



Ara Institute of Canterbury Limited

(the Company)

MEETING OF THE BOARD OF DIRECTORS

Date: 25 May 2021

Time: 9.30am

Venue: Wharekai, Te Puka Wānaka, City Campus

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

OPEN AGENDA

Item	Subject
1.	Karakia
2.	Welcome/Apologies/Notices
3.	Conflicts of interest
4.	Call for and discussion of minor items not on the Agenda
5.	Confirmation of Meeting Minutes (Public) – meeting 27 April 2021 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List
6.	Correspondence
7.	Discussion Items 7.1 Chief Executive Report <ul style="list-style-type: none"> • EFTS Performance • Financial Performance • Targeted Review 7.2 Chair Report
8.	Information Items [For noting] 8.1 Sub-Committee Reports <ul style="list-style-type: none"> a Audit and Risk Committee [no meeting held May 2021] b Campus Redevelopment Committee [no meeting held May 2021] 8.2 Academic Committee Report 8.3 Common Seal Report 8.4 Ara Board Work Programme 8.5 Media Report
9.	General Business

Lunch with guests - Student Council Chair/Deputy Chair and Student Voice Co-ordinator

CLOSED AGENDA

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

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

Item	Subject	
10.	Confirmation of Meeting Minutes (Public Excluded) - meeting held 27 April 2021 10.1 Approval of Meeting Minutes 10.2 Matters Arising 10.3 Action List	[s9(2) (f), (i), (j)]
11.	For Discussion 11.1 Chief Executive Report <ul style="list-style-type: none"> • Health, Safety and Wellbeing • SafePlace – Close Out Reports • Leave Liability • Te Pūkenga Operating Model and Critical Map 	[s9(2) (f), (i), (j)]
12.	For Information [For noting] 12.1 Trustees 12.2 Sub-Committee Reports <ul style="list-style-type: none"> a Audit and Risk Committee [no meeting held May 2021] b Campus Redevelopment Committee [no meeting held May 2021] 	[s9(2) (f), (i), (j)]
13.	General Business	

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

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

2021 Register of Disclosure of Conflicts of Interest

Last update as of 30 March 2021

Ara Board of Directors

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

Ara Board Officers

Tony Gray Chief Executive	<ul style="list-style-type: none"> • Ara Foundation (Trustee) • Hurford Trust (Trustee) • NZIST COVID-19 Recovery Training and Skills Needs Working Group (Member) • NZIST Internationalisation Working Group (Chair) • Ōtautahi Education Development Trust (Trustee) • SANITI Advisory Board (Member) • TANZ Accord (Chair) • TANZ Ltd (Director)
Te Marino Lenihan Kaiārahi	<ul style="list-style-type: none"> • Ka Honua Momona (Traditional Fish Pond Non-Profit Organisation on Moloka'i, Hawai'i) (Board Member) • Kaiapoi Pā Trust (Trustee) • Ngā Aho (National Network of Māori Design Professionals) (Executive) • Ngāi Tahu (Whakapapa) • Canterbury Communications Trust (CCT) (Trustee) • He Toki ki Te Rika (Maori Trades Training) Trust • He Toki ki Te Mahi (Maori Apprenticeship) Trust
Darren Mitchell Deputy Chief Executive Chief Operating Officer	<ul style="list-style-type: none"> • Ōtautahi Education Development Trust (Trustee) • Public Sector Consultation Group – CAANZ • WorldSkills NZ (Director)
Christina Yeates Executive Officer	<ul style="list-style-type: none"> • Nil



Ara Institute of Canterbury Limited
(the Company)

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

27 April 2021 at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 27 April 2021 in Room TA210, Timaru Campus and via zoom.

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

2 Welcome

Directors present: Thérèse Arseneau (Chair), Murray Bain, Maryann Geddes, Nettles Lamont, Andrea Leslie, Melanie Taite-Pitama (Deputy Chair) and Bryn Thompson.

Thérèse Arseneau acted as chairperson of the meeting.

Other attendees present: Tony Gray (Ara Institute of Canterbury Ltd (Ara) Chief Executive), Darren Mitchell (Ara DCE COO), Te Marino Lenihan (Ara Kaiārahi), Karen Te Puke (DCE, Customer Engagement and Experience), Belinda De Zwart (DCE, People and Culture) and Christina Yeates (Ara Executive Officer) via zoom.

Apologies Jane Cartwright [Director].

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

3 Conflicts of interest

- a) No conflicts were declared in relation to the open agenda and no updates to the current register were advised.

4 Items not on the Agenda Nil.

5 Confirmation of Meeting Minutes

5.1 Minutes of Committee Meeting – 30 March 2021

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 30 March 2021 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.

M Geddes/M Taite-Pitama

Carried

5.2 Matters Arising Nil.

5.3 Action List

- a) AP25 – Marae visit – it was agreed this will be held on 25 May, [the existing Board meeting date] at the refurbished Te Puna Wanaka and calendar appointments to be extended to a full day meeting in members' diaries.

Discussion on the re-awakening of the whare event held on Saturday 24 April in order to lift the tapu from being a build site and allow the return of staff and students to Te Mātauranga Māori, Te Puna Wānaka. The Board were advised this was a small inhouse re-opening and the Board and community will be invited to the larger event to be held during Matariki, the first week of July 2021.

- b) AP35 – Health and Safety – Board SafePlace induction – ongoing and forms part of the Health and Safety report.
- c) AP50 – Teaching/Pastoral Costs – action completed - revenue is included as part of the discussion in today's papers.
- d) AP51 to 54 – Health and Safety items included in today's reports; noting no close-out's which required reporting for March.
- e) AP55 – Graduation Speeches – Completed.

6 Items for Discussion

6.1 Chief Executive (CE) Report

The report was taken as read. The CE provided the following update and received questions from the Board:

- a) EFTS tracking ahead of expectations and comparatively year to date. 17% ahead in overall domestic numbers.
- b) Scholarship criteria was discussed. As previously noted, the outcome of the last review (18 months ago) adjusted criteria and looked at equity and policy around free fees. **Agreed to revisit and recirculate the prior review to the Board. [AP56 CE]**
- c) TTAF – the indication is that this continues to September 2022 but unknown thereafter.
- d) Leave liability – the Board would like further visibility on the numbers of people carrying excessive annual leave and what the policy is in regard to banking leave. Discussion. **The CE advised a report had been prepared for TKM and this could be circulated to the Board. [AP57 CE]**
- e) Te Ōhaka – the recent Showcase was very successful and reflects the positive traction of the embedding at Ara and developing industry connections. Discussion on access for South Canterbury learners to Te Ōhaka, including opportunities for co-location on campus in Timaru and ongoing work with the local business community.

6.2 Health and Safety

The report was taken as read.

- a) Health and Safety feedback from the Board on walkabouts to date was generally positive in terms of engagement and awareness of colleagues reflecting the positive

health and safety culture of the organisation. However, **the Board would like to revisit the focus of the walkabouts and the duration** to ensure a critical lens and objective assessment on particular areas. **[AP58 CE]**

6.3 DCE Reports

The bi-monthly reports across key divisions were taken as read. Discussion as follows:

- a) **Customer Experience and Engagement (CEE):** the Board are interested in the pastoral care for the Learner, in particular the Māui te Tauira interface and the evaluations and assessment of the pilot programmes across the institution.
 - It was agreed that analysis of achievement and intention for Māui te Tauira would be included for the Agenda for the May Board meeting and Hemi Hoskins will be invited to join the meeting. **[AP59 CE/Kaiārahi]**
 - The Board are particularly interested in how the \$133k allocation connects back into the review and how the initiative is embedding across the organisation; how can Ara be reflective and self-critical to the next stage and identify what we could do differently. The CE advised that these queries and the outcomes are included in the performance dashboard report and that this initiative is already live across the organisation. **[Instructions for accessing the dashboards were recirculated to Board members via email post-meeting].**

6.4 Kaiārahi Report

The Board received apologies from the Kaiārahi that a written report had not been circulated. A verbal summary was provided at the meeting and discussion as follows:

- a) Developing and designing a procedure for employee recruitment, recognising limited capability at this moment in time. Considering positioning in terms of Te Pūkenga.
- b) Te Pae Tawhiti – written feedback has been received from Te Pūkenga and next steps is to meet with DCE, Ana Morrison, the Ara Board Chair and Deputy Chair and Kaiārahi to focus on the actions moving forward.
- c) The Board reiterated their commitment to the Framework for Māori Achievement (FMA) as a top priority and require ongoing visibility to its' progress and the importance of receiving reports in a timely manner.
- d) It was agreed that how the FMA is woven and visible in the Ara Leaders induction is critical to the outcomes of the FMA; the DCE People and Culture advised that increasing capability is a top priority area and appropriate resourcing is being discussed for this.

6.5 Chair Report

The Chair provided a verbal update including comment on the success of Graduation and the Te Ōhaka showcase.

7 Information Items

7.1 Subcommittee Reports

- a) There were no meetings held in April for the Ara Board Audit and Risk Committee and the Campus Redevelopment Committee.

7.2 Academic Committee

The report was taken as read and the CE responded to queries as follows:

- a) The CE confirmed he is Chair of the Committee and that this provides for an academic overview of the institute and feeds back directly into the Academic Board of Te Pūkenga – Poari Akoranga.
- b) Discussion on whether this report reflects the priorities of the Board and the drivers for the changes necessary on Ara's delivery across the intent of the Reforms. The Board were keen to ensure that the Academic Committee business reflects the context of the 'needs driven' agenda and that industry consultancy takes place.

7.3 Ara Board Work Programme

- a) The contents of the work programme were noted.

7.4 Media Report The report was taken as read.

8 General Business

Nil.

Closure

There being no further business the Chairperson declared the public meeting closed at 10.40am

Dated:

Signed as a correct record

Chairperson

[note: signed via electronic signature]

Ara Board Minutes - Action List as of 27 April 2021

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP35	27 Oct updated 23/2/21	6.1p (v)	CE Report – Health and Safety	Induction to SafePlace and reporting to be added to the Ara Board work programme 23/2/21: in progress with HSWLG prior to Board induction.	CE/Board Secretary	In progress	June 2021
AP56	27 April	6.1(b)	CE Report – Scholarship Review	Previous Scholarship review to be circulated.	CE	Completed post meeting	25 May 21
AP57	27 April	6.1(d)	CE Report – Leave Liability	The CE advised a report had been prepared for TKM and this could be circulated to the Board.	CE/DCE P&C	Completed – in PE meeting papers	25 May 21
AP58	27 April	6.2	Health and Safety	Board Walkabouts – revisit focus and duration.	CE/DCE P&C	In progress	June 21
AP59	27 April	6.3	DCE Reports – CEE	Māui te Taurira – analysis of achievement and intention – Agenda item for May Board meeting (Hemi Hoskins to be invited).	CE/Kaiārahi	In progress	25 May 21

Hon Chris Hipkins

MP for Remutaka

Minister for COVID-19 Response

Minister of Education

Minister for the Public Service

Leader of the House



04 MAY 2021

Thérèse Arseneau

Therese.Arseneau@ara.ac.nz

Ref: CH4184

Tēnā koe Thérèse

Thank you for your letter of 7 April 2021 about the resignation of Tony Gray, Chief Executive of Ara Institute of Canterbury Ltd (Ara).

Tony should feel justifiably proud of his significant, thirty seven year contribution to the tertiary education sector. In particular, serving eleven years as Chief Executive at Nelson Marlborough Institute of Technology, then joining Ara in 2017, reflects a substantial investment of skills and experience and a strong public service commitment to meeting learner, community and regional needs.

During his time in the sector I understand that Tony served as part of the NZQA Expert Advisory Group for Quality Assurance reforms for the tertiary sector; chaired the Tertiary Alliance New Zealand (TANZ) Board; and was a member of the NZQA Institutes of Technology and Polytechnics Advisory Group. I am also informed that Tony was a founding member responsible for helping rollout the Tribal New Zealand Benchmarking Tool (NZBT+). This tool provides tertiary education institutes with an independent measurement of financial and educational performance to support their strategic decision making and forward planning.

Thank you again for writing, and I wish Tony well for his new health sector role as Chief Executive at Nelson Tasman Hospice.

Nāku noa, nā

A handwritten signature in blue ink, appearing to read 'Chris Hipkins'.

Chris Hipkins
Minister of Education

Cc: Tony.Gray@ara.ac.nz

Ara Board 25 May 2021	Agenda Item		7.1
	Decision Item	Discussion Item	Information Item
PUBLIC	Presented by		Tony Gray

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

Chief Executive's Report

Public Meeting

1 Ara Performance – EFTS Overview as at 14 May 2021

PERFORMANCE SUMMARY – 14 May 2021

This update focusses on the below aspects from the [2021 Performance Dashboard](#):

Note overall EFTS and target now include TANZ eCampus - Ara Global. This represents the full source of funding position

2021 Targets Summary			2020	2021	APS	CRE	EAS	EDI	HPR	Ara Institute of Canterbury Ara Ltd, Teaneke Rd	
			HSI	HUM	TRA	ZTE	Other				
Enrolments (EFTS)			Actual	Target							
SAC Level 3+	5,188	5,846									
SAC Level 1-2	112	127									
ACE	31	86									
Trade Academy	188 (568 places)	153 (570 places)									
Youth Guarantee	74	83									
ITO	63	99									
Other	42	109									
Total Domestic EFTS	5,698	6,502									
Total International EFTS	285	509									
Total EFTS (including eCampus)	5,983	7,011									
Levels 1-2	358	491									
Levels 3-4	2,042	2,521									
Levels 5-6	1,081	979									
Level 7	2,430	2,938									
Levels 8-9	73	81									
Student Experience			Actual	Target							
Student Satisfaction, all learners	n/a	84.0%									
Student Achievement			Actual	Target							
Successful Course Completion											
All learners at levels 1-6	66.3%	84.0%									
All learners at levels 7-9	71.9%	94.0%									
Māori learners at all levels	53.4%	82.0%									
Pacific learners at all levels	67.2%	82.0%									
Overall all learners at all levels	66.9%	88.0%									
Financial			YTD period ending Apr	Actual YTD	Budget YTD	Budget FY					
Teaching Revenue	\$31.0m	\$28.3m	\$106.1m								
Other Revenue	\$1.8m	\$2.1m	\$6.8m								
Total Revenue	\$32.9m	\$30.4m	\$113.0m								
Other Costs	\$12.2m	\$13.3m	\$41.9m								
Staffing Costs	\$23.3m	\$24.0m	\$74.0m								
Total Expenses	\$35.5m	\$37.3m	\$116.1m								
Surplus (excluding abnormal items)	-\$2.6m	-\$6.8m	-\$3.1m								
Participation			Actual	Target							
Māori Student Participation Rate	14.3%	13.1%									
Pacific Student Participation Rate	4.9%	4.8%									

Enrolments reflect the 2021 Ara Mix of Provision and Financial Budget. Participation targets are the EFTS-weighted proportion of domestic enrolments. Student satisfaction is measured as the proportion of respondents that Strongly Agree or Agree with four benchmarked questions. Successful Course Completion is the EFTS-weighted proportion of successful completion of all assessed courses, with the level breakdown based the level of the programme. Financial targets exclude abnormal items, and Other Costs includes Depreciation.

Figure 1 Ara Performance dashboard

Key points include:

- 1.1 As at 14 May 2021, Ara Global has enrolled 5,990.5 EFTS against a target of 7,011 EFTS
85.4% of target enrolled
- 1.2 Including potential EFTS Ara Global has enrolled 6,670.1 EFTS
- 1.3 5.8% growth against same time last year
 - a SAC 3+ have enrolled 88.8% of target
 - b SAC 1-2 have enrolled 89.4% of target
 - c Trades Academy have enrolled 568 students, 99.5% of target places

- 1.4 Ara Domestic has enrolled 5,698.3 EFTS
 - a 87.7% of target enrolled
 - b 15.5% year to date growth compared to same time last year**
- 1.5 Māori and Pacific Participation 2021 – Based on current enrolments (excluding potential)
 - a Māori participation is at 14.3% against a target of 13.1%
 - b Pacific participation is at 4.9% against a target of 4.8%
- 1.6 Applications and Enrolment Summary – 2021 International
 - a Ara International has enrolled 284.8 EFTS against a target of 509.2 EFTS. This is 55.9% of overall target
 - b Including potential, total at 322.0 enrolled EFTS, which is 63.2% of target

A reminder for Board members that the Ara Board reports can be accessed through [this link](#) or by cutting and pasting the below address into an internet browser. You will need to sign into your Ara email account to access. Google Chrome is the recommended browser to use.

<https://app.powerbi.com/groups/07534f8e-c297-4ef4-a08b-a97ef9c79bc6/dashboards/d39a150d-4584-41e3-911e-84f57675a788>

2 Financial Performance Report

2.1 Financial Performance

- a As of 30 April 2021, the year-to-date reported deficit before Abnormal Items is \$2.6m, compared to an expected deficit of \$6.9m. The deficit after the Transformation Programme (Abnormal Items) is \$3.0m compared to an expected deficit of \$8.0m.
- b Overall Government Funding year-to-date is \$0.8m greater than the \$18.9m year-to-date budget due to increased domestic demand predominantly in the SAC Funding Level 3+ category. Discussions are underway with Te Pūkenga and TEC to confirm that the increase in domestic delivery will be fully funded as it is expected to exceed the automatically funded tolerance level.
- c Domestic Fee Income is currently \$45k greater than budget year-to-date. Usage of related Scholarships and Discounts is under budget by \$1m year-to-date. The demand for Scholarships and Discounts has reduced due to the Targeted Training and Apprenticeship Fund (TTAF) and Fees-Free initiatives. A further review into alternative approaches to Scholarships and Discounts is underway to ensure that the budget is not underutilised.
- d Overall EFTS delivered to end of April are ahead of budget (actual 2,066 EFTS versus budget 1,989 EFTS); however, the position varies by department level and funding type. Further detail is provided in the tables below:

Department	Actual EFT	Budget EFT	EFTS Var
CAPL Dept	0.58		0.58
Dept of Applied Sciences and Social Practice, Te Ho	221.79	233.55	(11.77)
Dept of Business and Digital Technologies	238.16	248.67	(10.51)
Dept of Creative Industries	202.86	222.12	(19.26)
Dept of Engineering & Architectural Studies	161.17	125.75	35.42
Dept of Health Practice	336.15	331.12	5.03
Dept of Hospitality & Service Industries	195.94	157.45	38.49
Dept of Humanities	273.52	320.90	(47.38)
Dept of Trades	367.68	299.82	67.86
TANZ eCampus	68.60	50.00	18.60
Net Surplus / (Deficit)	2,066.45	1,989.39	77.06

Department	Actual EFT	Budget EFT	EFTS Var
1010-SAC Funding 3+	1,776.08	1,712.05	64.03
1020-SAC Funding Level 1-2	40.36	49.81	(9.45)
1029-ACE Funding	18.10	26.02	(7.92)
1040-Youth Guarantee Delivery Funding	19.11	19.79	(0.68)
1050-Trades Academy Delivery Funding	56.89	46.98	9.91
1093-On Plan TEC Funding	9.75		9.75
1160-International Student Fees	108.99	77.20	31.79
1180-ITO Funding Income	25.97	35.78	(9.81)
1190-Teaching Delivery to External Parties	11.20	21.76	(10.57)
Net Surplus / (Deficit)	2,066.45	1,989.39	77.06

- e International Fee Income, less related Commissions and Discounts, exceed budget by \$973k (33 EFTS). The Te Pūkenga budgeting assumption was for international borders to open at the end of Quarter 1 2021. Accordingly, Ara budgeted an increase in international EFTS in Semester 2 with the full-year budget being 509 EFTS. It is expected that Semester 1 performance will not be sufficient to offset the impacts of the continued border closure by year-end.
- f Overall, Student Tuition Fees Income less related Scholarships/Commissions and Discounts exceed budget year-to-date by \$2m.
- g Other Teaching Income is \$73k below budget year-to-date; however, revenue in this category is dependent upon invoicing which often occurs at the end of the relevant courses.
- h Interest Income is below budget by \$145k. As with prior months this is due to a higher interest rate assumption at budget setting than has eventuated. Additionally, in response to Te Pūkenga's Treasury Policy, Ara has held larger balances in the operational accounts to ensure that the correct balance of ring-fenced funds is maintained at all times.
- i Other Revenue is less than budget year-to-date by \$143k. Activity in this category has not fully recovered to pre-Covid levels. Revenue shortfalls have occurred in several departments, the most notable variance being in Facilities Management. Facilities Management have experienced a decrease in demand for room hire revenue which is not expected to fully recover due to increased usage of Zoom and other online meeting facilities.
- j Teaching Costs excluding Annual Leave are currently below budget by \$156k; the underspend in the fixed-term category.
- k Non-Teaching Costs are marginally above budget which is largely in fixed-term cost.
- l Net Annual Leave expenses began the year substantially in credit due to the high amount of annual leave taken in January by teaching staff prior to the semester start. At present the level of annual leave taken in the early part of the year is higher than anticipated. The expectation is that across the full year net annual leave will be approximately zero. It is encouraging to see the focus on leave management showing up results in the financials.
- m Occupancy Costs are \$12k under budget year-to-date.
- n The Finance Lease Charge is in line with budget.

- o General Operating Expenditure is \$926k below budget year-to-date. The most significant savings are in media resources (\$85k), printing (\$110k), consultants' fees (\$120k) and other services (\$351k). The most significant variance in other services is in the Customer Experience and Engagement Division, with \$54k in International Services and \$100k in Marketing. Some costs have been delayed; however, some savings are anticipated.
- p Depreciation is \$143k under budget year-to-date due to change in depreciation rates required by Te Pūkenga which took effect after the budget was set.

2.2 Financial Performance of Larger Divisions

- a The Academic, Research and Innovation Division are \$2.3m favourable to the division's budgeted contribution. Actual contribution being \$13.1m compared with the budgeted expectation of \$10.8m. Total Revenue is \$1.7m higher than the budgeted amount of \$28.7m. Personnel costs are \$705k favourable to budget all of which is attributable to Annual Leave. Other Expenses are \$162k unfavourable to budget.
- b The Corporate Services Division is \$324k favourable to the budgeted expectations; it had been budgeted to be a net cost to Ara of \$10.2m. Revenue is \$222k less than the \$679k budget largely due to the variance in interest income noted above. Personnel costs are \$108k less than the \$2.8m budget. Other Expenses are \$438k less than the \$8m budget, most significant savings are in printing (\$97k), consultants' fees (\$69k) and staff related compliance and accreditation (\$79k).
- c The Customer Experience and Engagement Division is \$763k favourable to the budgeted expectations; it had been budgeted to be a net cost to Ara of \$5m. Revenue is \$166k greater than the \$1.9m budget. Personnel costs are \$41k less than the \$4.7m budget and Other Expenses are \$557k less than the \$2.2m budget; the most significant underspends being in other services expenditure (\$168k), marketing costs (\$94k) and media resources (\$82k).
- d The People and Culture Division is \$1.1k favourable to the budgeted expectations; it had been budgeted to be a net cost to Ara of \$795k. Revenue is \$45k arising from the recharge to Te Pūkenga for seconded Ara employees. Personnel costs are \$85k greater than the \$674k budget and Other Expenses are \$40k less than the \$121k budget.

Summary	Actual \$	Budget \$	Var \$	Var%
AIR				
Revenue	30,446,202	28,702,349	1,743,853	6%
Personnel Expenses - Teaching	-11,237,799	-11,753,859	516,060	-4%
Personnel Expenses - Non-Teaching	-3,465,855	-3,654,374	188,518	-5%
Other Expenses	-2,657,006	-2,495,220	-161,786	6%
AIR Total	13,085,543	10,798,897	2,286,645	21%
CEE				
Revenue	2,039,506	1,873,675	165,831	9%
Personnel Expenses - Teaching	113		113	
Personnel Expenses - Non-Teaching	-4,670,975	-4,711,341	40,366	-1%
Other Expenses	-1,635,805	-2,192,504	556,699	-25%
CEE Total	-4,267,160	-5,030,170	763,009	-15%
COR				
Revenue	457,231	679,182	-221,951	-33%
Personnel Expenses - Teaching	0		0	
Personnel Expenses - Non-Teaching	-2,703,822	-2,811,723	107,902	-4%
Other Expenses	-7,597,226	-8,034,791	437,565	-5%
COR Total	-9,843,817	-10,167,332	323,516	-3%
P&C				
Revenue	45,325		45,325	
Personnel Expenses - Teaching	-12,125		-12,125	
Personnel Expenses - Non-Teaching	-746,578	-673,951	-72,627	11%
Other Expenses	-80,682	-121,167	40,485	-33%
P&C Total	-794,060	-795,118	1,057	0%
Net Surplus / (Deficit)	-1,819,495	-5,193,723	3,374,228	-65%

2.3 Balance Sheet

- a Revenue Received in Advance is currently high at \$24m. This is typical for this time of year as fees have been invoiced and the revenue is allocated to the associated delivery periods. Other than in July, the main second semester enrolment period, this figure will progressively decline each month as income is recognised.
- b The overall Cash and Investments position is strong at \$84m as a high proportion of fees income is received early in the year. As with Revenue Received in Advance, outside of main enrolment periods this will typically decline each month.
- c There are no other items of note in the Financial Position or Cash Flows for April.

2.4 Reforecast

- a The ITP sector has benefited from an unanticipated increase in demand during 2021. Providers are furnishing Te Pūkenga with data to enable them to assess the overall national learner recruitment position.

- b Ara's current full-year expectation is that EFTS will out-perform budget by up to 15%. As previously noted, this level of delivery far exceeds that automatically funded by the TEC. As a result, there is significant concern as to whether the full delivery will be funded. To date no advice has been received from either Te Pūkenga or TEC in relation to this.
- c Until funding guidance is provided the year-end revenue position and in turn the overall financial position remains uncertain.
- d Management is confident that costs are tracking well and are being effectively managed. Ara is responding to increased demand prudently and is cognisant of funding uncertainty.

**Statement of Financial Performance
for the year to 30 April 2021**

	Year to Date			Full Year	
	Actual	Budget	% var	2021 Budget	2020 Actual
Government Funding					
SAC Funding Level 3+	17,319,475	16,311,470	6.2%	56,682,478	53,645,330
SAC Funding Level 1-2	372,795	443,530	-15.9%	1,144,295	1,839,428
ACE Funding	83,198	119,614	-30.4%	393,055	578,954
Youth Guarantee Funding	225,680	249,664	-9.6%	1,060,780	3,018,869
CTC funding	847,278	824,853	2.7%	2,625,324	2,305,665
Other Non-EFTS grants	889,047	990,648	-10.3%	2,971,944	3,064,783
Total	19,737,473	18,939,779	4.2%	64,877,876	64,453,029
Student Tuition Fees					
Domestic Fee Income	9,594,762	9,550,173	0.5%	32,869,962	32,354,452
less Scholarships/Discounts	(629,975)	(1,632,248)	-61.4%	(1,990,950)	(1,643,780)
International Fee Income	2,072,607	1,319,843	57.0%	9,091,956	15,401,956
less Commissions/Discounts	(104,735)	(324,763)	-67.8%	(1,055,196)	(1,404,957)
Total	10,932,659	8,913,005	22.7%	38,915,772	44,707,671
Other Teaching Income	370,387	443,298	-16.4%	2,341,608	2,054,908
Other Income					
Interest	174,118	319,647	-45.5%	915,335	1,489,124
Other Revenue	1,652,450	1,795,153	-7.9%	5,914,491	4,400,883
Total	1,826,568	2,114,800	-13.6%	6,829,826	5,890,007
Total Revenue	32,867,087	30,410,883	8.1%	112,965,082	117,105,614
Personnel Costs					
Teaching	11,832,943	11,988,457	-1.3%	36,565,697	36,369,282
Net Annual Leave - Teaching	(576,500)	(245,259)	135.1%	-	216,611
Non-Teaching	12,387,445	12,270,410	1.0%	37,480,506	36,252,092
Net Annual Leave - Non-Teaching	(344,145)	(24,760)	1289.9%	-	124,615
Total	23,299,744	23,988,848	-2.9%	74,046,203	72,962,599
as % of Revenue	70.9%	78.9%		65.5%	62.3%
Other Costs (except Depreciation)					
Occupancy/Property costs	3,004,424	3,016,751	-0.4%	10,054,815	9,515,524
Finance Lease Charge	459,672	459,672	0.0%	1,373,256	1,389,636
General Operating Expenditure	5,058,333	5,984,539	-15.5%	19,293,187	17,211,391
Total other costs	8,522,428	9,460,961	-9.9%	30,721,258	28,116,551
Depreciation					
All Depreciation	3,694,208	3,836,995	-3.7%	11,346,495	12,472,593
Total Expenses	35,516,379	37,286,804	-4.7%	116,113,956	113,551,743
Surplus/(Deficit) excl Abnormal	(2,649,292)	(6,875,921)	-61.5%	(3,148,874)	3,553,871
as % of Revenue	-8.1%	-22.6%		-2.8%	3.0%
Abnormal Items					
Transformation Costs	(317,807)	(1,098,381)	-71.1%	(3,300,000)	(1,743,725)
Demolition Costs	-	-	-	-	(1,086,026)
Share of Associate Surplus/(Deficit)	-	-	-	-	18,065
Total Abnormal Items	(317,807)	(1,098,381)	-71.1%	(3,300,000)	(2,811,687)
Total Surplus/(Deficit)	(2,967,100)	(7,974,302)	-62.8%	(6,448,874)	742,184
as % of Revenue	-9.0%	-26.2%		-5.7%	0.6%

Statement of Financial Position as at 30 April 2021

	Actual 30-Apr-21 \$000	Budget 31-Dec-21 \$000	Actual 31-Dec-20 \$000
ASSETS			
Current Assets			
Cash and Cash Equivalents	8,581	2,140	7,635
Loans and Receivables	1,675	2,000	1,676
Inventories	867	1,027	702
Prepayments	2,253	2,291	2,329
Short Term Investments	46,819	34,095	33,919
Residual Insurance Proceeds	28,281	22,905	28,281
Total Current Assets	88,476	64,458	74,542
Non-Current Assets			
Property Plant and Equipment	305,647	310,385	306,948
Intangible Assets	1,014	1,506	1,193
Investment in Associate	1,169	1,151	1,169
Total Non-Current Assets	307,830	313,043	309,310
TOTAL ASSETS	396,306	377,501	383,852
LIABILITIES			
Current Liabilities			
Trade and other payables	5,304	5,000	5,736
Finance leases	698	1,233	683
Employee Benefit Liabilities	4,588	3,157	3,615
Revenue Received in Advance	23,874	11,800	8,895
Total Current Liabilities	34,463	21,190	18,928
Non-Current Liabilities			
Finance leases	24,773	25,092	24,886
Employee Benefit Liabilities	228	238	228
Total Non-Current Liabilities	25,000	25,330	25,114
TOTAL LIABILITIES	59,464	46,520	44,043
NET ASSETS	336,842	330,981	339,809
EQUITY			
Retained Earnings	233,475	227,199	236,442
Asset Revaluation Reserve	103,367	103,782	103,367
TOTAL EQUITY	336,842	330,981	339,809

Statement of Cash Flows for the year to 30 April 2021

	Year to Apr 2021 \$000	2021 Budget \$000	2020 Final \$000
Cash Flows from Operating Activities			
Cash was Provided from:			
Government Grants	17,190	64,878	62,882
Student Tuition Fees	27,515	38,916	36,028
Other Teaching Revenue	370	2,342	2,055
Other Revenue	2,490	5,890	6,048
Interest	271	915	1,701
Total	<u>47,836</u>	<u>112,941</u>	<u>108,714</u>
Cash was Applied to:			
Employees and Suppliers	30,909	102,698	99,772
Net Cash Effect of Abnormal Items	318	3,300	2,830
Total	<u>31,227</u>	<u>105,998</u>	<u>102,602</u>
Net Cash Flows from Operating Activities	16,609	6,943	6,112
Cash Flows from Investing Activities			
Cash was Provided from:			
Sale of Fixed Assets	10	26	57
Total	<u>10</u>	<u>26</u>	<u>57</u>
Cash was Applied to:			
Purchase of Other Financial Assets			
Purchase of Fixed Assets	670	5,114	2,992
Campus Capital Plan Spending	1,328	5,547	4,158
Total	<u>1,998</u>	<u>10,661</u>	<u>7,150</u>
Net Cash Flows from Investing Activities	(1,988)	(10,635)	(7,093)
Cash Flows from Financing Activities			
Cash was Provided from:			
Equity	-	-	25
Total	<u>-</u>	<u>-</u>	<u>25</u>
Cash was Applied to:			
Finance Lease Payments	776	2,399	2,296
Total	<u>776</u>	<u>2,399</u>	<u>2,296</u>
Net Cash Flows from Financing Activities	(776)	(2,399)	(2,321)
Total Net Cash Flows	13,846	(6,091)	(3,302)
Opening Cash, Bank & Short Term Investments	69,835	65,231	73,138
Closing Cash, Bank & Short Term Investments	<u><u>83,681</u></u>	<u><u>59,140</u></u>	<u><u>69,835</u></u>

Ara Committee 25 May 2021	Agenda Item Ara Board/25 May 2021/Page 28 of 34
	Information Item
PUBLIC	Presented by T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Academic Board
BACKGROUND AND PURPOSE	<p><i>A summary report to the Ara Board from Academic Quality of:</i></p> <ul style="list-style-type: none"> • <i>The Ara Academic Committee meeting was held on the 15 April 2021.</i> <p><i>The Academic Board role is to:</i></p> <ul style="list-style-type: none"> • <i>Advise the Ara Board, and recommend where appropriate, on the academic strategic direction and practices of the institution.</i> • <i>Develop, monitor, review and maintain policies on academic matters including research conducted by staff.</i> • <i>Consider proposals for new programmes.</i> • <i>Approve programmes.</i> • <i>Manage sub-committees as required, including:</i> <ul style="list-style-type: none"> • <i>Defining delegations, roles, Terms of Reference (ToR) and membership.</i> • <i>Receiving and acting on reports.</i> • <i>Reviewing performance and effectiveness.</i> • <i>Consider and report on any other academic matters which are referred to it by the Ara Board 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	Nil.
FINANCIAL IMPLICATIONS FOR ARA	Nil.
RISK IMPLICATIONS FOR ARA	Nil.
RATIONALE FOR EXCLUDING PUBLIC	N/A

1 Academic Policy

The following policy change was presented and approved.

APP517 Academic Appeals Committee Membership and Terms of Reference:

- a statement has been added to sections 4a and 5a to advise of external opportunities should an appeal be turned down internally.

2 Programme Extensions

Requests for Extension to Programme Review/Re-approval dates were received and approved for a number of degree related qualifications. The majority of these requests relate to the flow on effect from the Te Pukenga Transition to Unifying programmes project.

3 External Degree Monitoring

Degree Monitoring reports were received for the following programmes:

- Bachelor of Construction
- Bachelor of Engineering Technology
- Bachelor of Media Imaging
- Bachelor of Midwifery
- Bachelor of Nursing
- Bachelor of Social Work
- Master/Post Graduate Sustainable Practice suite
- Post Graduate Certificate in Supervision

These reports had positive feedback with recommendations linked to improved outcomes for learners. The Committee asked the Bachelor of Nursing to provide further detail in their action plan and for it to be presented at the next meeting.

4 Research and Knowledge Transfer Sub-Committee

The report was tabled. It was noted that many of the issues relating to Research that were highlighted in the degree monitor reports are being dealt with as part of the Eureka Challenge that is underway. A presentation on this will be provided at the next meeting.

Ara Board 25 May 2021	Agenda Item	8.3
		Information Item
PUBLIC	Presented by	T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Affixing of the Common Seal (28 October 2020 to 25 May 2021)
BACKGROUND AND PURPOSE	<ul style="list-style-type: none"> Public record of the quarterly report provided to the Ara Board recording the number and type of document to which the common seal has been added. This includes the list of degree and diploma documents signed and sealed by the Ara Board Chair and Chief Executive and awarded for the 2021 Autumn Graduation and includes the number of early qualifications awarded (if any) outside of the graduation.
RECOMMENDATION(S)	That the Ara Board receive and note the contents of the report provided.
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

Common Seal

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

This report covers the period from 28 October 2020 to 25 May 2021 and includes the list of the degree and diploma documents signed and sealed by the Ara Board Chair and Chief Executive for the Autumn 2021 Graduation Ceremonies in Christchurch and Timaru.

Graduation documents carrying the Ara Institute of Canterbury Ltd Common Seal issued for Graduation 26 March 2021 (Christchurch).

Qualification Title	Quantity Awarded
Bachelor of Applied Management	48
Bachelor of Applied Science	23
Bachelor of Architectural Studies	39
Bachelor of Broadcasting Communications	66
Bachelor of Construction	14
Bachelor of Design	90
Bachelor of Engineering Technology	32
Bachelor of Information and Communication Technologies	41
Bachelor of International Tourism and Hospitality Management	7
Bachelor of Language (Japanese)	2
Bachelor of Medical Imaging	37
Bachelor of Midwifery	20
Bachelor of Musculoskeletal Health	8
Bachelor of Music Arts	27
Bachelor of Nursing	160
Bachelor of Performing Arts	32
Bachelor of Social Work	17
Bachelor of Sustainability and Outdoor Education	32
Diploma in Beauty Therapies and Epilation	1
Diploma in Broadcasting Communications	10
Diploma in Business	3
Diploma in Computer Networking	1
Diploma in Environmental and Outdoor Leadership	1
Diploma in Human Resource Management	2
Diploma in Japanese	2
Diploma in Marketing	1
Graduate Diploma in Accounting	3
Graduate Diploma in Applied Management	45
Graduate Diploma in Business Information Systems	5
Graduate Diploma in Computer Aided Design	26
Graduate Diploma in Construction Management	34
Graduate Diploma in Event Management	1
Graduate Diploma in Hospitality Management	12

Graduate Diploma in Human Resource Management	3
Graduate Diploma in Information and Communication Technologies	43
Graduate Diploma in Laboratory Technology	27
Graduate Diploma in Marketing and Sales	6
Graduate Diploma in Nursing	9
Graduate Diploma in Operations and Production Management	21
Graduate Diploma in Project Management	40
Graduate Diploma in Quantity Surveying	20
Graduate Diploma in Supply Chain Logistics	39
Graduate Diploma in Sustainability and Outdoor Education	3
Graduate Diploma of Information Design	1
Master of Health Practice	1
Master of Nursing	1
New Zealand Diploma in Applied Science	6
New Zealand Diploma in Architectural Technology	19
New Zealand Diploma in Beauty Therapy	19
New Zealand Diploma in Business	52
New Zealand Diploma in Construction	50
New Zealand Diploma in Cookery (Advanced)	38
New Zealand Diploma in Engineering	21
New Zealand Diploma in Enrolled Nursing	3
New Zealand Diploma in Hospitality Management	17
New Zealand Diploma in Information Technology Technical Support	15
New Zealand Diploma in Interior Design (Residential)	26
New Zealand Diploma in Systems Administration	3
New Zealand Diploma in Veterinary Nursing	22
New Zealand Diploma in Web Development and Design	5
Postgraduate Diploma in Creative Practice	3
Postgraduate Diploma in Health Practice	15
Postgraduate Diploma in Health Science	3
Postgraduate Diploma in Sustainable Practice	1
TOTAL	1374

Graduation documents carrying the Ara Institute of Canterbury Ltd Common Seal issued for Graduation 27 April 2021 (Timaru).

Qualification Title	Quantity Awarded
Bachelor of Applied Management	4
Bachelor of Nursing	15
Master of Health Practice	1
New Zealand Diploma in Agribusiness Management	6
New Zealand Diploma in Arts and Design	4
New Zealand Diploma in Business	11
New Zealand Diploma in Digital Media and Design	2
New Zealand Diploma in Information Technology Technical Support	1
New Zealand Diploma in Outdoor and Adventure Education	8
TOTAL	52

As per Ara policy, the Ara Board should also note that the Ara Chief Executive approved 9 early qualifications conferred outside of the normal Graduation Ceremony.

Tony Gray
Chief Executive

Ara Institute of Canterbury Ltd

Board of Directors

2021 Work Programme

as at 25 May 2021

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

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

Ara Board meeting timings

9.00am – 9.30 am Board only time

9.30 am – 1.30 pm Board meeting

Ara Board and Committee meeting venues

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

Timaru – Room TA210, Boardroom, Timaru Campus

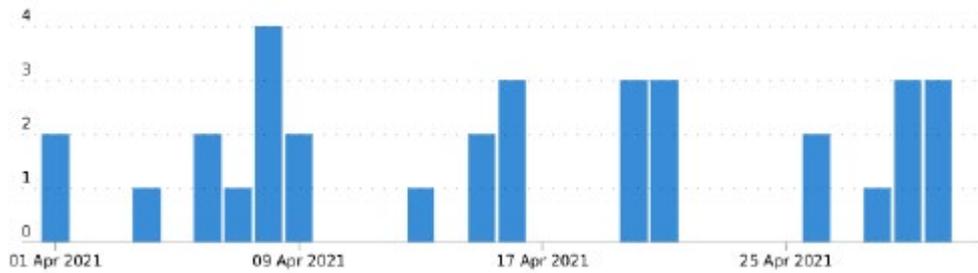
Waitangi Day – Observed Mon 8th February
 Otago Anniversary – Mon 22nd March (Oamaru campus closed)
 Good Friday – Fri 2nd April
 Easter Monday – Mon 5th April
 Easter Tuesday – Tues 6th April
 ANZAC Day observance – Observed Mon 26th April
 Queen's Birthday – Mon 7th June
 South Canterbury Anniversary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



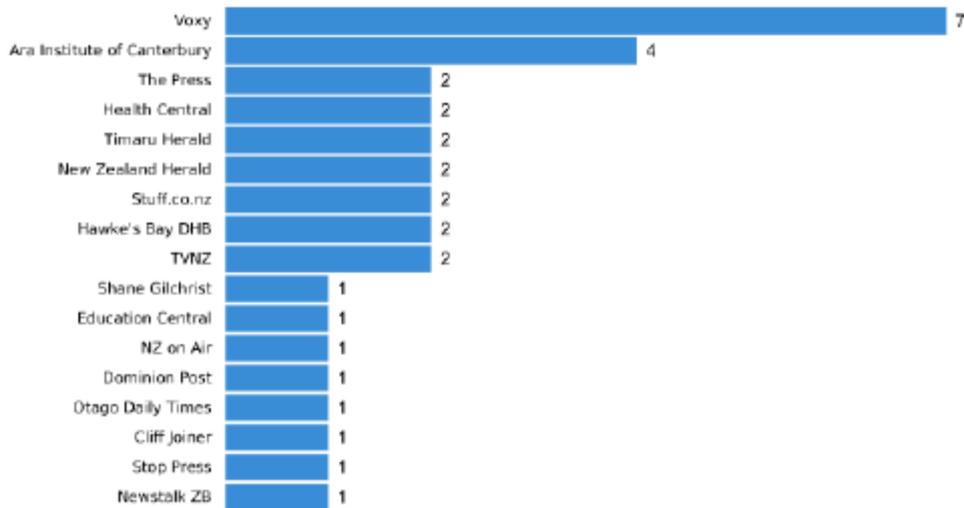
MONTHLY MEDIA REPORT APRIL 2021

1. EXTERNAL CONTENT:

Volume



Sources



Content Types



Te Ohaka at Ara Presents Showcase of Start-ups

From Voxy

Published 14:58 30/04/2021

A feel-good Ara Timaru graduation celebrates students, staff - and staff as students

From Ara Institute of Canterbury

Published 14:18 30/04/2021

Te Ohaka at Ara Presents Showcase of Start-ups

From Ara Institute of Canterbury

Published 14:11 30/04/2021

Access Radio hits 40 - and launches a book

From Voxy, NZOA

Published 21:08 29/04/2021

Meet our Maori Midwifery new graduate - HBDHB

From Hawke's Bay DHB, Voxy, Hawkes' Bay DHB

Published 16:21 29/04/2021

First Timaru Ara nurses graduate and all find work

From Timaru Herald

Published 12:27 28/04/2021

Rise of the tradies: Record numbers sign up as apprentices

From Newstalk ZB, New Zealand Herald

Published 09:31 26/04/2021

Concern South Canterbury may miss out with abolition of DHBs

From Stuff.co.nz

Published 16:54 21/04/2021

Tourism but not as we know it: Ara makes a sustainable commitment

From Education Central, Health Central, Voxy

Published 10:31 21/04/2021

On the air, but at the grassroots: Access radio turns 40 in Aotearoa

From Dominion Post

Published 05:03 20/04/2021

Half of NZ's 16 polytech CEOs have quit as mega-merger 'takes its toll'

From The Press
Published 12:13 16/04/2021

1 News 6pm - Item 3

From TVNZ
Published 19:27 15/04/2021

Concerns over revelation student nurses being used in Christchurch MIQ facilities

From TVNZ
Published 18:18 15/04/2021

Maori students succeeding at higher levels

From Stuff.co.nz
Published 05:25 13/04/2021

Medical microbiologist Ben Harris speaks in Timaru

From Timaru Herald
Published 13:58 09/04/2021

Ara to farewell chief executive

From Health Central
Published 09:03 09/04/2021

Ara Institute of Canterbury boss resigns

From Otago Daily Times
Published 13:12 08/04/2021

Ara boss Tony Gray steps down to join Nelson Tasman Hospice

From The Press
Published 13:10 08/04/2021

Ara Becomes official partner of the Orion Energy Accelerator Programme

From Voxy
Published 10:53 08/04/2021

NZME's radio interns launch audio network

From Stop Press, Voxy, NZME, New Zealand Herald
Published 12:15 07/04/2021

Otago Polytechnic welcomes Govt support for Maori and Pasifika midwifery students

From Voxy

Published 11:23 01/04/2021

2. INTERNAL CONTENT:

Te Ōhaka at Ara Presents Showcase of Start-ups

From Ara News

Published 30/04/2021

A Feel-Good Ara Timaru Graduation Celebrates Students, Staff - and Staff As Students

From Ara News

Published 29/04/2021

Ara Now Home To Onsite Nutrition Clinic For Ara Staff, Students And Community

From Ara News

Published 22/04/2021

Student Council Leader Chooses Post-Graduate Study at Ara

From Ara News

Published 20/04/2021

Tourism But Not As We Know It: Ara Makes A Sustainable Commitment

From Ara News

Published 16/04/2021

Ara Hospitality Services Students Start Study with The Prime Minister's Vocational Excellence Award

From Ara News

Published 09/04/2021

Ara Becomes Official Partner Of The Orion Energy Accelerator Programme

From Ara News

Published 08/04/2021

[Ara graduate named the Chief Technology Officer of agritech startup YieldTec](#)

From Ara News

Published 06/04/2021

[Successful end to study - Ara Graduation 2021](#)

From Ara News

Published 01/10/2020