost 30% was viewed as positive given it was the first year. This survey will now continue annually with the sample being the graduates from two years prior.

The Graduate Outcome survey had been streamlined to reflect the questioning in the new Graduate Alumni Survey to enable enhanced benchmarking.

5   External Degree monitoring

Degree Monitoring reports were received for the following programmes:

- Bachelor of Engineering Technology
- Bachelor of Musculoskeletal Health
- Bachelor of Midwifery

These reports had positive feedback with recommendations linked to improved outcomes for learners. It was acknowledged that the Bachelor of Engineering Technology report was finalised outside normal processes. The department will be advised of this for future visits. The Ara Research Manager will also work with the team to discuss research recommendations.

6   Research and Knowledge Transfer Committee

In 2019 Ara recorded 42.1% of research eligible colleagues as research active. The Research Manager is now a member of the Portfolio Assurance and Academic Risk Committee and will be developing strategies to enhance the outcome through the Postgraduate Board of Studies and with individual departments.

Ara Institute of Canterbury Ltd
Board of Directors
2020 Work Programme

as at 26 May 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		Audit and Risk Committee Meeting	
		Campus Redevelopment Committee Meeting	
	26	**Board Meeting (Christchurch)** • Tribal Group : Performance Benchmarking Presentation • Report on Affixing of Common Seal	
		Full Academic Board	
June		Chief Executive Remuneration Committee	
	30	**BOARD WORKSHOP – "FUTURE OF THE SECTOR"**	
July		Audit and Risk Committee Meeting	
		Campus Redevelopment Committee Meeting	
	28	**Board Meeting (Christchurch)** • Risk Management Framework - Quarterly Report • Pasifika Strategy Report • Health and Safety Manager Report • Health and Safety Walkabout • Fee Setting • NZIST Council Policies	
August	25	**Board Meeting (Timaru)**	

September		Audit and Risk Committee Meeting	
		Campus Redevelopment Committee Meeting	
		Spring Graduation Ceremony (10am)	
	29	**Board WORKSHOP – note: 28 Sept S Canterbury Anniversary Day**	
October		Chief Executive Remuneration and Performance Review Committee	
	27	**Board Meeting (Christchurch) note: 26 October Labour Day** • Report on Affixing of Common Seal • Risk Management Framework – Quarterly Report • Annual Report 2019 – content/format • Health and Safety Manager Report • Health and Safety Walkabout • Pasifika Strategy Report • Kaiārahi Report	
November		Full Academic Board	
		Council Audit and Risk Committee Meeting	
		Council Campus Redevelopment Committee Meeting	
	24	**Board Meeting (Christchurch)** • **2019 Budget sign-off**	
December		Council Audit and Risk Committee Meeting (if required)	
	15	**Board Meeting (Christchurch) (if required)** 2019 Budget – Sign off	

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 Board 26 May 2020	Agenda Item	8.4
		Information Item
PUBLIC	**Presented by**	T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	**Affixing of the Common Seal (29 October 2019 to 26 May 2020)**
BACKGROUND AND PURPOSE	• Public record of the quarterly report provided to the Ara Board recording the number and type of document to which the common seal has been added. This includes the list of degree and diploma documents signed and sealed by the Ara Council Chair and Chief Executive and awarded for the 2020 Autumn Graduation. [Note: the Graduation ceremony scheduled for 27 March 2020 was cancelled due to COVID-19 restrictions.]
RECOMMENDATION(S)	That the Ara Council receive and note the contents of the report provided.
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

Common Seal

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

This report covers the period from 29 October 2019 to 26 May 2020 and includes the list of the degree and diploma documents signed and sealed by the Council Chair and Chief Executive for the Autumn 2020 Graduation. [The Graduation ceremony scheduled for 27 March 2020 was cancelled due to COVID-19 restrictions].

Graduation documents carrying the Ara Institute of Canterbury Common Seal issued for Graduation 27 March 2020.

Qualification Title	Quantity Awarded
Master of Nursing	1
Postgraduate Diploma in Health Science	16
Bachelor of Applied Management	39
Bachelor of Applied Science	25
Bachelor of Architectural Studies	30
Bachelor of Broadcasting Communications	59
Bachelor of Construction	16
Bachelor of Design	82
Bachelor of Engineering Technology	23
Bachelor of Information and Communication Technologies	32
Bachelor of International Tourism and Hospitality Management	2
Bachelor of Language (Japanese)	5
Bachelor of Maori Language and Indigenous Studies (Te Ohoka)	4
Bachelor of Medical Imaging	36
Bachelor of Midwifery	22
Bachelor of Music Arts	19
Bachelor of Nursing	123
Bachelor of Performing Arts	23
Bachelor of Social Work	21
Bachelor of Sustainability and Outdoor Education	14
Diploma in Accounting	2
Diploma in Beauty Therapies and Epilation (Level 5)	9
Diploma in Broadcasting Communications	1
Diploma in Business	3
Diploma in Computer Aided Design	3
Diploma in Environmental and Outdoor Leadership	15
Diploma in Human Resource Management	1
Diploma in Interior Design (Residential)	1

Qualification Title	Quantity Awarded
Graduate Diploma in Accounting	2
Graduate Diploma in Applied Management	17
Graduate Diploma in Business Information Systems	1
Graduate Diploma in Computer Aided Design	10
Graduate Diploma in Construction Management	31
Graduate Diploma in Hospitality Management	8
Graduate Diploma in Human Nutrition	2
Graduate Diploma in Information and Communication Technologies	25
Graduate Diploma in Laboratory Technology	9
Graduate Diploma in Marketing and Sales	6
Graduate Diploma in Nursing	5
Graduate Diploma in Operations and Production Management	13
Graduate Diploma in Personal Financial Planning	1
Graduate Diploma in Project Management	28
Graduate Diploma in Quantity Surveying	14
Graduate Diploma in Supply Chain Logistics	23
Graduate Diploma in Sustainability and Outdoor Education	2
Graduate Diploma of Information Design	8
New Zealand Diploma in Agribusiness Management (Level 5)	3
New Zealand Diploma in Applied Science (Level 5)	7
New Zealand Diploma in Applied Science (Level 6)	6
New Zealand Diploma in Architectural Technology (Level 6)	19
New Zealand Diploma in Business	3
New Zealand Diploma in Business (Level 5)	50
New Zealand Diploma in Construction (Level 6)	46
New Zealand Diploma in Cookery (Advanced) (Level 5)	28
New Zealand Diploma in Engineering (Level 6)	22
New Zealand Diploma in Hospitality Management (Level 5)	19
New Zealand Diploma in Hospitality Management (Level 6)	1
New Zealand Diploma in Information Technology Technical Support (Level 5)	10
New Zealand Diploma in Interior Design (Residential) (Level 5)	27
New Zealand Diploma in Networking (Level 6)	1
New Zealand Diploma in Systems Administration (Level 6)	2
New Zealand Diploma in Veterinary Nursing (Level 6)	21
New Zealand Diploma in Web Development and Design (Level 5)	8
TOTAL	**1105**

Tony Gray
Chief Executive