



Notice of Meeting

A meeting of the Ara Council will be held:

on **Tuesday 30 May 2017**

at **11.00am**

in **Room L233, City Campus.**

Tracey McGill
Council Secretary



COUNCIL MEETING AGENDA

Tuesday 30 May 2017
11.00am
Room L233, City Campus

	10.30am	Council Only Time	Attached
1) Meeting Business	11.00	1.1. Karakia/Mihi	
		1.2. Apologies	
		1.3. Disclosure of Conflicts of Interest	Attached
		1.4. Meetings held Tuesday 28 March 2017 and 15 May 2017 <ul style="list-style-type: none">• Approval of minutes• Matters arising• Action List	Attached
		1.5. Correspondence	Attached
2) For Decision	11.10	2.1 Internationalisation Charter	Attached
3) For Discussion	11.30	MONTHLY REPORTS 3.1. Chief Executive 3.2. Health and Safety	Attached
4) For Information	11.40	MONTHLY REPORTS 4.1 Chair Report 4.2 Trustees 4.3 Sub-Committee Reports a Academic Board b Council Audit and Risk Committee c Council Campus Redevelopment Committee d Staff and Council Advisory Group OTHER 4.4 Report on Affixing of Common Seal 4.5 2017 Council Work Programme 4.6 Pasifika Strategy Update <i>Note: April media report – pdf attached with URL links embedded.</i>	Attached Attached Attached Verbal Attached Attached Attached
5) General Business	12.00	Key Messages	Verbal

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:

6) STRATEGIC TOPIC	12.00	6.1 Teaching and Learning – Video Showcase and HoDs presentations	[s9(2) (f), (i), (j)]	HoD presentations
7) Meeting Business	1.30	7.1 Meeting held Tuesday 28 March 2017 (Public Excluded) <ul style="list-style-type: none"> • Approval of minutes • Matters arising • Action List 7.2 Correspondence	[s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)]	Attached Attached
8) For Decision	1.35	8.1 CE Appointment (Council only) 8.2 Degree in Osteopathy	[s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)]	Attached Attached
9) For Discussion	1.45	MONTHLY REPORTS 9.1. Chief Executive – Public Excluded MONTHLY UPDATES 9.2. Health Precinct	[s9(2) (i), (j)] [s9(2) (i), (j)]	Attached Verbal
10) For Information	2.00	MONTHLY REPORTS 10.1 Council Audit and Risk Committee - Public Excluded 10.2 Council Campus Redevelopment Committee – Public Excluded a) Meeting Minutes b) Programme Dashboard c) Health and Safety Report 10.3 Strategic Plan 2017-2019 : May Report	[s9(2)(i), (j)] [s9(2)(i), (j)] [s9(2)(i), (j)]	Attached Attached Attached
11) General Business	2.50pm			
<p>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:</p> <ul style="list-style-type: none"> • <i>Matters involving confidential information about an identifiable person</i> s9(2)(a) – Protect the privacy of natural persons, including that of deceased natural persons • <i>Submissions to Parliament and other formal advice</i> s9(2)(f) – Maintain confidential conventions which protect political neutrality, and the confidentiality of communications and advice tendered by officials • <i>Commercially sensitive financial data</i> s9(2)(i) – The Crown or any Department or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities • <i>Negotiations in progress with other organisations</i> 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) 				
12)	3.00pm	Poroporoaki		

Tracey McGill
Council Secretary

Ara Council 30 May 2017	Agenda Item	1.3
		Information Item
PUBLIC	Presented by	T McGill

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	2017 Register of Disclosure of Conflicts of Interest
BACKGROUND AND PURPOSE	<ul style="list-style-type: none"> • To provide an accurate and up to date register of disclosures of conflicts of interest of the Ara Council members. • No new conflict of interests have been identified since the March Council meeting. • Stephen Collins extension of his term of office has been updated. • Jenn Bestwick's term of office has now ceased and her name has been removed from the disclosures register. This will be replaced with the disclosures of the new Chair of Council as of 1 August 2017.
RECOMMENDATION(S)	N/A
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

2017 Register of Disclosure of Conflicts of Interest

as at 22 May 2017

Council Members

Janie Annear Acting Council Chair/ Deputy Chair <i>[Term: 01/01/16 - 30/04/19]</i>	<ul style="list-style-type: none"> • Janie Annear Consulting (Director) • Local Government Commissioner • Canterbury Economic Development Company (Director) • Specialised Structures Advisory Board (Director) • Westhills Forestry Ltd (Shareholder) • Rosehill Trust (Trustee) • Timaru Holdings (Partner) 	<ul style="list-style-type: none"> • Lottery Community Facilities (Fund member) • Lottery Significant Projects (Fund member) • Injury Management (Owner) • South Canterbury District Health Board (P Annear -Board Member)
Jeremy Boys <i>[Term: 01/01/16 - 30/04/19]</i>	<ul style="list-style-type: none"> • South Canterbury Chamber of Commerce (Director) • Opuha Water Ltd (Director) • JW&AM Boys Family Trust (Trustee) 	<ul style="list-style-type: none"> • Ōtautahi Education Development Trust (Trustee)
Jane Cartwright <i>[Term: 01/05/14- 30/04/19]</i>	<ul style="list-style-type: none"> • Ara Foundation (Trustee) • Brackenridge Estate Limited (Chair) • Health Practitioners Disciplinary Tribunal (Member) • Nurse Maude Association (Board member) 	<ul style="list-style-type: none"> • Canterbury Clinical Network (Programme Director) • Cartwright-Newton Family Trust (Trustee) • JC Ltd (Director)
Stephen Collins <i>[Term: 01/05/13- 30/04/19]</i>	<ul style="list-style-type: none"> • Basileus Investments Ltd (Director and shareholder) • Canterbury Employers' Chamber of Commerce (Board member) • Christchurch Heritage Trust (Board member) • Christchurch Heritage Ltd (Director) • Collins Davies Trust (Trustee) • Collins Real Estate Ltd (Director and shareholder) 	<ul style="list-style-type: none"> • S J Collins Family Trust (Trustee) • Oxford 210 Ltd (Director and shareholder) • Rebekah Collins Trust (Trustee) • Ripponvale Investment Ltd (Director) • Samuel Collins Trust (Trustee) • Westwood Ltd (Director and shareholder)
Elizabeth Hopkins <i>[Term: 01/05/14- 30/04/18]</i>	<ul style="list-style-type: none"> • Ara Foundation (Trustee) • INNATE Immuno Therapeutics Ltd (Director) • Testing Laboratory Registration Council (Board member) 	<ul style="list-style-type: none"> • Hopkins Partnership (Director and Shareholder)
John Hunter CAC Chair/CCRC Chair <i>[Term: 01/05/14- 30/04/18]</i>	<ul style="list-style-type: none"> • Hunter York Family Trust (Trustee) • Nelson Bays Primary Health (Chair) • PowerHouse Ventures (Director) • PHO Alliance (Executive member) 	
Melanie Taite-Pitama <i>[Term: 01/03/17- 28/02/21]</i>	<ul style="list-style-type: none"> • tbc 	

Council Officers

Kay Giles Chief Executive	<ul style="list-style-type: none"> • Ara Foundation (Trustee) • Canterbury International Education Leadership Accord (Member) • Canterbury Region Cross-Sector Forum on Raising Achievement (Member) • Engineering Education to Employment Steering Group (Member) • Engineering Reference Group (Chair) • Global Education Skills Alliance Board of Directors (Chair) • Health Precinct Advisory Council (Member) • He Toki Apprenticeship Trust Board (Member) • ITP CEs Group (Member) • NZQA ITP Advisory Committee (Member) • Ōtautahi Education Development Trust (Trustee) • Post-Secondary International Network (Member) • TANZ Accord (Member) • TANZ eCampus Ltd (Director) • Te Tapuae o Rēhua (Director) • Vocational Education and Training Outcomes Working Group (Member)
Te Marino Lenihan Kaiārahi	<ul style="list-style-type: none"> • k4 Cultural Landscape Consultants Ltd (Director) • Centre of Contemporary Art (CoCA) (Board of Trustees) • Ngā Aho (National Network of Māori Design Professionals) (Executive)
Tracey McGill Council Secretary	<ul style="list-style-type: none"> • Nil
George Tylee Deputy Council Secretary	<ul style="list-style-type: none"> • Nil
Christina Yeates Governance and Strategy Unit Senior Administrator	<ul style="list-style-type: none"> • Nil

Ara Institute of Canterbury

Council Minutes

28 March 2017

Minutes from the Ara Institute of Canterbury Council meeting held on Tuesday 28 March 2017 at 11.00 am in Room L233, City Campus.

1 Statutory Requirements

1.1 Karakia/Mihi

The meeting commenced with karakia led by Te Marino Lenihan.

1.2 Welcome

- a The Acting Chair formally welcomed Melanie Taite-Pitama to her first Ara Council meeting.
- b Attendance by the media via videoconference from Timaru was acknowledged. To assist with identifying speakers Council members and Officers introduced themselves.

1.3 Attendance

a Present

i Voting Members

Janie Annear (Acting Chair), Jeremy Boys, Jane Cartwright (by teleconference), Stephen Collins (by teleconference), Elizabeth Hopkins, John Hunter and Melanie Taite-Pitama.

ii Non-Voting Officers

Kay Giles (Chief Executive), Te Marino Lenihan (Kaiārahi), Tracey McGill (Acting Council Secretary) and Christina Yeates (Minute Secretary).

iii In Attendance

Management: Phil Agnew (Director, Business Development), Sheila McBreen-Kerr (Director, Academic Quality and Development Division), Darren Mitchell (Director, Corporate Services) and John West (Director, Student Services Division).

Staff and Council Advisory Group Members: Deborah Young (Chair).

Ara Marketing Department: Breeze Robertson (Communications Advisor)

Media: Tess Brunton (News Reporter - Timaru Herald) via videoconference link from Room TA210, Timaru Campus.

b Apologies

i Voting Members

Jenn Bestwick (Chair) for lateness.

ii Non-Voting Officers

Nil.

iii Management

Judith Brown (Director, Education and Applied Research).

1.4 Disclosure of Conflicts of Interest

[Pages 17/Ara Council/03/126-128]

a Additions/Alterations to the Disclosures of Conflicts of Interest Schedule

Nil.

Declarations of interest for items on today's agenda

None.

1.5 Confirmation of Minutes

[Pages 17/Ara Council/03/129-139]

a Minutes of Committee Meeting – 28 February 2017

It was resolved that the minutes of the ordinary meeting of the Ara Council held on 28 February 2017 (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 Hunter/J Boys

Carried

b Action List of Committee Meeting – 28 February 2017

The action list of the 28 February 2017 meeting was received and noted. Updates were provided as detailed:

- Action Item 1640 – Onsite security assessment – mark as completed. Security paper provided for today's meeting.
- Action Item 1652 – Enrolment figures – work in progress – currently in discussions with TEC.
- Action Item 1653 – Responsive Delivery – mark as completed. This will form part of the discussion around the Strategic Plan item for today's Agenda.
- Action Item 1669 – Trusts – mark as completed. Paper provided and forms part of today's Public Excluded discussion.

It was agreed that all other actions have been completed and can be removed from the action list.

c Matters Arising

None.

2 For Decision

Nil items.

3 For Discussion

Monthly Reports

3.1 Chief Executive

[Pages 17/Ara Council/03/140-158]

The Chief Executive report for this month was taken as read.

- a The Chief Executive provided an overview as detailed:

Enrolments

- i Enrolments have improved since the report was circulated.
- ii SAC Levels 3-7 form the bulk of enrolments and are on target for this year.
- iii International are behind by 110 EFTS from the same time last year. This is likely to be due to the Indian market repercussions. However, numbers are still relatively high.
- iv From this point on, it is likely enrolment figures will recover with degrees such as the International Hospitality Tourism degree and it is expected Construction Management will make up ground due to its' International appeal.
- v There is less demand for SAC Levels 1-2 due to students seeking full-time employment.
- vi Some discussion on 'transference' – overachieving in the dual pathways space and students undertaking foundation training at secondary school.

TEC

- vii Ara has provided returns to TEC and chosen to sit within the existing targets for enrolments by the end of the year. Undertaken to review this in May. Similar patterns noted with other Institutions.

EFTS Dashboard

- viii It was agreed the comparative percentage be included in the EFTS Dashboard report to show the percentage this year versus last year.

Action: *EFTS dashboard to show percentage for 2017 v 2016*

[AP1793] D Mitchell

Southern Campus

- ix The Kaiārahi and Chief Executive recently hosted a welcome for all Southern Campus students. The engagement levels, aspirations and potential of these students were noticeably positive.
- x The weaker Creative Industry enrolments and small numbers in Foundation were discussed. It was noted that work with the Secondary Schools is going well across the South.
- xi Some discussion took place around the impact of establishing successful pathways for secondary school students on Youth Guarantee enrolments. It was agreed to produce a heat map to demonstrate the youth cohort pathways.

Action: *Produce heat map showing youth cohort pathways.*

[AP1794] D Mitchell

- xii Some discussion took place around the relationship with industry in South Canterbury, specifically Ara and Aoraki Developments and in general terms, leadership in the Community going forwards.

[11.20am Breeze Robertson depart the meeting.]

Ara Brand

- xiii A benchmark survey on the Ara branding campaign was completed last month. Indications are that recall of the Ara brand in the community is improving.

Financials

- xiv Quarterly reporting – financial results by Department, a one page summary is required. It was agreed to provide this report as an appendices which would then be filed into the Resource Centre on Diligent.

Action: *Prepare one page summary (quarterly) showing financial results by Department.*

[AP1795] D Mitchell

- xv Regional split of financial results and service delivery was requested by Council. Expectation is for a “sense” rather than full data.

Action: *Regional split of financial results and service delivery to be prepared.*

[AP1796] D Mitchell

[11.25am D Currie (Health and Safety Manager) and John West (Director, Student Services) in attendance]

- xvi Statement to be included in financials on how Ara is trending towards final forecast – a high level management view. It was agreed this will be included in the monthly report going forwards.

Action: *Include high level management view of how Ara is trending towards final forecast in monthly report.*

[AP1797] D Mitchell

Teaching and Learning Workshop Follow Up

- xvii Further to the recent Council teaching and learning workshop, it was advised that a Showcase video is being prepared to inform Council on Ara teaching and learning best practice. This baseline activity is currently underway with five of the teaching departments. Presentation of the video at the next Council meeting will include representatives from departments being available to answer questions and provide context
- xviii Council requested that barriers to change are addressed in the presentation, e.g. staff training, ICT, and investment in resources. It was also agreed that the student voice and student comments be included.
- xix Following on from the Video Showcase, a presentation and discussion on opportunities for diversified income and innovation at Ara will be scheduled for the July Council meeting. A workshop focusing on “disruptive conversation – the where to from here”, will be scheduled for the August Council Meeting.

*It was **resolved** that the Chief Executive’s application and enrolment report and its contents be received and noted.*

J Annear

Carried

3.2 Health and Safety

- a Dave Currie (Health and Safety Manager) took questions from Council.
- b Some discussion around Health and Safety systems in place at Ara - Risk Hazard Register, Health and Safety Charter, Roles and Responsibilities.

11.50am Health and Safety Walkabout – City Campus.

- c The Ara Council and members of the Management team accompanied the Health and Safety Manager on a tour of the Department of Hospitality. This allowed for governance queries and provided a formal record of compliance.

- d Council requested inclusion in the minutes of the excellent Health & Safety processes and practice in place at Hospitality & Service Industries.

11.50am Tess Bunton departed meeting (attending via videoconference from Timaru).

12.20pm Ara Council reconvene.

- a It was agreed to hold the full Council meeting at the Woolston Campus in July.

It was further agreed to include a Trades Health & Safety walkabout as part of the July Council meeting.

Action: *Work programme to be amended to incorporate July plans for Health and Safety and change of venue.*

[AP1798] T McGill

For Information

1.2 Chair Report

- a No report for this month.

1.3 Trustees

- a No reports received for this month.

1.4 Sub-Committee Reports

[Pages 17/Ara Council/03/159-163]

- a **Academic Board**

The report was taken as read. Some discussion as detailed:

Student Surveys

- i Positive report overall on the student experience.
- ii An overview was provided on how the data has been analysed and how students are enrolled in programmes in Tribal.
- iii It was agreed to do some further analysis on programmes specific to region in comparison to overall programmes and to look at the satisfaction levels.

Action: *Further analysis on trends to be prepared for May Council meeting.*

[AP1799] D Young

- iv It was noted that organisational aspects of some of the programmes could be improved – timetabling and instruction issues – these have been fed back to Departments for action.

- v e-learning experience – clarification that the feedback was about the Moodle platform at Ara and not about the content. Difficulties experienced with the Moodle site itself.
- vi Agreed Ara is in a transition phase with e-learning and the pace of change will continue to challenge.
- vii Some dip in satisfaction levels around Engineering, Architecture and Nursing were noted. Commentary is being checked against data to ensure clarity of process. Working with Departments to analyse further. The Heads of Department have various strategies in place to address issues.
- viii It was agreed how important it is to set expectations for the students at orientation.

*It was **resolved** that the Academic Board report and its contents be received and noted.*

J Boys/E Hopkins

Carried

[Pages 17/Ara Council/03/164-166]

b Council Audit and Risk Committee

- i No meeting held. 2017 meeting dates are still to be determined.

c Council Campus Redevelopment Committee

- i The Council Campus Redevelopment Committee meeting minutes of 21 February 2017 were received and noted.
- ii There was no verbal update necessary from the public meeting held on 21 February 2017.

d Staff and Council Advisory Group

- i The lunchtime forum dates have been scheduled for 2017 and staff and Council members have been invited to attend these.
- ii The first forum will be held on 29 March 2017 and provides an opportunity for staff to feedback to Council, on key attributes for the Chief Executive role.

1.5 2017 Council Work Programme

[Pages 17/Ara Council/03/167-168]

- a The 2017 Council Work Programme as of 20 March 2017 was received with no further comments.

2 GENERAL BUSINESS

2.1 Prime Minister's Asia Scholarship

- a It was recommended that the Chief Executive draft a letter from Council to the Minister in support of the continuance of the Prime Minister's Asia Scholarship. The recent presentation from the student recipients of the Scholarship was considered extremely valuable and highlighted how the students had established relationships with two Indian institutions. Each individual student received a two year commitment from the Prime Ministers' scholarship office fund.
- b It was agreed to prepare a draft letter for Council to review and include reference to any media coverage associated with the scholarships.

Action: *To prepare draft letter to the Minister in support of the continuance of the Prime Ministers Asia Scholarship.*

[AP1800] K Giles

1.00pm Public Meeting Close.

3 Public Excluded

1.20pm

It was **resolved** that the public be excluded from the remainder of the meeting.

J Annear Carried

It was further **resolved** that Darren Mitchell remain for relevant sections of the Public Excluded meeting.

J Hunter/ J Annear Carried

The general subject of the matters considered while the public was excluded was:

MEETING BUSINESS

- | | | |
|-----|---|-----------------------|
| 6.1 | Confirmation of Public Excluded Minutes | [s9(2) (f), (i), (j)] |
| a | Minutes of Meeting – Public Excluded – 28 February 2017 | |
| b | Business Arising out of the Public Excluded Council Minutes | [s9(2) (f), (i), (j)] |

7) FOR DECISION

- | | | |
|-----|----------------------|-----------------------|
| 7.1 | Trusts | [s9(2) (f), (i), (j)] |
| 7.2 | Annual Report (2016) | [s9(2) (f), (i), (j)] |

8) FOR DISCUSSION

Monthly Reports

- | | | |
|-----|--|------------------|
| 8.1 | Chief Executive Report – Public Excluded | [s9(2) (i), (j)] |
| 8.2 | Insurance | [s9(2) (i), (j)] |
| 8.3 | Health Precinct | [s9(2) (i), (j)] |

Other		
8.4	Ara Security Review	[s9(2) (i), (j)]
9) FOR INFORMATION		
Monthly Reports		
9.1	Council Audit and Risk Committee – Public Excluded	[s9(2) (i), (j)]
9.2	Council Campus Redevelopment Committee – Public Excluded	[s9(2) (i), (j)]
	(a) Meeting Minutes	
	(b) Programme Dashboard	
	(c) Health and Safety Report	
10) STRATEGIC TOPICS		
10.1	CE Recruitment Process	[s9(2) (i), (j)]
10.2	Council Succession Planning	
10.3	Strategic Plan Implementation Update	
11) GENERAL BUSINESS		
		[s9(2) (i), (j)]

This resolution was 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 considered while the public was 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).

The Council moved back into open meeting.

The meeting concluded at 3.20pm.

READ AND CONFIRMED

Chair:

30 May 2017

Ara Council Minutes

Action List as of 28 March 2017

# (yr/#)	Council Date when Action Arose	Agenda Item	Topic	Action	Council Responsibility	Status	Due Date
1652	25.10.16	2.1c	CE's report – Enrolment figures	DM to provide a paper addressing the long-term position of enrolment figures. In discussions with TEC – work in progress.	D Mitchell	Work in progress	30 May 17
1660	25.10.16	3.5b	2017 Council Work Programme	Possibility of integrated dates for CCRC/CAC in 2017 to be explored. As of 28 February, pending confirmation of Audit and Risk Committee dates for 2017.	T McGill/ J Bestwick	In progress.	30 May 17
1784	28.02.17	3.2	Drug and Alcohol Policy	Agreed it is timely to review our policy in relation to drug and alcohol screening for staff and students and workplace requirements in the future.	K Giles	Ongoing.	2 May 17
1793	28.03.17	3.1a (viii)	CE Report – EFTS Dashboard	EFTS dashboard to show yearly comparative percentages	D Mitchell	In progress	30 May 17
1794	28.03.17	3.1a (xi)	CE Report – Southern Campus	Produce heat map showing youth cohort in different groups	D Mitchell	In progress	30 May 17
1795	28.03.17	3.1a (xiv)	CE Report – Financials	Prepare one page summary (quarterly) showing financial results by school	D Mitchell	In progress	30 May 17
1796	28.03.17	3.1a (xv)	CE Report – Financials	Regional split of financial results and service delivery to be prepared	D Mitchell	In progress	30 May 17
1797	28.03.17	3.1a (xvi)	CE Report – Financials	High level management view of how Ara is trending toward final forecast in monthly reports	D Mitchell	In progress	30 May 17
1798	28.03.17	3.2	Health and Safety	Incorporate July Health and Safety walkabout into Council work programme and amend July venue for Council meeting to Woolston Campus	T McGill	Completed	30 May 17
1799	28.03.17	3.5a	Academic Board	Survey Results - Further analysis on trends to be prepared for May Council meeting	D Young	In progress	30 May 17

1800	28.03.17	4.1	Prime Minister's Asia Scholarship	Draft letter to be prepared in support of the continuance of the scholarship	K Giles	In progress	30 May 17
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DRAFT

Ara Council Special Meeting Minute

15 May 2017

Minutes of a Special Meeting of the Ara Council, conducted by email, concluding on Monday 15 May 2017.

1 Respondees

1.1 Positive Responses were received from:

Janie Annear, Jeremy Boys, Jane Cartwright, Stephen Collins, Elizabeth Hopkins, John Hunter, Melanie Taite-Pitama.

1.2 Negative Responses were received from:

Nil.

2 Business

2.1 Council Chair Resolution

Public excluded resolution (to be ratified at the May 2017 Ara Council meeting) regarding the special meeting minutes of the Ara Council on 15 May 2017.

From: GovernanceandStrategy
Sent: Monday, May 15, 2017 11:33 AM
To: Elizabeth Hopkins; Jane Cartwright; Janie Annear; Jeremy Boys; John Hunter; Melanie Taite-Pitama; Stephen Collins; Therese Arseneau
Cc: Kay Giles; Tracey McGill; Christina Yeates; Te Marino Lenihan
Subject: re: Flying Minute : Council Chair Resolution

Dear All

Thank you for all your responses.

For completeness, I can confirm I received 7 votes in favour of the recommendations as detailed with nil response from Therese.

As such, the resolution is approved.

Kind regards
Tracey

From: GovernanceandStrategy
Sent: Monday, 1 May 2017 1:07 p.m.
To: Elizabeth Hopkins; Jane Cartwright; Janie Annear; Jeremy Boys; John Hunter; Melanie Taite-Pitama; Stephen Collins; Therese Arseneau
Cc: Kay Giles; Tracey McGill; Christina Yeates; Te Marino Lenihan
Subject: Flying Minute : Council Chair Resolution

Dear Council Members

After receiving confirmation from the Minister regarding the appointment of Dr Therese Arseneau to the position of Chair of Council, we are requesting from Council members a resolution to grant Therese leave of absence from 1 May 2017 until 1 August, 2017 and to nominate Janie Annear, the current Deputy Chair, to act as Chair until 31 July, 2017.

Recommendation:

1. Council members endorse a leave of absence for Dr Therese Arseneau, Council Chair, effective immediately and until 1 August, 2017.
2. Council members nominate Janie Annear, Deputy Chair, to act as Chair until 31 July, 2017.

Please indicate your approval by return email.

Thanks,
Tracey M



Tracey McGill
 (Acting) Director Governance & Strategy
 P: +64 3 940 7542 | 027 540 8343
 City Campus, Christchurch
 PO Box 540, Christchurch 8140, New Zealand

ara.ac.nz



*It was **resolved** that Ara Council approve the resolutions to (1) endorse a leave of absence for Dr Therese Arseneau, Council Chair, effective immediately until 1 August 2017 and; (2) Council members nominate Janie Annear, Deputy Chair, to act as Chair until 31 July, 2017.*

J Cartwright

Carried

READ AND CONFIRMED

Chair:

30 May 2017



File Ref: A1064131

10 April 2017

RECEIVED

Level 9, 44 The Terrace
PO Box 27048
Wellington, New Zealand 6141
P +64 4 462 5200
www.tec.govt.nz

13 APR 2017

Jenn Bestwick
Council Chair
Ara Institute of Canterbury
PO Box 540
Christchurch Mail Centre
CHRISTCHURCH 8140

Dear Jenn

Ara Institute of Canterbury – Transfer of Crown Assets

I write to let you know that the Minister for Tertiary Education, Skills and Employment and the Minister of Finance have jointly approved the transfer of all Crown title assets currently under the management of Ara Institute of Canterbury (Ara) into your institution's legal title. This follows from applications lodged in mid-2015 by the Christchurch Polytechnic Institute of Technology and Aoraki Polytechnic, in terms of the Government's Tertiary Education Institute Crown Asset Transfer and Disposal Policy.

The transfer will take place under section 50 of the Public Works Act 1981 and is subject to conditions, which will be set out in a Memorandum of Understanding (MoU) to be executed by the Secretary for Education and Ara. The conditions relate to the successful completion of statutory and regulatory consents and clearances, future disposals and Ara paying the external costs of the transfer. The Tertiary Education Commission (TEC) will provide a draft MoU for Ara's consideration in the near future.

Once the MoU has been agreed the Ministry of Education will instruct a Land Information New Zealand accredited supplier to commence the transfer process on its behalf. The TEC will monitor this process and assist where necessary.

We look forward to continuing to work with Ara during the remainder of the asset transfer process.

Yours sincerely

Mike Blanchard
Deputy Chief Executive, Operations

cc: Kay Giles, Chief Executive, Ara Institute of Canterbury



We ensure New Zealand's future success.



Office of Hon Paul Goldsmith

Minister for Tertiary Education, Skills and Employment
Minister of Science and Innovation
Minister for Regulatory Reform

RECEIVED

24 APR 2017

21 APR 2017

Jenn Bestwick
Chair
Ara Institute of Canterbury
PO Box 540
Christchurch Mail Centre
CHRISTCHURCH 8140

Dear Ms Bestwick

I was sorry to receive your resignation earlier this year from the Ara Institute of Canterbury council. I would like to convey my appreciation of your service as a Ministerial appointee since 2005 and, more recently, as Chair. The length of your service reflects a substantial investment of your time and a valuable commitment to the development of the institute.

The role of Ministerial appointee is a vital one, requiring an ability to bring a collaborative approach to complex issues and balance the autonomy of the institution with public accountability requirements. You have led the council through both challenging and exciting times, making an important contribution to council business. You have been a valued and highly respected member of the council and your local, sector, and institutional knowledge will be greatly missed.

You will be pleased to hear that I have appointed Dr Therese (Dona) Arseneau as a member and as Chair of the Ara Institute of Canterbury council. Her appointment is for a four-year term, from 1 May 2017 to 30 April 2021. I have also reappointed Stephen Collins as a member for a term of two years, from 1 May 2017 to 30 April 2019. Copies of my letters to them are enclosed.

Thank you for your contribution to the Ara Institute of Canterbury and the work of the council. I wish you well in all your future endeavours.

Yours sincerely

Hon Paul Goldsmith
Minister for Tertiary Education, Skills and Employment

cc: Tracey McGill, Council Secretary, Ara Institute of Canterbury
encl: Letters to Dr Therese Arseneau and Stephen Collins



Office of Hon Paul Goldsmith

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Minister for Tertiary Education, Skills and Employment
Minister of Science and Innovation
Minister for Regulatory Reform

15 MAY 2017

RECEIVED

18 MAY 2017

Dr Thérèse Arseneau
Chair
Ara Institute of Canterbury
P O Box 540
Christchurch Mail Centre
Christchurch 8140

Dear Thérèse

I am writing in response to receiving the 2016 Annual Report for the Ara Institute of Canterbury (Ara). I was pleased to read about Ara's many achievements during 2016, including the imbedding of the merger between CPIT and Aoraki Polytechnic.

I congratulate Ara on a successful first year offering tertiary education provision across the entire Canterbury region.

In the context of the Government's focus on Māori, Pasifika, and under-25 year old students as priority groups for tertiary education, I was pleased to read of the increase in Māori and Pasifika participation rates. I encourage Ara to consider the ways in which achievement can be lifted for all priority learners.

You will also be aware that the Tertiary Education Strategy (TES) for the period 2014–2019 includes six priorities for tertiary education. To this end, I was pleased to read of Ara's strong linkage with industry and level of sector collaboration. I was also pleased to read of Ara's contribution to the ongoing Canterbury rebuild. I strongly encourage Ara to consider ways in which it can improve performance across all priority areas.

Finally, I wish to congratulate Ara on a productive year and on the solid results it has delivered in a number of areas. I look forward to seeing the staff and students of Ara build on these achievements in 2017.

Yours sincerely

Paul Goldsmith
Minister for Tertiary Education, Skills and Employment

cc: Kay Giles, Chief Executive

15th May 2017

The Chair, Council & Chief Executive
Ara Institute of Canterbury
P O Box 540
CHRISTCHURCH 8140

Dear Sir/Madam,

Concerns regarding Ara's operations in South Canterbury

As one of the key stakeholders in the South Canterbury region we are deeply concerned over Ara's operations in this area – highlighted not only by the recent review announcement regarding the Primary Training activities at the Washdyke Farm, but also the declining staff and EFTS numbers.

- The merger of Aoraki Polytech and CPIT, to subsequently become Ara Institute, occurred over 18 months ago and we believe it is not only timely but well overdue, that Ara urgently meets with below identified key stakeholders here in Timaru to provide a clear and concise update on what has occurred during this transition period to *“sustain and improve delivery formerly provided by Aoraki Polytechnic through any transitional period and beyond”* **
- We understand the reserves of approx. \$22m held by Aoraki Polytech pre-merger were to be largely tagged *“to support ongoing delivery in the Aoraki Region and enhance delivery capability”*. We, the stakeholders, require transparency on what has been done in this regard. Declining EFTS, regular staff resignations and course reviews would support the presumption that little or no local utilisation of these reserves has occurred.
- One of the stated intentions both pre, and during, merger was *“leveraging Aoraki Polytechnics existing comparative advantage in primary industries to create a Centre of Excellence at the Timaru Campus/Washdyke Farm”*. Given the recently stated “review” of the Washdyke Farm programmes (we understand from different sources that the farm closure is now a fait-accompli and likely to occur early/mid-June), stakeholders request a full discussion on this particular matter.

**** Comments/stated intentions contained within the pre-merge Better Business Case dated August 2015.**

2 Sefton Street East
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New Zealand
www.aorakidevelopment.co.nz



The campus here is an important asset of our provincial area - one that cannot be lost. Concerns were raised with Minister Joyce at the time the merger was proposed and unfortunately many of these are now coming to fruition.

We readily appreciate viability and the support of local business/industry are also key parts of the equation and our organisation has been working closely with your operational staff on specific areas in this regard. That said we believe there is an inherent responsibility on your organisation to “make good” the intentions and comments, stated on many occasions pre, during and post-merger, on your commitment to our region.

We strongly recommend that Ara governance representatives (Chair, Council & CE) come to Timaru to meet with the following key stakeholders – being representatives of region, our rural and business communities. The pending changes in your Chair and CE aside, we respectfully suggest this meeting needs to happen at the earliest opportunity.

Stakeholders:

- Timaru District Council – Mayor Damon Odey and CE Bede Curran
- Mackenzie District Council – Mayor Graham Smith & CE Wayne Barnett
- Waimate District Council – Mayor Craig Rowley & CE Stuart Duncan
- South Canterbury Federated Farmers – President Mark Adams
- South Canterbury Chamber of Commerce – Chair John Cannell & CE Wendy Smith
- Aoraki Development - Chair Mark Rogers and myself as CE.

We look forward to hearing from you soon and are happy to coordinate attendance of the above stakeholder group.

Regards

A handwritten signature in blue ink, appearing to read "Nigel Davenport".

Nigel Davenport
Chief Executive - Aoraki Development
Ph 03 6872682

2 Sefton Street East
P O Box 560
Timaru 7940
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Te Kāhui Whakahaere
Office of the Chief Executive

T: +64 3 940 8015
E: kay.giles@ara.ac.nz



19 May 2017

Nigel Davenport
Chief Executive
Aoraki Development
PO Box 560
Timaru 7940

Dear Nigel

CONCERNS REGARDING ARA OPERATIONS IN SOUTH CANTERBURY

Thank you for your letter of 15 May 2017 on behalf of key stakeholders in the South Canterbury Region expressing concerns over the Ara operations.

Please be assured that Ara remains fully committed to quality tertiary education in the region. It appears that much of the discussion being held about Ara does not reflect the actual operations of the institution in the South Canterbury region.

Concerning some specific issues raised in your correspondence, the following advice is provided.

Firstly, in regard to the reserves held by Aoraki Polytechnic and transferred to Ara, an amount of \$20.9 million was transferred on 1 January 2016. The funds associated with transitioning Aoraki Polytechnic into the new organisation have been carefully monitored. These expenses have been reported in the 2016 Ara Annual Report and have been reviewed and approved by the Auditor-General. Aoraki Polytechnic had operated a deficit budget for several years and this resulted in decreasing their Cash Reserve. While it is intended by Ara to return South Canterbury tertiary education provision to financial sustainability, this will require some time to achieve. In the meantime, any deficit is being funded from the Ara operating budget with no withdrawal from the Cash Reserve. Similarly, new programmes which have been introduced to South Canterbury, such as Computing for Free and Managed Automotive Apprenticeships, have been funded from operating budgets with no draw from the Cash Reserve. Ara is actively investigating the programme needs of the region and developing a regional facilities master plan with investment proposals for regional campus environments to ensure contemporary learning environments are established for future use. The Cash Reserve funds will be deployed at the appropriate time to address these identified requirements.

18 May 2017

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Nigel Davenport
Chief Executive
Aoraki Development

CONCERNS REGARDING ARA OPERATIONS IN SOUTH CANTERBURY

Secondly, while demand is changing, there is little overall change in activity levels, and certainly nothing like that suggested in your correspondence. In 2014, Aoraki Polytechnic delivered to 985 equivalent full time students (EFTS) and to 1,021 EFTS in 2015. About 200 EFTS in each year were delivered in Dunedin and this has been subsequently transferred to Otago Polytechnic. A further 120 EFTS were delivered in Christchurch and these are now counted in Christchurch delivery. Approximately 50 EFTS in each year were delivered via subcontracting arrangements which are no longer eligible for funding. This leaves about 630 EFTS that were actually delivered in South Canterbury. As at mid-May, Ara has enrolled 409 EFTS for direct delivery from South Canterbury, with second semester enrolments still to come. Some programmes delivered from Christchurch and therefore counted in the Christchurch figures have also been made available to the region. These include papers from the Bachelor of Applied Management providing higher level education opportunities. Indications are overall activity in South Canterbury for 2017 will be at a similar level to previous years. Ara is working to adjust the portfolio of programmes to better meet industry, community and student needs with the intent of growing provision in forthcoming years.

Thirdly, you raise the issue of the Primary Industries review that is currently being undertaken at Ara. Considerable research, including consultation, has been undertaken into the needs of the primary industries workforce at the national level. This research has found a steep decline in the demand for low level qualifications and increasing demand for high level qualifications. In 2016, Ara commissioned research on the needs of the primary industries workforce in Canterbury. The report drew the same conclusions around the decreasing demand for the lower level qualifications currently offered at Ara. These findings are reflected in enrolments in these programmes in recent years with lower level primary industries programmes having a ratio of one staff member to 2.4 EFTS in 2016 and one staff member to 1.75 EFTS this year. Consequently, Ara is conducting an internal review of the staffing implications. Stakeholders should be assured that these low enrolments reflect a genuine lessening of demand and Ara has marketed these programmes extensively before commencing the review. The domestic marketing for primary industries for 2017, including a substantial advertising campaign, social media and media engagement, stands at careers expos, careers days and A&P shows, and inclusion in the Primary Industries Capability Alliance (PICA- Growing NZ) national marketing, failed to achieve sustainable levels of enrolment in these programmes. While demand for low level programmes has decreased, Ara is seeing significant growth in higher level primary industry qualifications. For example, the New Zealand Diploma in Agribusiness Management has grown from 15.7 EFTS in 2016 to 33.7 EFTS confirmed to the end of April 2017 and an expectation of delivering 50 EFTS by the end of 2017. Ara needs to direct its resources to areas of demand in order to continue to support individual and industry growth and success. The goal of establishing a Primary Industries Centre of Excellence remains but this development requires further programme and delivery alignment and development in order for it to come to fruition.

18 May 2017

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Nigel Davenport
Chief Executive
Aoraki Development

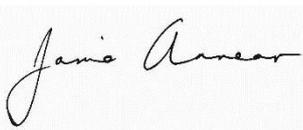
CONCERNS REGARDING ARA OPERATIONS IN SOUTH CANTERBURY

In respect of the future of the Washdyke Farm, the resourcing requirements for the future delivery of tertiary education in South Canterbury are currently being investigated. As you would appreciate, this is a complex exercise with many factors to be taken into account. In the case of the Washdyke Farm, consideration must include the programmes that will be offered at the site, the location of the site, relationships with schools and other providers of primary industry education, delivery strategies including the requirements for work-based learning and the application of technology to delivery. The Farm must also be considered in the context of the other facilities required in the region. To label the future of the farm as a *fait accompli* fails to recognise the complexity of the factors involved in determining the most effective configuration of delivery facilities for South Canterbury. No decisions have been taken to date and, with the lease on the Farm running until into 2019, please be assured that the decision timetable will allow for a smooth transition to future arrangements should they be required.

We appreciate your suggestion to meet with the key stakeholder group and to take the opportunity to discuss and further clarify these and any other issues that you would care to raise. Would it be possible to arrange this meeting for 2 June 2017?

We look forward to meeting with stakeholders to have this discussion.

Yours sincerely



Janie Annear
Acting Council Chair



Kay Giles
Chief Executive

Ara Council 30 May 2017	Agenda Item	2.1
	Decision Item	
PUBLIC	Presented by	Phil Agnew

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Internationalisation Charter
BACKGROUND AND PURPOSE	<p>The purpose of charters at Ara</p> <p>At Ara, charters are used to signal intent, principles and accountabilities for subsequent policies, strategy, and actions. Ara has existing charters for Quality, and Health & Safety.</p> <p>Te Kāhui Manukura in consultation with the International staff and students have now developed an Internationalisation Charter.</p> <p>Ara Council maintain governance and oversight of internationalisation to ensure the principles, vision and aspirations in this Charter are realised.</p>
RECOMMENDATION(S)	That Council adopt the Internationalisation Charter for Ara and note its contents.
LINK TO ARA STRATEGY	<p>Vision: Successful students</p> <p>Outcome 1: Personalised, flexible journey to achievement</p>
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

INTERNATIONALISATION CHARTER

MARCH 2017





Background

The Internationalisation Charter encompasses a set of guiding principles which are consistent with Priority Six of the Tertiary Education Strategy 2014 - 2019 “Growing International Linkages” and with the New Zealand International Education Industry Strategic Roadmap.

SOCIAL

The commitment of Ara to become an internationally focussed organisation began in the mid 1980’s. Following the introduction of full time intensive Japanese and Chinese language programmes, relationships began to be forged with a number of universities in Japan and China. The first annual student exchange programme with Kyoto Sangyo University began in 1985. In 1989 the International Division at Ara (then CPIT) was established. Owned by the Christchurch Polytechnic Foundation, the Ministry of Education approved the Division to enrol a

maximum of 70 international students for tuition in English Language. The first School of English at Ara was established in 1989.

Internationalisation was first identified as a charter goal in 1992, described as “Promote the Polytechnic both to the community and wider national and international markets.”

By 1994 nearly 10% of students claimed ethnicity other than Māori or Pakeha/European. The term “internationalisation” first appeared in the institution’s annual report in 1995.

As a result, a culture of internationalisation has been promoted to staff and students for over 20 years. Since 1989 a number of institutional relationships in overseas countries have been developed in Asia, Europe, North America and Oceania. These relationships have grown to over 50 active institutional agreements promoting exchanges and academic collaboration. As a result staff and



students at Ara have opportunities for overseas experiences to enrich their knowledge and appreciation of other cultures.

ECONOMIC

By 1996 the English School had grown to 190 EFTS and 79 EFTS had been achieved in mainstream programmes providing diversified income for the institution. The period 1997 - 1999 saw a downturn in some Asian economies, and a corresponding drop, nationally, in international student numbers. In 1999 some economic recovery in Japan and South Korea meant numbers began to recover. The School of English enrolments were 42% Japanese, 7% South Korean, and 6% Chinese in 1999.

International enrolments continued to grow in 2000 with overall growth reaching 30% mostly occurring in English language.

In September 2011 the Leadership Statement for International Education was released setting targets that include doubling the economic value of international education to \$5 billion by 2025. The industry faces market changes such as the increasingly important role of technology, emerging student markets, new competitor countries and products, and different expectations about how and when learning will take place. This very diverse export education industry expects the pace of change to continue. At the same time New Zealand students are beginning to expect and value a more international education experience.

Our internationalisation vision

Ara Institute of Canterbury will provide a culture of internationalisation where all staff and students are prepared for working in a global environment and where students coming to study from overseas are made to feel welcome and supported to achieve their desired outcomes.

Definition of Internationalisation

“Internationalisation is the process of integrating an international, intellectual, or global dimension into the purpose, functions or delivery of postsecondary education.”

(J. Knight, 2003. Updated Definition of Internationalization. *International Higher Education* 33, Fall 2003. The Boston College Center for International Higher Education, Boston, Mass, USA.



Principles for action

- Ara will equip all students for work in a global and multicultural context. Internationalisation will become embedded in the institutional culture; staff will be knowledgeable about ways to internationalise curriculum and responsive to the range of cultures and learning styles of their students.
- International students will be enriched academically and culturally by their experiences at Ara.
- Student services and support will be easily accessed, welcoming and effective. As far as possible services will be integrated, so that international students gain a sense of belonging at Ara. Integration will be balanced by the provision of targeted support, academic and pastoral.
- Ara will be strengthened academically through international linkages.
- Ara will diversify its income and achieve greater financial sustainability through its international activities.



Our roles and responsibilities under this charter

The Ara Council will:

- maintain governance and oversight of internationalisation to ensure the principles, vision and aspirations in this charter are realised.

The Chief Executive will:

- ensure that this charter is given effect.

Te Kāhui Manukura (TKM) will:

- be the governance group for strategic internationalisation projects.

All managers will:

- model leadership toward cross cultural competencies in their own work; and
- ensure their staff are accountable for the principles of internationalisation in their work as this is incorporated over time into the institute's capability and performance assessment framework.

All managers and staff will:

- be accountable for their own cultural competencies, within the institute's capability framework; and
- be supported by Ara in their own development and assessment towards internationalisation.

All students will:

- have the opportunity to graduate as competent in cross cultural knowledge and understanding.

External partners, contractors and suppliers to Ara will:

- be required to support Ara by being open regarding the whole-of-life costs and benefits, both internal and external, of their goods and services as a condition for engaging with Ara.

Internationalisation Strategy

The internationalisation strategy will:

- explain how the vision, principles, and aspirations in this charter will be achieved; and be confirmed by TKM.

Reporting

The Ara value of 'trust' means we will prioritise reporting and the development of internationalisation key performance indicators (KPIs).



Institute of Canterbury

Ara rau, taumata rau

Ara is proud to be a smokefree institute

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Ara Council 30 May 2017	Agenda Item 3.1		
	Decision Item	Discussion Item	Information Item
PUBLIC	Presented by Kay Giles		

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Chief Executive's Report
BACKGROUND AND PURPOSE	<ul style="list-style-type: none"> 1 CE activities 2 Performance Report 3 Visit by the Prime Minister and Minister for Disability Issues and Christchurch Regeneration 4 TEC Audit
RECOMMENDATION(S)	<ul style="list-style-type: none"> 1 That the schedule of CE activities be noted. 2 That the performance report be noted. 3 That the information be noted. 4 That the information be noted.
LINK TO ARA STRATEGY	-
KEY ISSUES IDENTIFIED	-
FINANCIAL IMPLICATIONS FOR ARA	-
RISK IMPLICATIONS FOR ARA	-
RATIONALE FOR EXCLUDING PUBLIC	NA

Chief Executive's Report

1 Meetings/Events Attended

29 March	Attended via teleconference, Engineering e2e Steering Group meeting
2-7 April	Attended Post-Secondary International Network (PIN) conference in Auckland
10 April	Attended OEDT Trustees meeting
10 April	Officially opened the new student accommodation
10 April	Met, along with Director International, Canterbury International Education Leadership Accord Chair and Executive Director
10 April	Attended Ara Foundation strategic planning workshop
20 April	Hosted visit to Ara by the Prime Minister and the Minister for Disability Issues and Christchurch Regeneration
20 April	Attended Japanese Consul's presentation to top Ara Japanese language student
20 April	Attended welcome reception for new Chinese Consulate Deputy Consul-General
21 April	Met with representatives from Athfield Architects
26 April	Attended via teleconference, Engineering e2e Steering Group meeting
26 April	Met with visiting Chief Executive, Burnley College, UK
27 April	Met, along with Director Business Development, WorldSkills New Zealand Chief Executive
1 May	Met, along with Director Academic Services and Education Resource Advisor Team Leader, with Business Relationship Manager, Copyright Licensing Limited
2 May	Attended Ara Foundation trustees meeting and AGM
2 May	Attended Ara Foundation trustees annual dinner
3 May	Attended ITP Chief Executives' meeting in Wellington
4 May	Attended, along with Director Corporate Services and People and Development Manager, TEU liaison/engagement meeting
5 May	Met, along with Director Corporate Services and Director Education and Applied Research, TEC Investment Manager and Investment Advisor
5 May	Attended, along with Director Corporate Services and People and Development Manager, AASC liaison/engagement meeting

10 May	Met with Ara Foundation representative and Head of NZ Broadcasting School
11 May	Visited Otago Polytechnic, along with Ara HoD Nursing, Midwifery and Allied Health
12 May	Met with Chair, Pasifika Advisory Group
15-19 May	Met daily with TEC Audit team visiting Ara
15 May	Attended Health Precinct Advisory Council meeting
16 May	Attended dinner hosted by UC Vice-Chancellor
19 May	Met with the TEU Council
22 May	Met with Chief Executive, South Canterbury District Health Board
23 May	Visited, along with all Te Kāhui Manukura members, Haeata Community Campus
24 May	Attended and chaired the Engineering Reference Group meeting in Wellington
24 May	Attended TANZ Accord meeting in Wellington
25 May	Attended TANZ eCampus Governance Group meeting in Wellington
26 May	Presentation in Wellington to TEC senior officials and invited guests
29 May	Hosted President and five senior managers from Qinhuangdao Institute of Technology, China

Recommendation: That the schedule of CE activities be noted.

2 Performance Report – Overview

2.1 Finance

- a For April the expectation was for a year to date deficit of \$4.56m. Actual performance resulted in a \$3.94m deficit, \$0.62m better than budget.
- b Total Revenue for the month fell short of budget by \$0.9m, contributing to year to date income that is \$0.8m under budget.
- c Government funding overall achieved 94% of budget. SAC levels 3-7 delivery is close to budget and Trades Academy delivery is ahead. Non-EFTS grants are also on budget. Areas of lower delivery are primarily in SAC levels 1-2 delivery and Youth Guarantee. Domestic and International Fees remain ahead of budget as a result of scholarships and agent commissions that are currently underspent against budget. Other Teaching Income remains below budget though ahead of the same point last year.

- d Total year to date expenses are \$1.47m under budget, savings were achieved across a number of expense categories.
- e Overall staffing costs are under budget by \$481k. Low usage of casual budgets to date have generated teaching staffing savings of \$234k against budget. Similarly, lower than anticipated use of casual staff coupled with savings achieved while filling vacancies have resulted in non-teaching staffing that is \$248k under budget.
- f Occupancy costs are \$347k under budget, of which \$100k is due to savings in insurance costs. Timing differences between budgeted spend and completed but not yet invoiced activity contribute significantly to the balance. General Operating Expenditure is \$1.0m under budget for the year to date though is at a similar level to the same time last year. The main variances are marketing activity, teaching materials and sub-contracted delivery. Depreciation remains over budget as noted in previous reports.
- g There were no unusual movements in the Financial Position or Cash Flows in April.
- h A reforecast was to be presented with this month's report. The timeframe has been extended to allow time to determine action plans to improve delivery levels before settling upon an expected year-end financial position.

2.2 2017 Student Enrolments

- a The enrolments picture is largely unchanged since the last report, with an additional 97 EFTS enrolled over the past month. Ara is currently in between the key Semester 1 and Semester 2 enrolment periods, so this is expected, and the current focus is on generating applications for Semester 2 intakes.
- b As at 18 May 2017, Ara had confirmed 5,601 EFTS out of a full year budget of 8,000 EFTS. At the same time in 2016, 6,030 EFTS had been confirmed. The difference is due to the same factors as previously reported, being fewer enrolments by international students (-134 EFTS), plus fewer enrolments by domestic students in SAC Levels 1-2 programmes (-195 EFTS) and Youth Guarantee programmes (-77 EFTS). SAC Level 3+, CTC, ACE and other enrolments are at similar levels to the same time last year.
- c There are fewer confirmed enrolments than at the same time last year across all departments, less the Department of Trades. The Department of Humanities is being particularly impacted by the dip in international, SAC 1-2, and Youth Guarantee numbers, as is the Timaru Campus.

- d In contrast to the lower EFTS enrolled to date, current application numbers for Semester 2 intakes are higher than at the same time last year.
- e The total number of Semester 2 applications by domestic students is 23% higher (+233 applications) than at the same time last year. This increase is flowing through to the number of confirmed new domestic enrolments, which is 22% up (+71 enrolments). Following an increase in Semester 1 enrolments, Semester 2 applications into programmes in the Department of Trades are also higher than last year.
- f The total number of Semester 2 applications by international students is at a similar level to last year, which is an improvement on the lower Semester 1 numbers. Although it is relatively early in the enrolment process for international students starting in Semester 2, early trends show 22% more (+11) applications have converted through to enrolments than at the same time last year. These mostly relate to English Language courses and mid-year intakes for the Bachelor of Applied Management and Business Graduate Diplomas.
- g There are more Semester 2 applications compared with the same time last year in intakes at most campuses, including Madras Street, Woolston, and Timaru. Comparisons at smaller campuses are difficult due to the low numbers involved.
- h Based on historical patterns, Ara has probably received around 61-65% of all Semester 2 applications by international students, and 30% of applications by domestic students. Thus the Semester 2 application and enrolment period is still at a relatively early stage, with only a small number of applications processed all the way through to confirmed enrolments.
- i It is notable that several areas that were down in Semester 1, such as Computing, Creative Industries, and Nursing, Midwifery and Allied Health programmes, and intakes at the Timaru campus, are showing an increase on last year for Semester 2 applications.

2.3 Health and Safety

- a During the month of April there were no significant health and safety-related events.
- b Refer to the attached report for detail on health and safety activities.

3 Visit by the Prime Minister and the Minister for Disability Issues and Christchurch Regeneration

On 20 April 2017, Ara hosted a visit by the Prime Minister and the Minister for Disability Issues and Christchurch Regeneration. They were met by the Chief Executive, the Director, Student Services and the Manager, Student Wellbeing Services and shown the 3D model of the Madras Street Campus Redevelopment. At their request, the visitors were then taken to the Ara Early Learning Centre where they met with staff, children and parents and shared a high tea which had been prepared by the children. There was a short walking tour of the campus and the guests were shown the current construction sites on campus – the Kahukura, Te Kei and the North Green. Subsequently, the Chief Executive has corresponded with the Prime Minister’s Office requesting that he consider officiating at the opening of the Kahukura with a suggested date of some time in August.

4 TEC Audit

The Tertiary Education Commission conducted an audit from 15-19 May 2017. The audit was based on the 2016 funding conditions and the scope included the following:

- The reporting through the Single Data Return, including recording enrolments and withdrawals.
- Compliance with Student Achievement Component funding conditions.
- The Annual Maximum Fee Movement (AMFM) policy relating to fees and course costs.
- Whether inducements or benefits have been provided to students.
- Responsibility for subcontracting arrangements.
- Compliance with funding conditions related to the 2016 funding period.
- Any other matters relating to the funding provided by the TEC.
- Nine programmes across seven departments in the Education and Academic Research Division.
- Evaluation of 60 randomly selected student files.

The process of the audit focused on procedures, processes, accuracy of records and how the statutory obligations and conditions of funding are managed within the organisation. Debrief sessions held with the TEC throughout the week has demonstrated that Ara has been well prepared for the audit and there have been no significant findings during this evaluation.

A draft audit report will be sent to Ara for review within approximately three weeks of the audit taking place. The audit is part of the overall monitoring process and as such the audit report informs decisions made by the TEC in relation to Ara.

Kay Giles
Chief Executive

Financial Statements

Statement of Financial Performance for the year to 30 April 2017

Revenue	Month		2017 Year to date		Full Year	
	Actual	Budget	Actual	Budget	2017 Budget	2016 Actual
Government Funding						
Variable Funding	4,763,283	5,194,765	14,941,218	15,612,827	57,052,742	57,190,983
Youth Guarantee Funding	160,670	325,462	526,811	942,786	3,050,000	3,375,808
CTC funding	234,982	242,142	729,310	675,903	2,299,450	2,437,100
Other Non-EFTS grants	114,450	209,030	1,037,017	1,038,306	2,962,519	3,224,225
Total	5,273,384	5,971,399	17,234,355	18,269,822	65,364,711	66,228,116
as % of Total Revenue	54.9%	56.7%	58.0%	59.7%	56.9%	56.4%
Student Tuition Fees						
Domestic	2,474,509	2,597,563	6,291,852	6,085,999	25,453,000	25,103,132
International	1,021,173	1,203,331	3,595,863	3,505,459	14,395,000	14,413,812
Total	3,495,682	3,800,894	9,887,715	9,591,458	39,848,000	39,516,944
as % of Total Revenue	36.4%	36.1%	33.3%	31.4%	34.7%	33.8%
Other Teaching Income	248,484	226,759	469,284	552,611	2,830,000	2,731,101
as % of Total Revenue	2.6%	2.2%	1.6%	1.8%	2.5%	2.8%
Other Income						
Interest	194,467	128,167	621,259	512,668	1,538,000	2,668,032
Other Revenue	398,228	401,136	1,515,680	1,651,067	5,356,000	4,529,205
Total	592,695	529,303	2,136,939	2,163,735	6,894,000	7,197,237
as % of Total Revenue	6.2%	5.0%	7.2%	7.1%	6.0%	7.0%
Total Revenue	9,610,245	10,528,355	29,728,293	30,577,626	114,936,711	115,673,398
Expenses						
Personnel						
Teaching	2,776,033	2,895,889	10,875,598	11,109,203	36,573,000	35,826,971
Non-Teaching	2,703,748	2,804,077	11,316,793	11,564,742	36,083,000	33,772,126
Total	5,479,781	5,699,966	22,192,391	22,673,945	72,656,000	69,599,097
as % of Revenue	57.0%	54.1%	74.7%	74.2%	63.2%	60.9%
Other Costs (except Depreciation)						
Occupancy/Property costs	775,157	622,137	2,708,552	3,055,548	9,623,000	9,105,082
General Operating Expenditure	1,430,835	1,554,988	5,715,165	6,683,592	21,182,000	21,895,387
Total other costs	2,205,991	2,177,125	8,423,718	9,739,140	30,805,000	31,000,469
as % of Revenue	23.0%	20.7%	28.3%	31.9%	26.8%	27.3%
Depreciation						
All Depreciation	746,204	679,917	3,050,939	2,719,668	8,159,000	8,398,780
as % of Revenue	7.8%	6.5%	10.3%	8.9%	7.1%	7.3%
Total Expenses	8,431,976	8,557,008	33,667,048	35,132,753	111,620,000	108,998,346
Surplus/(Deficit) excl Abnormal	1,178,269	1,971,347	(3,938,755)	(4,555,127)	3,316,711	6,675,052
as % of Revenue	12.3%	18.7%	-13.2%	-14.9%	2.9%	5.8%
Abnormal Items						
Insurance Settlement/Payments	-	-	-	-	-	27,182,394
Transformation Costs	-	-	-	-	-	(3,202,265)
Demolition Costs	-	-	-	-	-	-
Total Abnormal Items	-	-	-	-	-	23,980,129
Total Surplus/(Deficit)	1,178,269	1,971,347	(3,938,755)	(4,555,127)	3,316,711	30,655,181
as % of Revenue			-13.2%	-14.9%	2.9%	26.5%

Statement of Financial Position as at 30 April

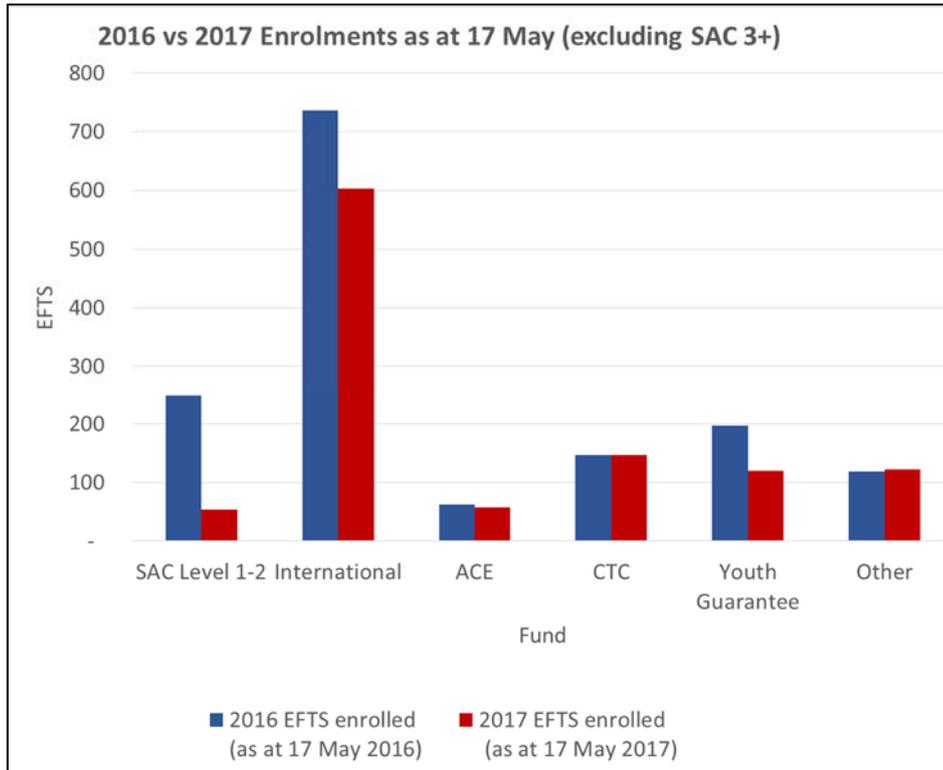
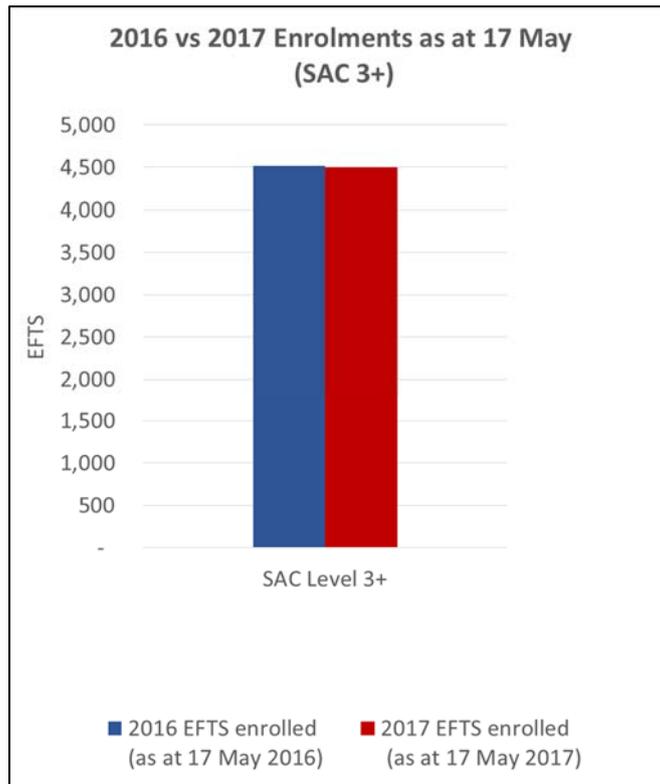
	Actual 30-Apr-17 \$000	Actual 31-Mar-17 \$000	Change from Last Month \$000	Budget 31-Dec-17 \$000	Actual 31-Dec-16 \$000
ASSETS					
Current Assets					
Cash and Cash Equivalents	19,495	46,458	(26,962)	4,215	20,574
Loans and Receivables	3,891	4,500	(609)	2,046	30,143
Inventories	1,253	1,234	19	1,109	1,178
Prepayments	1,259	1,470	(211)	834	1,066
Short Term Investments	67,781	46,500	21,281	60,000	40,700
Total Current Assets	93,680	100,162	(6,482)	68,204	93,661
Non-Current Assets					
Property Plant and Equipment	275,876	272,447	3,429	276,128	266,676
Intangible Assets	1,706	1,646	60	1,914	1,630
Total Non-Current Assets	277,582	274,092	3,489	278,042	268,306
TOTAL ASSETS	371,262	374,255	(2,993)	346,246	361,967
LIABILITIES					
Current Liabilities					
Trade and other payables	2,785	3,067	(283)	5,931	8,627
Finance leases	717	717	-	612	717
Employee Benefit Liabilities	3,609	3,722	(113)	4,872	3,831
Revenue Received in Advance	30,141	33,895	(3,754)	6,499	10,822
Total Current Liabilities	37,252	41,402	(4,150)	17,914	23,997
Non-Current Liabilities					
Finance leases	666	666	(0)	396	666
Employee Benefit Liabilities	829	829	-	829	829
Total Non-Current Liabilities	1,495	1,495	- 0	1,225	1,495
TOTAL LIABILITIES	38,747	42,897	(4,150)	19,139	25,492
NET ASSETS	332,515	331,358	1,157	327,107	336,475
EQUITY					
Retained Earnings	230,554	229,397	1,157	243,874	234,514
Asset Revaluation Reserve	101,961	101,961	(0)	83,233	101,961
TOTAL EQUITY	332,515	331,358	1,157	327,107	336,475

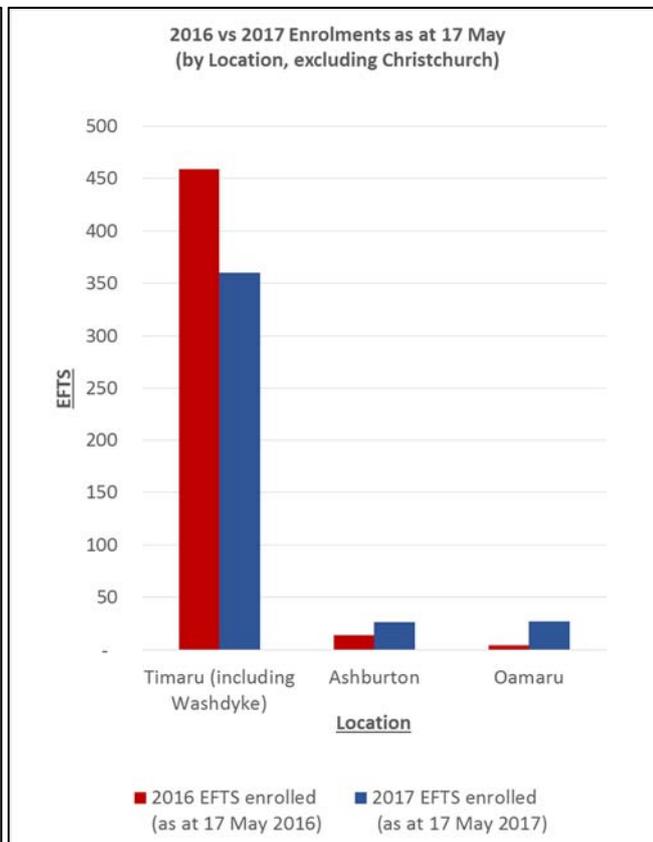
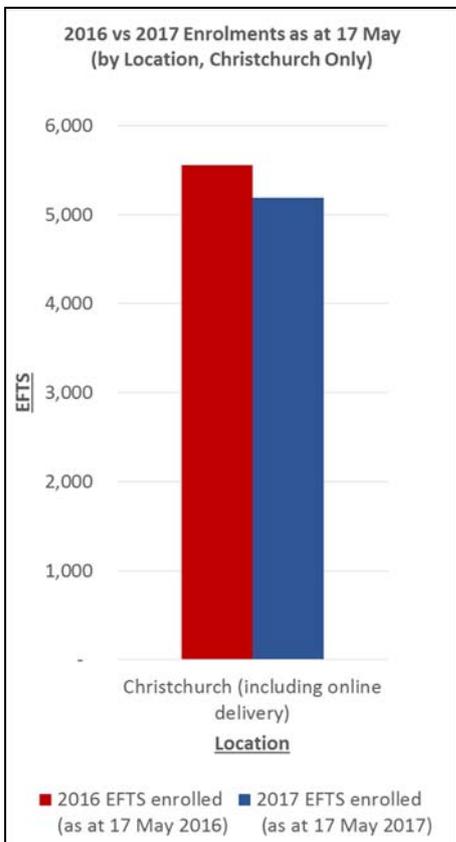
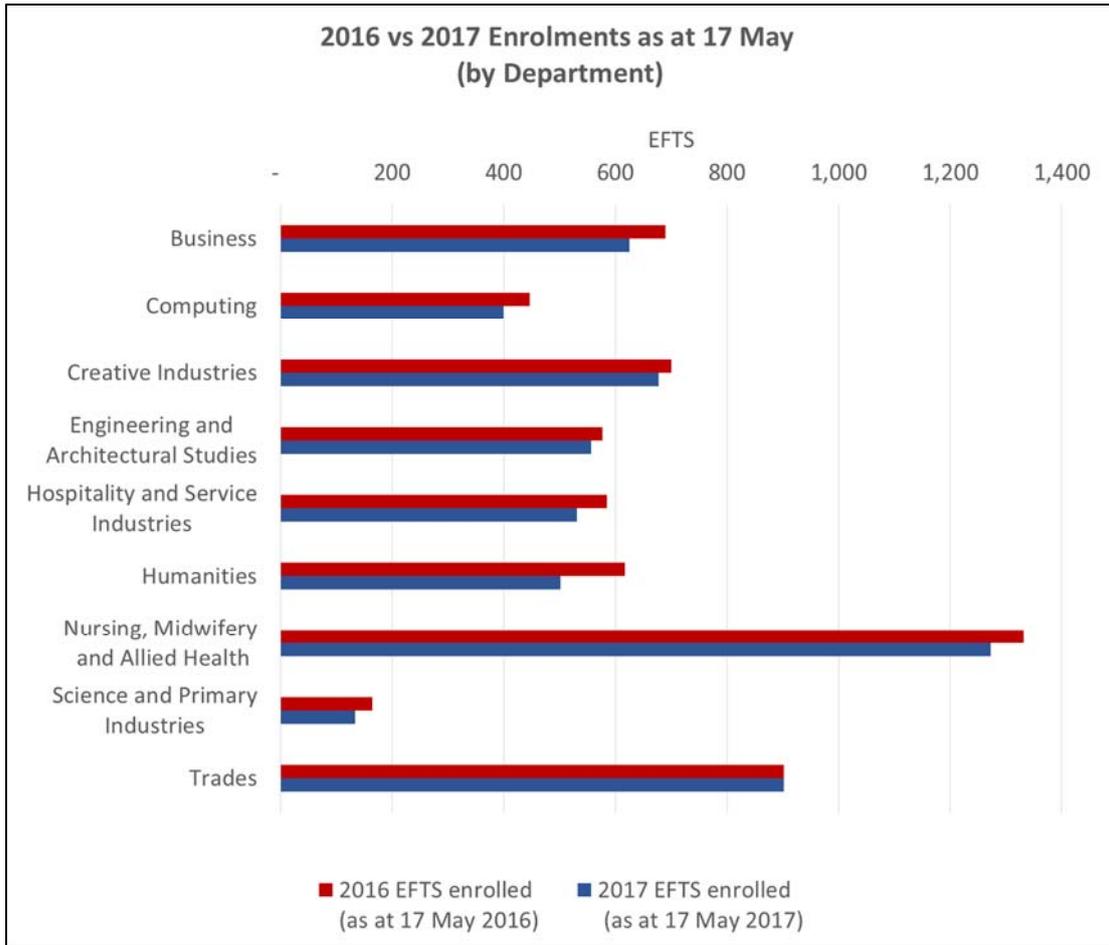
Statement of Cash Flows
for the year to 30 April

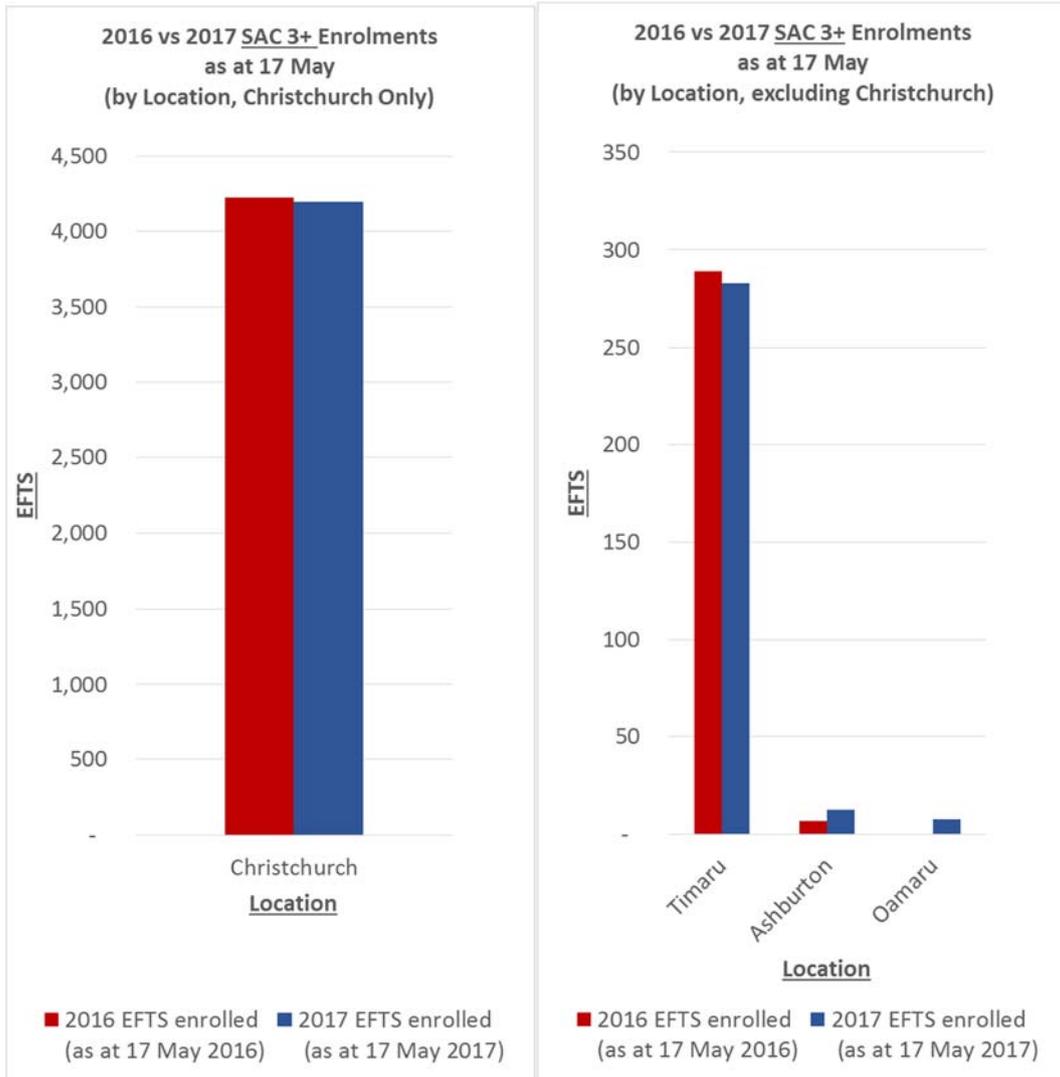
	Year to Apr 2017 \$000	Year to Mar 2017 \$000	Movement \$000	2017 Budget \$000	2016 Year End \$000
Cash Flows from Operating Activities					
Cash was Provided from:					
Government Grants	21,157	15,938	5,219	65,365	66,051
Student Tuition Fees	23,562	22,836	726	39,848	36,477
Other Teaching Revenue	469	221	248	2,830	2,731
Other Revenue	2,410	2,269	141	5,356	7,148
Interest	702	574	128	1,538	3,148
Total	<u>48,300</u>	<u>41,838</u>	<u>6,462</u>	<u>114,937</u>	<u>115,555</u>
Cash was Applied to:					
Employees and Suppliers	36,750	28,856	7,894	103,181	102,785
Total	<u>36,750</u>	<u>28,856</u>	<u>7,894</u>	<u>103,181</u>	<u>102,785</u>
Net Cash Flows from Operating Activities	11,550	12,982	(1,432)	11,756	12,770
Cash Flows from Investing Activities					
Cash was Provided from:					
Sale of Fixed Assets	3	1	2	-	47
Insurance Payments	26,995	26,995	-	-	2,931
Total	<u>26,998</u>	<u>26,996</u>	<u>2</u>	<u>-</u>	<u>2,978</u>
Cash was Applied to:					
Purchase of Fixed Assets	938	691	247	5,472	5,297
Campus Capital Plan Spending	11,343	7,398	3,945	33,600	29,004
Total	<u>12,281</u>	<u>8,089</u>	<u>4,192</u>	<u>39,072</u>	<u>34,301</u>
Net Cash Flows from Investing Activities	14,718	18,907	(4,189)	(39,072)	(31,323)
Cash Flows from Financing Activities					
Cash was Provided from:					
Equity	-	-	-	-	30
Total	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>30</u>
Cash was Applied to:					
Finance Lease Payments	265	205	60	780	771
Total	<u>265</u>	<u>205</u>	<u>60</u>	<u>780</u>	<u>771</u>
Net Cash Flows from Financing Activities	(265)	(205)	(60)	(780)	(741)
Total Net Cash Flows	26,003	31,684	(5,681)	(28,096)	(19,294)
Opening Cash, Bank & Short Term Investments	61,274	61,274		92,311	80,568
Closing Cash, Bank & Short Term Investments	<u>87,277</u>	<u>92,958</u>		<u>64,215</u>	<u>61,274</u>

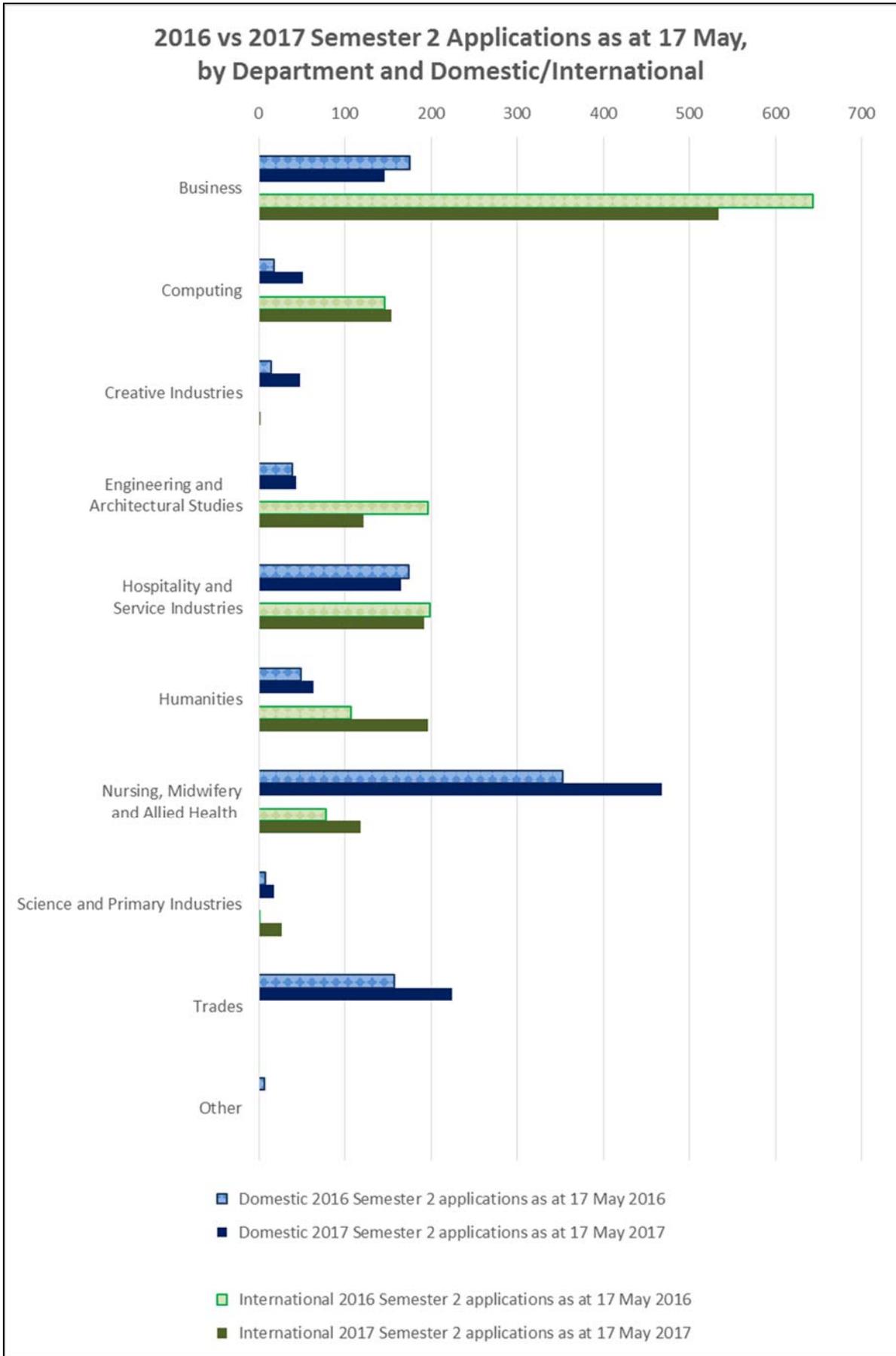
Enrolments Summary

	2017 EFTS enrolled (as at 17 May 2017)	2016 EFTS enrolled (as at 17 May 2016)	2017 Full Year EFTS Budget	2016 Full Year EFTS Actual
By Funding Source				
SAC Level 1-2	54	249	286	333
SAC Level 3+	4,497	4,521	5,946	5,521
International	602	736	1,009	1,020
ACE	57	62	144	128
CTC	147	147	144	140
Youth Guarantee (including Dual Pathway)	120	197	241	265
Other	122	118	229	229
Total	5,601	6,030	8,000	7,636
By Department				
Business	625	690	1,007	979
Computing	399	446	717	621
Creative Industries	678	701	743	715
Engineering and Architectural Studies	557	577	638	665
Hospitality and Service Industries	531	585	757	719
Humanities	501	617	892	899
Nursing, Midwifery and Allied Health	1,272	1,332	1,610	1,552
Science and Primary Industries	134	165	214	236
Trades	902	902	1,353	1,235
Other	-	15	68	15
Total	5,601	6,030	8,000	7,636
By Location				
Christchurch (including online delivery)	5,187	5,553	7,278	7,029
Timaru (including Washdyke)	360	459	665	574
Ashburton	26	14	35	24
Oamaru	27	4	22	10
Total	5,601	6,030	8,000	7,636





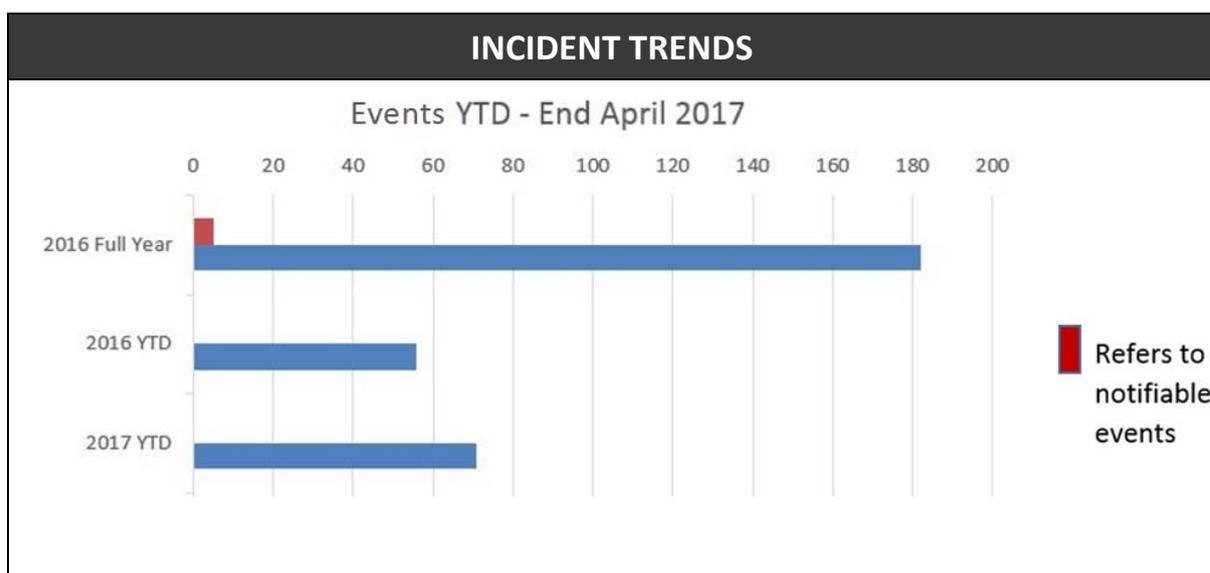


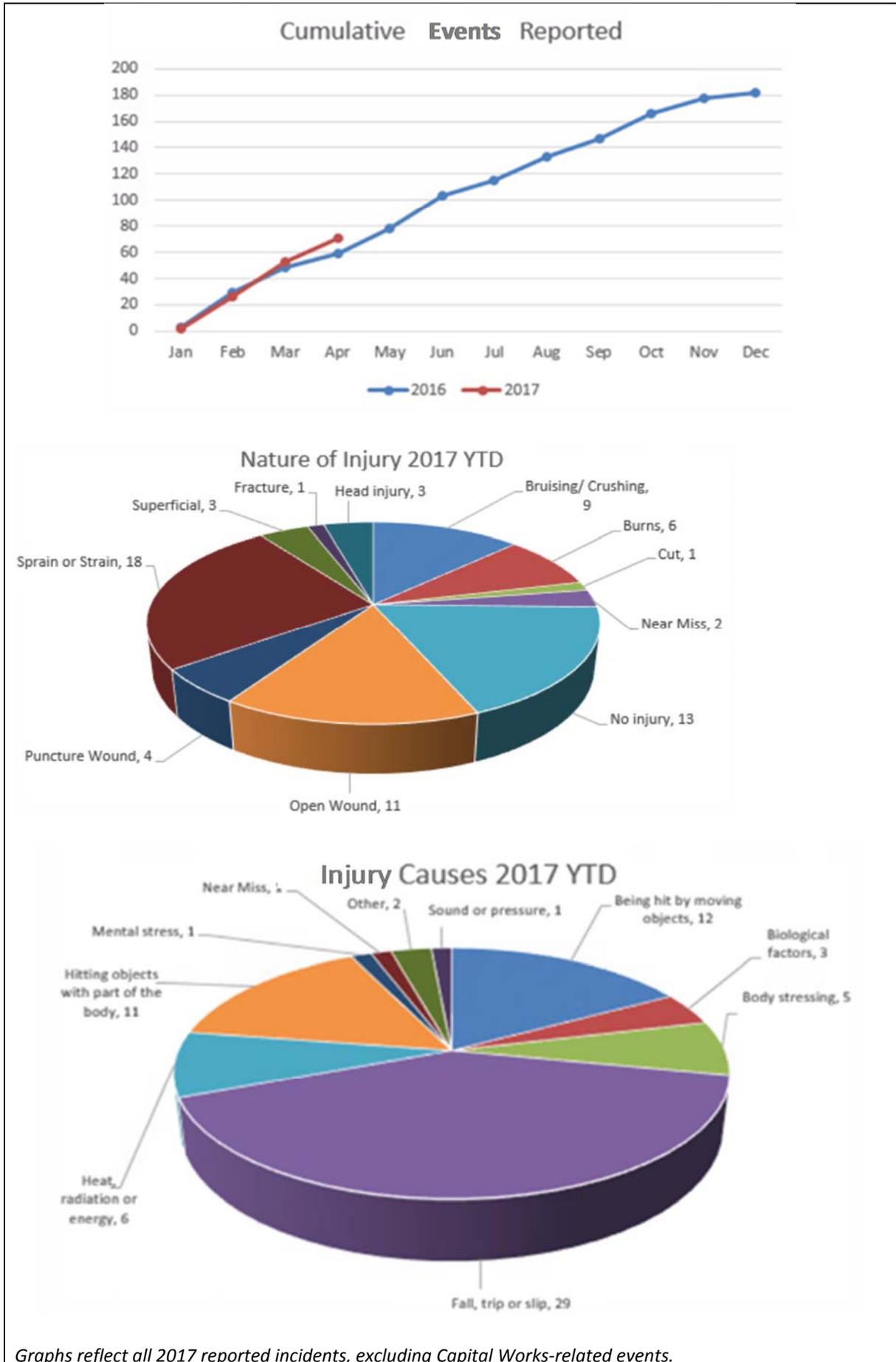


Health and Safety

INCIDENT SUMMARY						
Person Type	Notifiable Injury or Illness		Notifiable Incident		All Events	
	This month	YTD	This Month	YTD	This Month	YTD
Staff	0	0	0	0	8	29
Students	0	0	0	0	10	42
Contractors	0	0	0	0	0	2
Visitors	0	0	0	0	0	1
Capital Works	0	0	0	0	6	7
Total	0	0	0	0	24	81

INCIDENT DETAIL (SINCE LAST REPORT)
<p>During April, excluding the Capital Works Programme, there were 18 health and safety events reported, eight involving staff members and 10 involving students. Five events did not result in injury, and most injuries were minor, involving slips and trips. No injuries or incidents were notifiable. There were two health-related events, one relating to a student suffering a seizure, one relating to a student fainting during the observation of a medical procedure. No Ara staff recorded lost days due to injury.</p> <p>Regarding the Capital Works Programme, a contractor on the Te Kei site suffered one minor injury requiring local first aid. Four minor near miss incidents were recorded.</p>





IMPROVING SYSTEMS AND PROCESSES

Number of audits and inspections (excluding capital works programme)	1	Internal noise level test
Staff participating in Health and Safety Oversight	36	
Number of provisional improvement notices issued	0	
Number of hazard registers past review date	1	NASDA

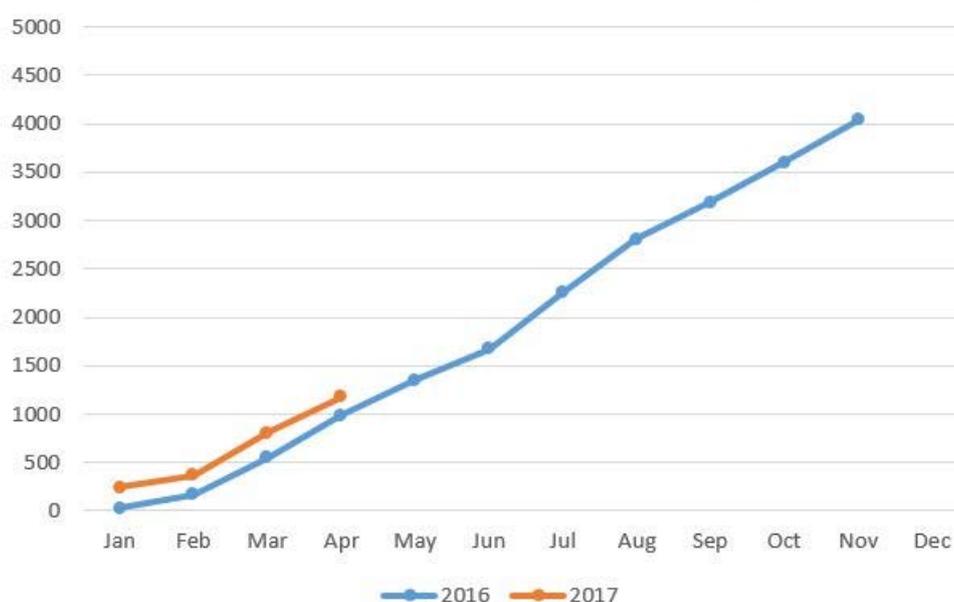
STUDENT WELFARE

Number of student workplace locations reviewed	Unknown	A process is being developed to collect data for this measure.
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STAFF WELFARE

Lost days due to on-site accidents	April: 0 days	
Lost days due to off-site accidents	April: 0 days	
Lost days due to sickness	April: 371 days	YTD: 1,174 days

Cumulative Sick Leave Taken (days)



Number of new staff (excluding casual) that completed their health and safety induction process.	5 of 5 full time staff who started in April	100%
Number of staff on a return to work plan	1	Non work injury
Employee Assistance Programme		
New clients	April: 7	YTD: 26
Sessions	April: 19	YTD: 71

CAPITAL WORKS PROGRAMME	
Audits Completed	One External Site Safe audit completed on the campus development plan North Green site.
Audit Action Items	Seven recommendations were noted. The two requiring immediate action, provision of safety data sheets and implementation of task analysis.

OTHER
<ul style="list-style-type: none"> • An external trainer was engaged to provide health and safety training to the Worker representatives at Ara. Completion of this approved training is mandatory if representatives wish to fully exercise their duties. All of the eight worker representatives at Ara completed the course, and another seven Health and Safety Committee members also attended this training. • The Health and Safety Manager attended the Sustainability and Outdoor Education Programme six monthly incident debrief and Health and Safety review. • The Ara Smoke Free policy was amended during the period to include e-cigarettes. • A general alert and advice was provided to staff following the notification of a case of chicken pox. • 290 staff have received influenza vaccinations, including 22 from the southern campuses. The opportunity to receive vaccinations will continue throughout the winter months. • Four contractors were inducted during April. 20 YTD. • Four new managers were given specific health and safety induction related to their role. • Three staff attended first aid training. • Two workstation assessments were completed in April. 16 YTD. • The residential assistants in the student accommodation were provided with fire safety training related to their role in the newly opened accommodation facilities.

HEALTH AND SAFETY ACTIONS UNDERWAY			
Action Description	Owner	Due Date	% Complete
Engagement, Participation, and Representation – Complete staff nomination process and training	H&S Manager	April 2017	100
Develop a H&S work plan for 2017/18	H&S Committee	May 2017	100
Develop an asbestos management plan	H&S Manager	May 2017	100
Develop Fatigue guidelines	H&S Manager	May 2017	90
Consideration of new supporting policies – Drug and Alcohol	TKM	June 2017	30
Formalise a means of recognising H&S excellence	H&S Committee	June 2017	30
Revision of the Procurement Policy	PMO & Finance project	July 2017	75
Review staff and student safety and security	FM Manager H&S Manager	July 2017	75
Develop a new H&S Management system	PMO Manager H&S Manager	July 2017	80
Develop an asbestos management plan	H&S Manager	August 2017	75
Training and Skills Development Plan prepared	P&D Manager H&S Manager	August 2017	50
Placements - Develop processes that address placements and placement location	Director CS Director EAR	October 2017	15
Review incident management procedures, arrange training, test process	H&S Manager	February 2018	30
Review rehabilitation guidelines as it relates to experience rating	H&S Manager P&D Manager	March 2018	25

Ara Council 30 May 2017	Agenda Item	4.3a
		Information Item
PUBLIC	Presented by	S McBreen-Kerr

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Academic Board
BACKGROUND AND PURPOSE	<p><i>A summary report to Council from Academic Services Division of: The Academic Board meeting that was held on 13 April 2017.</i></p> <p><i>A summary report for Council from Academic Services Division of: The Full Academic Board held on 5 and 8 May 2017 which consists of Academic Board members and departmental subcommittee Chairs. Full meetings are held twice a year.</i></p> <p><i>The Academic Board role is to:</i></p> <ul style="list-style-type: none"> • <i>Advise Council, and recommend where appropriate, on the academic strategic direction and practices of the institution.</i> • <i>Develop, monitor, review and maintain policies on academic matters including research conducted by staff.</i> • <i>Consider proposals for new programmes.</i> • <i>Approve programmes.</i> • <i>Manage sub-committees as required, including:</i> <ul style="list-style-type: none"> • <i>Defining delegations, roles, Terms of Reference (ToR) and membership.</i> • <i>Receiving and acting on reports.</i> • <i>Reviewing performance and effectiveness.</i> • <i>Consider and report on any other academic matters which are referred to it by the Council or CE, or which the Board believes are of significant importance..</i>
RECOMMENDATION(S)	1. That the Academic Board report be received.
LINK TO ARA STRATEGY	High Performing Organisation
KEY ISSUES IDENTIFIED	<p>Note: New Bachelor of Construction Management and Quantity Surveying nearing development completion.</p> <p>Proposals for postgraduate qualification in Osteopathy and Sustainability coming to Council.</p>
FINANCIAL IMPLICATIONS FOR ARA	
RISK IMPLICATIONS FOR ARA	

Academic Board Report

Academic Board 13 April 2017

1 Qualifications Review and Programme Development

An update on the Targeted Review of Qualifications (TRoQ) was presented. NZ Certificates in Painting and Decorating in Allied Trades and Exercise are all listed. The Interior Design qualification is back with NZQA after a request for further information. Ara is the qualification - developer.

A number of new and reviewed programmes are in the final stages of approval for Semester 2, 2017 delivery. This includes: NZ Diploma in Business; Graduate Diploma in Information Design and Management (may require a panel visit), NZ Certificate in Study and Career Preparation; NZ Certificate in Agriculture.

There are a number of degree programmes that are undergoing review for 2018 delivery including; Bachelor of Applied Management, Bachelor of Information and Communication Technologies; Bachelor of Performing Arts and the Bachelor of Architectural Studies. There are a number of new qualifications under development. They include the Bachelor of Construction Management and Quantity Surveying. It is going through Programme Approval Committee at present. A Masters of Sustainable Practice has a business case for presentation to Te Kāhui Manukura. If this is approved, this programme will come to Council and Academic Board for approval to develop. A degree in Osteopathy is in development. During the development phase a shift to a post graduate qualification became the ideal product choice.

Note: The Council has previously approved the development and delivery of post graduate programmes. Given post graduate is new for Ara the Council requested Academic Board approve the programmes academically, provide advice and the financials to Council for final decision.

2 Academic Policy Update

The Board received an update on Academic Policy review for 2017. The following policies were reviewed and approved:

- APP504 Regulations Governing Admission, Enrolment, Withdrawals and Non-Engagement Cancellations
- APP507 Credit Recognition

The Programme Approval Committee (PAC) Terms of Reference were reviewed and approved. The sub-committee of Academic Board is now more governance related with approval teams now reporting directly to PAC.

Academic Quality is working with members of the Marketing team to improve the search function for Academic policies and procedures on the Infoweb. This includes the removal of duplications and expired policies.

3 Degree Monitor Reports

A Degree Monitors report was received for the Bachelor Applied Management. Whilst the monitor did not make any specific recommendations there were some areas for improvement identified which the team responded to. The team were commended for the report noting strong support from the monitor for their delivery and programmes and the work that has since taken place.

4 TANZ Update

Academic harmonisation work is being conducted across the participating organisations to reduce duplication and ensure seamless regulations. This entails getting the same rules for decision making on such things as withdrawals, extensions and grade scales. Having common settings will improve quality at eCampus and assist students moving between providers. Ara was the first organisation of the TANZ partners to conduct a self-assessment evaluation of their e-Campus delivery. It was noted that the Ara completion rates were the highest amongst all providers.

5 Moderation

The Moderation task force group have developed a work-plan for the year to improve assessment moderation at Ara. While moderation is of a good standard generally these are issues with the moderation of Units standards. The 2017 moderation plan has been received from NZQA which includes 30 standards. Departments have been advised and a plan is in place to meet the deadline with satisfactory outcomes. Individual meetings will occur with department identified as at risk.

6 Full Academic Board 5 and 8 May 2017

Full Academic Board met on 5 and 8 May 2017. Reports were received for all the Department Boards of Studies. The Quality Select Committee met together with the Academic Board for the presentations from each department. Heads of Department and their senior managers outlined highlights, matters of significance and took part in an evaluative conversation with those attending.

Ara Council 30 May 2017	Agenda Item	4.3b and c
		Information Item
PUBLIC	Presented by	J Hunter

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Council Sub-Committee Reports
BACKGROUND AND PURPOSE	<ul style="list-style-type: none"> Public record of the formal Ara Sub-Committee Council meetings, held for the Council Campus Redevelopment Committee in April and May 2017.
RECOMMENDATION(S)	<p>That Council:</p> <ol style="list-style-type: none"> Receive the minutes of the meeting for the Council Audit and Risk Committee on 9 May 2017. Receive the minutes of the meeting for the Council Campus Redevelopment Committee on 19 April 2017 and note the resolutions contained. Receive the verbal update of the meeting of the Council Campus Redevelopment Committee on 16 May 2017.
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

Council Audit and Risk Committee

Minutes of a meeting of the Council Audit Committee held on Wednesday 9 May 2017 at 1.30pm in Room A227.

Welcome

Michael Rondel (Chair) extended a welcome to everyone.

6 Public Excluded

*It was **resolved** that the public be excluded from the meeting.*

Chair

Carried

The general subject of the matters considered while the public was excluded were:

7.1	Minutes of the meeting held on 31 October 2017	[s9(2) (i)]
7.2	Minutes of the meeting held on 7 April 2017	[s9(2) (i)]
7.3	Matters Arising	[s9(2) (i)]
7.4	Holiday Act Review	[s9(2) (i)]
7.5	Audit New Zealand – Management Report	[s9(2) (i)]
7.6	FMIS Project	[s9(2) (i)]
7.7	PWC Internal Audit Work Programme	[s9(2) (i)]

This resolution was 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 considered while the public was excluded:

- *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

The Council moved back into open meeting.

1 Attendance

1.1 Present

a Elected Members

Michael Rondel (MR) (Chair), Kay Giles (KG), Jeremy Boys (JB), John Hunter (JH) and Elizabeth Hopkins (EH) (via teleconference)

b Non-Voting Officers

Darren Mitchell (DM), Tracey McGill (TMG), Lyn Russell (Minute Secretary).

1.2 Apologies

Nil

1.3 In Attendance

Murray Harrington and Sonja Healey (PWC), Scott Tobin and Chris Genet (Audit NZ).

2 Confirmation of Minutes

*It was **resolved** that the Minutes of the Council Audit Committee meetings held on 31 October 2016 be approved as a true and accurate record of the proceedings of that meeting, and be signed by the Chair accordingly.*

J Boys / M Rondell

Carried

3 Matters Arising

Nil

4 Terms of Reference

As requested by the Committee the Functions listed within the Terms of Reference had been extracted and allocated to three groups – Management, Audit and Risk Committee, and Council. The Terms of Reference were discussed. Agreed that:

Membership:

2.1b - should be changed to read “three other Council members ...”

2.1d – query as to whether there was a “nominating committee” – TMG to check

4. Quorum – should be changed to read “four voting members...”. There needs to be a mechanism whereby an acting Chair can be elected at a meeting in the unforeseen absence of the Chair.

6.1n – DRP should be in full – Disaster Recovery Plan

Functions schedule –Should be referred to in Clause 6 as Appendix 1 and remove the sub-clauses.

Amended Terms of Reference to come to the next meeting.

AP2/9 : TMG

5 General Business

5.1 Policy Register

Discussed.

Management Policies to be removed.

Each Council sub-committee should receive a separate schedule of policies that relate to their responsibilities and oversight.

A consolidated schedule of policies with oversight by Council and Committees to be

presented to Council annually.

Delegations – Council can only approve delegations relating to the CEO. Agreed that the Management delegation schedule would be given to the Committee members for their information only.

Amended schedules to be presented to the next Committee meeting.

AP3: TMG

5.2 Copyright

Copyright NZ has created a Business Relationship Manager role to address emerging concerns regarding digital item licencing. Ara paying attention to this area to ensure compliance. The Ara copyright librarian prepares an e-return, the only ITP that does this.

PWC to include copyright in one of their reviews.

7 Next Meeting

7.1 The next meeting will be held on 15 June 2017.

The meeting concluded at 3.30pm.

Action	Date	Commentary	By Whom	Status	Due Date
AP2 / 9	29/9/16	Committee Terms of Reference – ii S.6 Functions schedule to be produced iii Amended workplan to be presented iv Terms of Reference to be changed and approved once iii has been completed v Reporting Schedule showing compliance	PWC PWC PWC /TMG TMG/ DM	Completed Completed Ongoing for each meeting	June 2017
	9/5/17	Further amendments to Terms of Reference	TMG		
AP3	12/6/15	Policies – Benchmark scan	TMG	Completed	June 2017
	29/9/16	Schedule of Ara Policies to be provided	TMG	Completed	
	31/10/16	Amended Schedule with groupings to be provided	TMG	Completed	
	9/5/17	Individual Sub-Committee and Council schedules to be provided	TMG		
AP4	12/6/15	Risk Schedule – PWC to produce visual heat map and present to Council	PWC / DM	Completed	March 2017
	29/9/16	Key strategic risk schedule to be sent to Committee members	PWC / TMG	Completed	
	29/9/16	Risk Workshop outcomes to be reported to the first 2017 meeting	PWC		

Ara Council Campus Redevelopment Committee Minutes

19 April 2017

Minutes of a meeting of the Ara Council Campus Redevelopment Committee held on Wednesday 19 April at 1.30pm in Room A227, Madras Street Campus.

1 Welcome

John Hunter opened the meeting welcoming the Committee and Athfields Architects (Trevor Watt, Jon Rennie by Zoom link and Mike Callaghan in person).

Athfields in attendance from 1.30pm to 2.10pm prior to the formal meeting business commenced to present the Rakaia Concept Design Plan and answer any questions.

2 Meeting Business [Commenced 2.10pm]

2.1 Attendance

a Voting Members

John Hunter (Chair) (JH), Stephen Collins (SC), Janie Annear (JA) via videoconference, Kay Giles (KG).

b Non-Voting Members

Tracey McGill (Council Secretary) (TM).

c In Attendance

Colin King (Manager, Project Office) (CK), Dave Lang (Project Director/Project Manager) (DL) and Christina Yeates (Minute Secretary).

2.2 Apologies

Darren Mitchell (Director, Corporate Services) (DM) and Dave Lang for lateness.

3 Disclosure of Conflicts of Interest

Nil.

4 Confirmation of Minutes

4.1 Minutes of Council Campus Redevelopment Committee meeting of 21 March 2017

*It was **resolved** that the Minutes of the Council Campus Redevelopment Committee meeting held on 21 March 2017 be approved as a correct record of proceedings at that meeting and be signed by the Chair accordingly.*

S Collins /J Annear

Carried

4.2 Business Arising out of the meeting

Nil.

5 General Business

Nil.

6 Public Excluded

[2.15pm]

*It was **resolved** that the public be excluded from the remainder of the meeting.*

S Collins/ J Annear

Carried

The general subject of the matters considered while the public was excluded was:

- | | | |
|-----|--|--------------------|
| 6.1 | Minutes of Meeting of 21 March 2017 – Public Excluded | [s9(2)(f),(i),(j)] |
| 6.2 | Business Arising from previous Public Excluded Minutes | [s9(2)(i)(j)] |
| 6.3 | Project Management Office Capital Works Programme Report | [s9(2)(i)(j)] |
| | a Individual Projects Update | |
| | b Regional Master Plan Update | |
| | c Health and Safety | |
| 6.4 | K Block Project Financial Update | [s9(2)(i)(j)] |
| 6.5 | Rakaia Concept Plan | [s9(2)(i)(j)] |

This resolution was 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 considered while the public was 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)

The Council moved back into open meeting.

There being no further business the meeting closed at 2.55pm.

READ AND CONFIRMED

Chair:

16 May 2017

Ara Council 30 May 2017	Agenda Item	4.4
		Information Item
PUBLIC	Presented by	T McGill

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Affixing of the Common Seal (26 October 2016 to 22 May 2017)
BACKGROUND AND PURPOSE	<ul style="list-style-type: none"> Public record of the quarterly report provided to the Ara Council 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 Council Chair and Chief Executive for the Graduation ceremony held on 31 March 2017.
RECOMMENDATION(S)	That 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 Council recording the number and type of document to which the common seal has been added.

Date	Document	Countersigned	Number
23 January 2017	Ara Accreditation letter to Partner Institute – Saxion University of Applied Science, Netherlands	K Giles (CEO) T McGill (Council Secretary)	1

This report covers the period from 26 October 2016 to 22 May 2017 and includes the list of the degree and diploma documents signed and sealed by the Council Chair and Chief Executive for the Graduation ceremony held on 31 March 2017.

Graduation documents carrying the Ara Institute of Canterbury Common Seal issued for Graduation 31 March 2017.

Qualification Title	Quantity Awarded
Bachelor of Applied Management	66
Bachelor of Applied Science	34
Bachelor of Architectural Studies	28
Bachelor of Broadcasting Communications	55
Bachelor of Design	54
Bachelor of Engineering Technology	23
Bachelor of Information and Communication Technologies	15
Bachelor of Language (Japanese)	6
Bachelor of Maori Language and Indigenous Studies (Te Ohoka)	7
Bachelor of Medical Imaging	31
Bachelor of Midwifery	19
Bachelor of Music Arts	18
Bachelor of Musical Arts	1
Bachelor of Nursing	115
Bachelor of Performing Arts (Music Theatre)	25
Bachelor of Social Work	38
Bachelor of Sustainability and Outdoor Education	19
Diploma in Accounting	22
Diploma in Applied Business	1
Diploma in Beauty Therapies and Epilation (Level 5)	6
Diploma in Broadcasting Communications	4
Diploma in Business	17
Diploma in Childbirth Education	1

Diploma in Computer Aided Design	5
Diploma in Computer Networking	18
Diploma in Computing	1
Diploma in Environmental and Outdoor Leadership	10
Diploma in Fashion Technology and Design Level 5	3
Diploma in Fashion Technology and Design Level 7	12
Diploma in Human Resource Management	6
Diploma in Information and Communications Technology	21
Diploma in Interior Design	40
Diploma in Māori Studies (Te Hāpara)	1
Diploma in Marketing	6
Diploma in Musical Arts	2
Diploma in Professional Photography	7
Diploma in Tertiary Learning and Teaching	15
Graduate Diploma in Accounting	14
Graduate Diploma in Applied Management	13
Graduate Diploma in Business Information Systems	4
Graduate Diploma in Business Transformation and Change	1
Graduate Diploma in Computer Aided Design	15
Graduate Diploma in Event Management	2
Graduate Diploma in Hospitality Management	10
Graduate Diploma in Human Nutrition	2
Graduate Diploma in Human Resource Management	2
Graduate Diploma in Information and Communication Technologies	29
Graduate Diploma in Innovation and Entrepreneurship	1
Graduate Diploma in Laboratory Technology	8
Graduate Diploma in Operations and Production Management	65
Graduate Diploma in Personal Financial Planning	1
Graduate Diploma in Project Management	46
Graduate Diploma in Retail Management	1
Graduate Diploma in Sales and Marketing	7
Graduate Diploma in Sport Management	2
Graduate Diploma in Sports and Exercise Science	1
Graduate Diploma in Supply Chain Logistics	3
Graduate Diploma of Information Design	3
New Zealand Diploma in Applied Science (Level 5)	4
New Zealand Diploma in Business	17
New Zealand Diploma in Cookery (Advanced)	55
New Zealand Diploma in Engineering	37
New Zealand Diploma in Veterinary Nursing	12
TOTAL	1107

Tracey McGill
Council Secretary

2017 Council Work Programme

as at 22 May 2017

Month	Topics	Notified Non-availability
January	31 Council Meeting (Timaru)	
	31 Chief Executive Remuneration and Performance Review Committee	
February	16 Graduation (Timaru)	
	21 Council Campus Redevelopment Committee Meeting	
	23 Council Teaching and Learning Workshop	
	28 Council Meeting (ChCh) <ul style="list-style-type: none"> • Conflicts of Interest – signed updated register from each member • Reconfirm Committee and Trust Memberships • 2016 End of Year Provisional Financial Report • Strategic Development Fund – 2016 Close-out Reports 	
March		
	Council Audit and Risk Committee Meeting	
	21 Council Campus Redevelopment Committee Meeting	
	28 Council Meeting (ChCh) <ul style="list-style-type: none"> • Health and Safety Manager – Update • Health and Safety Walkabout • Draft Annual Report 2016 	
	31 Autumn Graduation Ceremonies (9.00am and 2.30pm sessions)	
April	19 Council Campus Redevelopment Committee Meeting	
May	2 Council Meeting (ChCh)* Meeting Cancelled <ul style="list-style-type: none"> • Final approval of 2016 Annual Report • Risk Management Framework – quarterly report 	
	9 Council Audit and Risk Committee Meeting	
	16 Council Campus Redevelopment Committee Meeting	
	4/8 Full Academic Board	
	30 Council Meeting <ul style="list-style-type: none"> • Report on Affixing of Common Seal • Pasifika Strategy Update • Internationalisation Charter 	
June	15 Council Audit and Risk Committee Meeting	
	20 Council Campus Redevelopment Committee Meeting	
	27 Council Meeting <ul style="list-style-type: none"> • Fee Setting for 2018 	
July	17 Council Audit and Risk Committee Meeting	
	18 Council Campus Redevelopment Committee Meeting	
	25 Chief Executive Remuneration and Performance Review Committee	
	25 Council Meeting (ChCh)* Woolston Campus <ul style="list-style-type: none"> • Strategic Development Fund Projects Update • Risk Management Update • Campus Tour • Health and Safety Walkabout – Woolston Campus 	
August	15 Council Campus Redevelopment Committee Meeting	
	29 Council Meeting (ChCh) <ul style="list-style-type: none"> • Strategic Direction and Priorities for 2018 • Board Self-Assessment 	
	31 Full Academic Board	
September	15 Spring Graduation Ceremony (2pm)	
	19 Council Campus Redevelopment Committee Meeting	
	Academic Board	
	26 Council Meeting (Timaru)* <ul style="list-style-type: none"> • Marketing • Pasifika Strategy Update 	

		<ul style="list-style-type: none"> • Council Competencies Framework • Health and Safety Manager Update • Health and Safety Walkabout 	
October	10	Council Audit and Risk Committee Meeting	
	17	Council Campus Redevelopment Committee Meeting	
	31	Chief Executive Remuneration and Performance Review Committee	
	31	Council Meeting (ChCh)* <ul style="list-style-type: none"> • Report on Affixing of Common Seal • Risk Management Framework – Quarterly Report 	
November	21	Council Campus Redevelopment Committee Meeting	
	28	Council Meeting (ChCh) <ul style="list-style-type: none"> • Annual Report 2017 – content/format • 2018 Budget – Sign off • Workshop tbc • Campus Tour 	
December	12	Council Meeting (if required) (Teleconference)	
	13	Council Campus Redevelopment Committee Meeting (if required)	

10.30-11am Council only time; 11am – 3pm Council meeting

* LUNCH invitations to be issued – Trustee Chairs?

6 February – Waitangi Day
14 April – Good Friday
17 April – Easter Monday
18 April – Easter Tuesday
25 April – ANZAC Day
5 June – Queens Birthday
25 September – South Canterbury Anniversary Day (Timaru Campus)
23 October – Labour Day
17 November – Canterbury Anniversary Day
22 December – Ara Closes

Ara Council 30 May 2017	Agenda Item 4.6
	Information Item
PUBLIC	Presented by John West

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Pasifika Strategy Implementation Update
BACKGROUND AND PURPOSE	The Ara Council approved the Pasifika Strategy late 2016. This document details the implementation of the strategy and outcomes to date.
RECOMMENDATION(S)	That Council note the update.
LINK TO ARA STRATEGY	Parity of achievement for Pasifika learners.
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A
RATIONALE FOR EXCLUDING PUBLIC	N/A



Pasifika Strategy Implementation Up-date

Strategy Launch

Following the confirmation of the Pasifika Strategy by the Ara Council late 2017, the Pasifika Advisory Group has on the organisations behalf been working towards a formal launch of the strategy to key stakeholders, students, staff and community.

This event will occur on the 30 May 2017 and will provide the necessary formality to acknowledge the strategies inception and journey of development, and opportunity to reflect on the visionary aspiration established in the document by bring Pasifika people together.

The Pasifika Strategy document has been through an internal process to develop a publication that will be utilised for promotion of the Ara vision for Pasifika success. This publication will be made available to stakeholders at the launch.

Achieving the outcomes articulated in the strategy

While the strategy will be formally launched late May, visibility of the document has already started within Ara.

Presentations to the Heads of Department have occurred, raising the profile of the document to them.

Groups within the organisation have begun the process of building plans to achieve the outcomes articulated for Pasifika.

It is pleasing to see the Ara Pasifika staff group come together to continue their journey in supporting each other, and in raising issues and opportunities through the organisation. This group has played a key role in assisting the Ara Pasifika student group to start to meet again. With the support of Jo Carter this group have self-identified how and when they will meet and who will provide a student voice through key Ara forums.

Through an Ako Aotearoa research project, an Ara staff member, Sam Uta'I, has been supported to participate in the development of a Pasifika Toolbox. This project has seen researchers working together from the three Christchurch tertiaries to identify best practice in supporting Pasifika students and staff, and to deploy resources which can better enable success of Pasifika learners. Recently Sam presented a simple but effective tool which identified from the research project five dimensions that are indicators of Pasifika student success and a range of approaches or strategies that could be implemented in each area (see attached).

An overall plan detail how the outcomes will be achieved and how success will be measured is being completed.

