Ara

Institute of Canterbury

Ara rau, taumata rau

Notice of Meeting

A meeting of the Ara Council will be held:

on   **Tuesday 24 September 2019**

at   **11.00 am**

in   **Room G202, City Campus and via videoconference to Room TA210, Timaru Campus.**

COUNCIL MEETING AGENDA

Tuesday 24 September 2019
11.00 am*
Room G202, Te Kei, City Campus

Note: Ara Council only time 10.30am to 11.00 am and the public meeting commences from 11.00am.

Ara Public Council Meeting					
1) Meeting Business	11.00	**1.1**	**Karakia: Ara Waiata**		Kaiārahi
		1.2	**Welcome and Apologies**		
		1.3	**Disclosure of Conflicts of Interest**		Attached

		1.4	**Meeting held Wednesday 10 July 2019**
			     a **Approval of minutes**
			     b **Matters arising**
			     c **Action List**
					Attached

2) For Discussion	11.15	**MONTHLY REPORTS**
		 2.1 **Chief Executive**
		     a) **Health and Safety**
		     b) **Deputy Chief Executives**
					Attached

		OTHER **2.2** **RoVE Update** **2.3** **RoVE Response Programme Committee (RRPC) Terms of Reference**			Verbal Attached

3) For Information	11.45	**MONTHLY REPORTS**
		 3.1 **Chair Report**
		 3.2 **Trustees**
		 3.3 **Sub-Committee Reports**
		     a **Academic Board**
		     b **Council Audit and Risk Committee**
		     c **Council Campus Redevelopment Committee**
		 OTHER
		 3.4 **2019 Council Work Programme**
		 3.5 **Media Report**
					Verbal
					 Verbal
					 Attached
					
					 Attached
					 Attached

4) General Business	12.15				

	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:*				
5)	**Strategic Topic**	12.30	**5.1** **Regional Master Plan** [Note: Chow Hill in attendance]	[s9(2) (f), (i), (j)]	Presentation
6)	**Meeting Business**	2.00	**6.1** **Meeting held Wednesday 10 July 2019 (PE) and special meeting held Tuesday 27 August 2019 (PE)** • **Approval of minutes** • **Matters arising** • **Action List**	[s9(2) (f), (i), (j)]	Attached
			6.2 **Correspondence**		Attached
7)	**For Discussion**	2.15	**MONTHLY REPORTS** **7.1** **Chief Executive – Public Excluded** **a) TKM Planning Workshop** **b) Collaboration** **c) Health and Safety**	[s9(2) (i), (j)]	Attached
			7.2 **RoVE Update** **7.3** **RoVE Select Committee – Ara Response**		Attached Verbal
8)	**For Information**	2.45	**MONTHLY REPORTS** **Subcommittees and Other**		
			8.1 **Trustees**	[s9(2)(i), (j)]	Attached
			8.2 **Council Audit and Risk Committee - Public Excluded** **a) Meeting Minutes**	[s9(2)(i), (j)]	Attached
			8.3 **Council Campus Redevelopment Committee – Public Excluded** **a) Meeting Minutes**	[s9(2)(i), (j)]	Attached
			OTHER **8.4** **Transformation Programme Update**	[s9(2) (f), (i), (j)]	Attached
9)	**General Business**	2.55			

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)

| 10) | | 3.00pm | **Poroporoaki** | | |

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

Seek distant horizon to reach
your potential

Haere mai e te iti
Haere mai e te rahi

Come one,
Come all

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

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

Hei tikitiki mōhou
Mō tātou e

To strive for excellence
for all

Haere mai kia kapohia
ngā kai a ngā tīpuna

Come and take hold of
the knowledge of our ancestors

Kua tau tō waka ki Ara e

You have arrived in our midst.

Ara Council **24 September 2019**	**Agenda Item**	**1.3**
	Information Item	
PUBLIC	**Presented by**	T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	2019 Register of Disclosure of Conflicts of Interest
BACKGROUND AND PURPOSE	• To provide an accurate and up to date register of disclosures of conflicts of interest of the Ara Council members.
RECOMMENDATION(S)	Council to check the information on the register is accurate and current and advise the Council Secretary of any changes.
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

Ara
Institute of Canterbury
Ara rau, taumata rau

2019 Register of Disclosure of Conflicts of Interest

as at 1 August 2019

Council Members

Janie Annear Deputy Chair *[Term: 01/01/16 -30/04/20]*	• Janie Annear Consulting (Director) • Local Government Commissioner • Specialised Structures Advisory Board (Director) • Westhills Forestry Ltd (Shareholder) • Rosehill Trust (Trustee) • Timaru Holdings (Partner)	• Injury Management (Owner)
Thérèse Arseneau (Chair) *[Term: 01/05/17 -30/04/21]*	• ChristchurchNZ (Chair and Director) • Christchurch Symphony Orchestra (Chair and Trustee) • J Ballantyne and Company Ltd (Director) • Elder Family Trust (Trustee)	• Therese Arseneau Consulting Ltd (Director and Shareholder) • Regenerate Christchurch (Chair)
Jeremy Boys *[Term: 01/01/16 -30/04/20]*	• Opuha Water Ltd (Director) • JW&AM Boys Family Trust (Trustee)	
Jane Cartwright *[Term: 01/05/14- 30/04/20]*	• Ara Foundation (Trustee) • Brackenridge Estate Limited (Chair) • Health Practitioners Disciplinary Tribunal (Member) • Nurse Maude Association (Chair – Clinical Quality & Risk Committee).	• Canterbury Clinical Network (Independent Advisor) • Cartwright-Newton Family Trust (Trustee) • JC Ltd (Director)
Elizabeth Hopkins *[Term: 01/05/14- 30/04/20]*	• Ara Foundation (Trustee) • Hi-Aspect (Chair) • Hopkins Partnership (Director and Shareholder) • University of Canterbury (Employee)	• Ministry of Business, Innovation and Employment (MBIE) Science Board (Board Member)
John Hunter CCRC Chair *[Term: 01/05/14- 30/04/20]*	• Hunter York Family Trust (Trustee) • Nelson Bays Primary Health (Chair) • PHO Alliance (Executive member)	
Melanie Taite-Pitama *[Term: 01/03/17- 28/02/21]*	• Tuahiwi Education Ltd (Director/Shareholder) • Tuahiwi School Board of Trustees (Member) • Taite Family Trust (Trustee) • Rangiora High School (Advisor to Board of Trustees)	

Council Officers

Tony Gray Chief Executive	• Ara Foundation (Trustee) • Hurford Trust (Trustee) • Ōtautahi Education Development Trust (Trustee) • TANZ Accord (Chair) • TANZ Ltd (Director)
Te Marino Lenihan Kaiārahi	• Ka Honua Momona (Traditional Fish Pond Non-Profit Organisation on Moloka'i, Hawai'i) (Board Member) • Kaiapoi Pā Trust (Trustee) • Ngā Aho (National Network of Māori Design Professionals) (Executive) • Ngāi Tahu (Whakapapa)
Christina Yeates Governance and Strategy - Senior Administrator	• Nil

Ara Institute of Canterbury Council Minutes

10 July 2019

Minutes from the Ara Institute of Canterbury Council meeting held on Wednesday 10 July 2019 at 1.35pm in Room TA210, Timaru Campus and via videoconference to Room G202, Te Kei, City Campus.

8   Statutory Requirements

8.1   Karakia/Mihi

The meeting commenced with the Ara Waiata.

8.2   Attendance

a   **Present**

i   **Voting Members**
Thérèse Arseneau (Chair), Janie Annear (Deputy Chair), Jeremy Boys, Jane Cartwright, Elizabeth Hopkins, and John Hunter.

ii   **Non-Voting Officers**
Tony Gray (Chief Executive) and Christina Yeates (Minute Secretary).

iii   **Management**
Darren Mitchell (DCE - Chief Operating Officer);
Part attendance: Tracey Berry (DCE – Customer Engagement and Experience) and Maria Pasene (Chair, PAG) all via videoconference.

iv   **In Attendance**
Mike Rondel (Independent Chair, Council Audit and Risk Committee) via videoconference.

b   **Apologies**

i   **Voting Members**
Melanie Taite-Pitama.

ii   **Non-Voting Officers**
Te Marino Lenihan (Kaiārahi).

iii   **Management**
George Nelson (DCE – AIR) and Belinda de Zwart (DCE – People and Culture).

8.3 Acknowledgements and in Memoriam

a **Stephen Collins**

The Chair opened the meeting by acknowledging and reflecting on the sad loss of Council member Stephen Collins; some time had been taken by Council members to share in memories of Stephen in the public excluded meeting. On behalf of all Council members, the Chair acknowledged the incredible contribution and support that Stephen had given to Ara and vocational education in general, noting his tenure of nearly ten years for Ara. He will be missed by all and sincere condolences were expressed to his wife, Liz and their family.

b **Ralph Knowles**

Council also acknowledged the passing of Ralph Knowles, who had been a long-time colleague within the organisation for over 43 years. Ralph had held varied senior roles over the years, including Council Secretary for many years, acting Chief Executive and Registrar. He had been a great supporter and confidante of many colleagues and will be missed by the Ara community.

8.4 Congratulations

On behalf of Council, the Chair congratulated Melanie Taite-Pitama (in absentia) on her recent achievement at the Women in Governance Awards where she was named the Māori or Pasifika Governance Leader.

8.5 Disclosure of Conflicts of Interest   [Pages 19/Ara Council/07/241-243]

a **Additions/Alterations to the Disclosures of Conflicts of Interest Schedule**
Two additions were noted for the schedule as follows:
(1) Thérèse Arseneau – Regenerate Christchurch - Chair
(2) Elizabeth Hopkins – Ministry of Business, Innovation and Employment Science Board (MBIE) – Board member.

b **Declarations of interest for items on today's agenda**
Nil.

8.6 Confirmation of Minutes   [Pages 19/Ara Council/07/244-250]

a **Minutes of Committee Meeting – 28 May 2019**

*It was **resolved** that the minutes of the ordinary meeting of the Ara Council held on 28 May 2019 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.*

J Cartwright/J Boys   *Carried*

b **Action List of Committee Meeting – 28 May 2019**

The action list of 28 May 2019 meeting was received and noted. Specific updates are recorded below:

- AP1922 – The CE advised that has now been completed as per the recent Academic Board meeting where further consideration has been given to the diverse representation of membership.

c **Matters Arising**

Nil.

9 For Discussion

9.1 Chief Executive Report [Pages 19/Ara Council/07/251-279]

The report was taken as read.

- The CE advised the Health and Safety and Wellbeing report is a work in progress and now includes more elements in reporting and measurement of wellbeing.

9.1a Health and Safety

The monthly report was taken as read.

a Council queried item 2.3b in terms of the needlestick injury and were reassured that correct procedures are in place for the disposal of sharps and that there are no live specimens in Ara environments in terms of possible contamination.

b The Chair noted the inclusion of the Health, Safety and Wellbeing Leadership Group meeting minutes in the public excluded section of the meeting.

c The Chair advised that the clear objective of Council is that Ara achieve 100% inductions prior to commencing employment and asked that Management recommend a process to achieve this.

Action: Management to recommend process to achieve 100% inductions

[AP931 CE]

d Council acknowledged there is still work to be done and reminded Management that audits should be ongoing.

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

T Arseneau   *Carried*

9.1b DCE Reports

The reports were taken as read.

DCE AIR- Comments:

i. Blended delivery: Council queried the reduced student satisfaction and low success rates for some areas. It was agreed that, as an organisation we have some way to go in terms of flexible delivery for the same outcomes as more traditional face to face learning. However, this is being worked on and the comment in the report is more specific to a particular department and a couple of programmes – it does not pertain to the whole of organisation approach. It is recognised as a general issue across the sector.

ii. Council requested a report on blended delivery at some stage in the future – to report on what is working and what is not working – include comment on student expectations and how Ara prepares and orientates students to this.

Action: *Report on blended delivery to be provided for a future Council meeting.*

[AP1932 CE]

DCE CUSTOMER EXPERIENCE AND ENGAGEMENT- Comments:

i. Council were interested in the range of development of joint programmes with China.

ii. Student Levy agreement – the DCE CEE advised that the increase of $50 is clearly attributed to the decisions of the Student Council and the voting constituency. Council noted it is well below our competitors and it does include Southern Campuses. It is focused on wellbeing, counselling, health, dentistry and events.

[Note: 2pm Maria Pasene join the meeting.]

9.1c Pasifika Strategy Update   [Pages 19/Ara Council/07/280-283]

Maria Pasene, Chair of the Pasifika Advisory Group, was welcomed to the meeting and the Pasifika Strategy Update report was taken as read.

i. The DCE CEE advised that the report had been prepared in May and the Pasifika EFTS have now increased to 290 to date. Part-time Pasifika EFTS are noticeably reducing but no research has been completed at this stage as to why.

ii.   Council were interested in whether the results are based on the face of the population or if Ara is being passive. Maria Pasene advised there are always opportunities for Ara to look at how we could do things differently, but the engagement and support is really good throughout the organisation; Ara is perceived well throughout the Pasifika community in terms of generosity and hospitality.

iii.   Council were advised that developing an opportunity for a part-time Pasifika role is key going forward for improving outcomes for Pasifika students and communities and that the job description for this leadership role is currently out with the Pasifika community for consultation.

iv.   The CE advised that Maria Pasene is leaving the role and wished to formally acknowledge her great work and service to the Pasifika Advisory Group at Ara.

[Note: 2.15pm Maria Pasene depart.]

10   For Information

10.1 Chair Report

The Council Chair referred comment to earlier agenda items relating to the passing of Stephen Collins, Ralph Knowles and congratulations to Melanie Taite-Pitama for her accolade. In addition, it is noted that we are awaiting the outcome of RoVE.

10.2 Trustees Update

No updates received.

10.3 Sub-Committee Reports   [Pages 19/Ara Council/07/284-289]

a) Academic Board

The Academic Board report for the meeting held on 30 May 2019 was taken as read. Of note, eCampus EFTS are now up to 139 and moving closer toward the target figure.

b) Council Audit and Risk

Council were advised there were no matters of substance to report from the Council Audit and Risk public meeting held on 13 June 2019. The meeting minutes were taken as read.

c) Council Campus Redevelopment Committee

Council were advised there no matters of substance to report from the Council Campus Redevelopment Committee public meeting held on 20 May 2019. The meeting minutes were taken as read.

10.4 2019 Council Work Programme   [Pages 19/Ara Council/07/290-291]

The programme was taken as read.

a   Janie Annear advised that she will be absent for the scheduled Council workshop on 27 August. Council agreed this workshop will focus on Māori and Pasifika and RoVE.

b   It was noted that the Council Chair and Deputy Chair are both unavailable for the September Graduation ceremony. Some discussion on a Council delegate still to be decided and whether to have just one speech, either the Chair of Council or CE's.

Action: Graduation speeches for September to be arranged along with a Council delegate.

[AP1933 Council]

c   It was agreed that going forwards, Council meetings would follow the format of Council only session 10.30am to 11.00am; the public meeting will commence at 11am through to 12.30pm. The Public Excluded meeting would follow thereon from 12.30pm to 3pm close.

10.5 May and June Media Report   [Pages 19/Ara Council/07/292-293]

The report was taken as read.

11 General Business

a   Due to the passing of Stephen Collins, Council discussed the subcommittee memberships and terms of reference.
b   CCRC – It was agreed that Elizabeth Hopkins will act as a replacement as and when it is necessary to achieve a quorum.
c   Trusts – CCT – agreed there is no requirement to replace as Ara is represented by two DCE's and Ara colleague, Tony Simons.

There being no further public business, the public meeting closed at 2.20pm.

READ AND CONFIRMED   Chair: ..……… ..……………………..…………………..……………
24 September 2019

Ara Council Minutes - Action List as of 10 July 2019

# (yr/#)	Date when Action Arose	Agenda Item	Topic	Action	Council Responsibility	Status	Due Meeting date
1931	10/7/19	9.1c	Health and Safety	Management to recommend process to achieve 100% induction rate.	CE	In progress	24 Sept 19
1932	10/07/19	9.1bii	DCE Air – Report	Blended Delivery report to be provided.	CE/DCE	In progress	29 Oct 19
1933	10/07/19	10.4b	2019 Council Work Programme	Graduation Speeches to be arranged for September along with a Council delegate to attend in place of the Chair/Deputy Chair.	Chair/CE	In progress	27 Aug 19

Ara Council	Agenda Item		2.1
24 September 2019	Decision Item	Discussion Item	**Information Item**
PUBLIC	**Presented by**		Tony Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	**Chief Executive's Report**
BACKGROUND AND PURPOSE	
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

1   RoVE

a   Work continues to position the Institute in a suitable position for both the 1 April 2010 transition to a subsidiary company and for the ongoing changes and developments that will occur through to 1 January 2023.

b   Included in this has been the development of Terms of Reference for a Council Ara RoVE Response Subcommittee; work is now underway to appropriately identify those elements for the subcommittee and those that remain as part of Ara operational business.

c   The Establishment Board (EB) recently published requests for project workstream membership (seven workstreams – refer agenda item 7.2).

d   The CE has met with the EB Chair Barry Jordan, Board member Brett O'Riley and Establishment Unit Executive Director Murray Strong.

e   Meetings and discussion sessions are beginning to be announced. This includes an information session on the work of the Workforce Development Councils (WDCs) on 19 September 2019.

2   Financial Performance Report

2.1   Financial Statements – August 2019

a   As at 31 August 2019, the reported surplus before abnormal items is $4.0m, this compares favourably to an expected surplus at this time of $1.9m. The August surplus improves on the July surplus by $2.4m. Actual year-to-date surplus after abnormal items is $2.64m, also significantly more favourable than the expected budget position of $871k surplus.

b   As in previous reports, most Government funded EFTS types are ahead of or close to budget, with the exception of ACE funding which is currently 82% of budgeted revenue, a marginal improvement on the prior month. SAC Funding Level 3+ revenue increased by $5m during August but slipped slightly behind budget. CTC and 'Off-Plan' funding, for example He Toki funding, have exceeded budgeted expectations by $446k (18%), but as both income categories are capped this represents earlier delivery rather than an increase overall in revenue.

c   Domestic fee income is $132k below budget (<1%) and related scholarships and discounts are underspent year-to-date by $690k resulting in an overall position that exceeds budget by $558k. As some scholarships remain open for the full year it is likely that there will be savings in these categories, however, these will be reduced by the year-end.

d   International fee income continues to exceed budget due to stronger than anticipated student numbers – $1.1m year-to-date. August delivered an increase in revenue of $2.0m against a budgeted improvement of $1.4m.   Related commissions and discounts are overspent year-to-date by $396k. Commissions are recognised in full in the period in which the invoice is received, however, the associated income is phased over the period of study.   The full year student exchange and student recruitment discount budgets have been over spent by $116k.

e   Overall, student tuition fees income exceed budget by $1.3m.

f   Other teaching income exceeds budget by $120k, of which the HITO contract which was not anticipated during budget setting has contributed $67k year-to-date for Hospitality and Service Industries. As noted previously, income in this area is dependent on timing of invoicing and is less regular than TEC funded or international fees which are spread across the delivery period.

g   Collectively, the teaching departments have delivered a total of $71.12m of income year-to-date, exceeding budgeted revenue expectation by $600k.   Nursing, Midwifery and Allied Health, Science and Primary Industries and Creative Industries surpassed budgeted revenue expectations by $1.48m and contribution expectations by $1.56m collectively.

h   As noted previously, Humanities incorrectly phased income during the first half of the year which is expected to be corrected by year-end.

i   Business and Computing combined, excluding TANZ eCampus, have delivered a year-to-date contribution of $5.8m, however, this is $1.5m adverse to the budgeted revenue and $1.63m adverse to budgeted contribution.

j   Of most significant concern is Business, which excluding TANZ eCampus, has a year-to-date revenue position that is 79% of budget. Stronger than anticipated International performance has not been sufficient to offset the shortfall within the domestic space; primarily in SAC 3+ and the associated student invoicing. A marginal overspend within teaching costs is off-set by savings within non-teaching and general expenditure. Overall, Business has delivered a year-to-date contribution of $2.8m against a budget of $4.1m.

k   Interest income continues to outperform budget ($179k) due to proactive management for the investment portfolio coupled with greater actual cash reverses than anticipated during budgeting.

l   Other Revenue is $307k behind budget. The budget had anticipated new sources of income for the Computing department that has not been fully realised. Work is currently underway to determine the probable year-end position.

m   Both teaching and non-teaching staff costs are under budget, $111k and $558k respectively. In both cases this is due to positive impacts in permanent staffing being offset to a lesser degree by negative impacts in fixed term and casual staffing.

n   Occupancy/property costs are under budget by $849k, of which the change in Manawa lease treatment contributed to a reduction in leasing costs of $1.1m year to date. The positive variance is offset by higher costs in cleaning and repairs and maintenance.

o   The finance lease charge for Manawa year-to-date is $937k.

p   General operating expenditure is $760k less than budget year-to-date expectations. The largest positive variances being $235k in consultant fees, $181k in teaching materials, $172k in staff travel, $150k in equipment lease and hire, $141k in student and stakeholder events and $128k in software.

q   Depreciation expenses are $812k more than budgeted; $571k of which is due to the recognition of depreciation on the Manawa building, resulting from the change in the lease accounting treatment. The Manawa lease was reflected in the budget as an operating lease but is included in the reforecast as a finance lease.

r   Transformation costs are $186k over the original budget year-to-date due to additional projects including the new Health and Safety system and the Growing Inspiring Leaders programme, as previously discussed. These changes do not impact the total surplus/(deficit) on core activities.

s   There were no unusual movements in the Statement of Financial Position or the Statement of Cash Flows in August.

Statement of Financial Performance
for the year to 31 August 2019

| | 2019 Year to date | | Full Year | | |
	Actual	Budget	2019 Budget	2019 Forecast	2018 Actual
Government Funding					
SAC Funding Level 3-7	35,866,707	36,112,761	54,581,091	53,063,531	52,669,650
SAC Funding Level 1-2	610,872	546,853	803,140	803,140	1,414,879
ACE Funding	306,959	376,603	564,553	564,553	568,717
Youth Guarantee Funding	760,299	783,341	1,278,521	1,278,521	3,157,486
CTC funding	1,736,473	1,484,108	2,144,679	2,144,679	2,036,100
Other Non-EFTS grants	2,035,896	1,857,348	2,621,040	2,621,040	2,982,377
Total	41,317,206	41,161,014	61,993,024	60,475,464	62,829,209
as % of Total Revenue	53.5%	54.3%	54.6%	53.7%	55.9%
Student Tuition Fees					
Domestic Fee Income	20,534,037	20,666,205	30,113,151	29,138,784	28,625,641
less Scholarships/Discounts	(1,114,848)	(1,804,634)	(2,103,067)	(2,103,067)	(2,113,329)
International Fee Income	10,976,612	9,864,336	14,412,452	15,949,141	14,224,405
less Commissions/Discounts	(1,440,394)	(1,044,319)	(1,372,623)	(1,479,834)	(1,474,972)
Total	28,955,407	27,681,588	41,049,913	41,505,024	39,261,745
as % of Total Revenue	37.5%	36.5%	36.1%	36.9%	34.9%
Other Teaching Income	1,547,168	1,426,702	2,326,054	2,326,054	2,363,128
as % of Total Revenue	2.0%	1.9%	2.0%	2.1%	2.1%
Other Income					
Interest	1,583,268	1,404,664	2,107,000	2,107,000	2,049,290
Other Revenue	3,833,602	4,140,859	6,151,084	6,151,084	5,860,281
Total	5,416,870	5,545,523	8,258,084	8,258,084	7,909,571
as % of Total Revenue	7.0%	7.3%	7.3%	7.3%	7.0%
Total Revenue	77,236,651	75,814,827	113,627,075	112,564,626	112,363,652
Personnel Costs					
Teaching	23,027,911	23,138,443	34,791,368	34,791,368	35,040,916
Non-Teaching	23,172,146	23,729,981	35,520,510	35,520,510	35,308,711
Total	46,200,057	46,868,424	70,311,878	70,311,878	70,349,627
as % of Revenue	59.8%	61.8%	61.9%	62.5%	62.6%
Other Costs (except Depreciation)					
Occupancy/Property costs	6,703,162	7,552,564	11,459,292	9,819,292	9,931,934
Finance Lease Charge	937,336	-	-	1,404,000	706,554
General Operating Expenditure	11,539,285	12,299,104	19,289,621	19,006,346	18,223,014
Total other costs	19,179,783	19,851,668	30,748,913	30,229,638	28,861,502
as % of Revenue	24.8%	26.2%	27.1%	26.9%	25.7%
Depreciation					
All Depreciation	7,835,306	7,023,336	10,535,000	11,823,000	10,380,199
as % of Revenue	10.1%	9.3%	9.3%	10.5%	9.2%
Total Expenses	73,215,146	73,743,428	111,595,791	112,364,516	109,591,328
Surplus/(Deficit) excl Abnormal	4,021,505	2,071,399	2,031,284	200,110	2,772,324
as % of Revenue	5.2%	2.7%	1.8%	0.2%	2.5%
Abnormal Items					
Transformation Costs	(1,386,193)	(1,200,000)	(1,800,000)	(2,016,000)	(1,794,649)
Share of Associate Surplus	-	-	-		75,076
Total Abnormal Items	(1,386,193)	(1,200,000)	(1,800,000)	(2,016,000)	(1,719,573)
Total Surplus/(Deficit)	2,635,312	871,399	231,284	(1,815,890)	1,052,751
as % of Revenue	3.4%	1.1%	0.2%	-1.6%	0.9%

Statement of Financial Position as at 31 August 2019

	Actual 31-Aug-19 $000	Budget 31-Dec-19 $000	Forecast 31-Dec-19 $000	Actual 31-Dec-18 $000
ASSETS				
Current Assets				
Cash and Cash Equivalents	5,344	6,861	3,526	5,859
Loans and Receivables	3,335	4,005	2,670	2,670
Inventories	1,065	1,248	1,321	1,321
Prepayments	1,150	1,331	1,794	1,794
Short Term Investments	75,879	49,000	54,000	57,683
Total Current Assets	86,773	62,445	63,310	69,327
Non-Current Assets				
Property Plant and Equipment	311,171	290,936	313,408	312,219
Intangible Assets	2,478	2,149	2,721	2,834
Investment in Associate	1,209	1,213	1,209	1,209
Total Non-Current Assets	314,857	294,298	317,338	316,263
TOTAL ASSETS	**401,631**	**356,743**	**380,648**	**385,590**
LIABILITIES				
Current Liabilities				
Trade and other payables	5,006	6,665	5,000	7,901
Finance leases	790	583	829	790
Employee Benefit Liabilities	3,465	1,992	1,992	2,424
Revenue Received in Advance	24,538	7,607	9,149	9,149
Total Current Liabilities	33,799	16,847	16,970	20,264
Non-Current Liabilities				
Finance leases	25,433	955	25,310	25,585
Employee Benefit Liabilities	238	238	238	238
Total Non-Current Liabilities	25,671	1,193	25,548	25,823
TOTAL LIABILITIES	**59,469**	**18,040**	**42,518**	**46,086**
NET ASSETS	**342,162**	**338,703**	**338,130**	**339,503**
EQUITY				
Retained Earnings	238,380	236,784	234,348	235,722
Asset Revaluation Reserve	103,782	101,919	103,782	103,782
TOTAL EQUITY	**342,162**	**338,703**	**338,130**	**339,503**

Statement of Cash Flows
for the year to 31 August 2019

	Year to Aug 2019 $000	2019 Budget $000	2019 Forecast $000	2018 Final $000
Cash Flows from Operating Activities				
Cash was Provided from:				
Government Grants	42,656	61,993	68,603	62,721
Student Tuition Fees	41,850	41,050	33,377	40,108
Other Teaching Revenue	1,547	2,512	2,326	2,363
Other Revenue	4,545	6,151	6,151	7,674
Interest	1,329	2,107	2,107	1,993
Total	91,927	113,813	112,564	114,859
Cash was Applied to:				
Employees and Suppliers	65,402	101,026	102,470	99,741
Net Cash Effect of Abnormal Items	1,386	1,800	2,016	1,795
Total	66,788	102,826	104,486	101,536
Net Cash Flows from Operating Activities	**25,138**	**10,987**	**8,078**	**13,323**
Cash Flows from Investing Activities				
Cash was Provided from:				
Sale of Fixed Assets	35	-	-	40
Total	35	-	-	40
Cash was Applied to:				
Purchase of Other Financial Assets	-	-	-	374
Purchase of Fixed Assets	3,800	5,216	5,216	4,503
Campus Capital Plan Spending	2,411	8,000	6,525	5,953
Total	6,211	13,216	11,741	10,830
Net Cash Flows from Investing Activities	**(6,176)**	**(13,216)**	**(11,741)**	**(10,790)**
Cash Flows from Financing Activities				
Cash was Provided from:				
Equity	26	-	-	-
Total	26	-	-	-
Cash was Applied to:				
Finance Lease Payments	1,308	714	2,354	1,429
Total	1,308	714	2,354	1,429
Net Cash Flows from Financing Activities	**(1,282)**	**(714)**	**(2,354)**	**(1,429)**
Total Net Cash Flows	**17,680**	**(2,943)**	**(6,017)**	**1,104**
Opening Cash, Bank & Short Term Investments	63,543	58,804	63,543	62,439
Closing Cash, Bank & Short Term Investments	**81,223**	**55,861**	**57,526**	**63,543**

ACADEMIC, INNOVATION & RESEARCH – AUGUST REPORT FOR COUNCIL

Executive Summary

Key focus areas this month
- Workload Allocation Tool
- Maui Te Tauira (refer Appendix One)
- New AIR Leadership colleagues appointed
- Internal Evaluation

Students at the heart of everything we do	
Outcomes delivered during current reporting period	**Te Ōhaka** • The Te Ōhaka coding challenge had 11 Ara students participating. The final day was held at the Canterbury Tech Summit (12 September 2019) where the teams pitched their code/apps to all the industry people present. • An Ara Foundation grant of $6,000 is being sought to support students into Te Ōhaka's Spring sprint@ara programme. This two week programme is run during the school holidays when students are free from studies, but often have work commitments to support them in their studies. The application is for 10 students to receive a $600 grant to support them during the two week Spring Sprint. • Space for Limpidity has been confirmed by Facilities Management. • Te Ōhaka have joined Momentum, a student led investment committee for tertiary providers. This is the first time polytechnics have been involved. Through Te Ōhaka, Ara students will be supported to pitch to the Momentum committee their idea and gain access to world class advice, connections, and investment opportunities to students and start-ups across New Zealand. Ara students will also be encouraged to apply for positions on the student led investment committee. This is a government funded and led initiative which we are pleased to be a part of. **Industry Engagement** Consultancy Networks being set up for Beauty Therapy, Hairdressing and Barbering to ensure industry have a strong connection with Ara delivery and students.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

	International Festival
	On Thursday 15 August 2019 the School of English held an international festival. Each ethnicity/country we have students from used a classroom to showcase their culture in any way they chose. Some demonstrated traditional crafts or music and others provided food and hot drinks. The goal was to provide students with an opportunity to learn about other cultures and to notice what is the same and what is different between themselves and their classmates, in an effort to build an inclusive culture for everyone in the School of English.
	Student Success
	Student Success Strategy piloted in semester two with Student Services team. All level 3 and 2 and (at risk) level 4 intakes getting 1:1 support to increase retention rates.
	Student Feedback
	• 'You Said, We Did' comments all finalised. Marketing designing posters and advertising material for inclusion on My Ara, Banners, TV, etc. to feedback to students what actions have been taken after receiving their feedback.
	• The Student Experience Survey opens 7 October 2019.

Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	**Eureka Challenge – Portfolio**
	A framework developed through the AIR Leadership Team Eureka Challenge to ensure that the portfolio is dynamic, responsive and sustainable has been presented to TKM and received some feedback for further consideration. Plans to move this forward are scheduled.
	Quality and Continuous Improvement
	• All teaching Department management teams met with the Quality Select Committee (CE, TKM and Heads of Quality and Portfolio Assurance) to discuss performance and self-assessment capability. This process is being reviewed and feedback incorporated to ensure it is robust and great outcomes achieved. Teams now need to complete action plans from the conversations and feedback provided.
	• EER for October 2020 on hold from NZQA due to RoVE considerations.
	• Internal Evaluation held during week of 9 September 2019.
	• Self assessment coaching is occurring in Trades. EAS and HSI are collaborating with the Academic team on their need.
	• Information on the Quality Management System on Infoweb is being updated

ACADEMIC, INNOVATION AND RESEARCH DIVISION

Academic (Teaching and Learning) Framework
After several months of consultation, the new Academic Framework has been approved by the Teaching and Learning Committee and go to Academic Board before being socialised with colleagues through a Moodle site.

Technology Enhanced Learning Strategy
We have sought TKM approval on the expenditure to support all Technology Enhanced Learning projects. Expenditure is being refined in order for TKM to evaluate.

Teaching and Learning Plans
A Teaching and Learning plan tracker has been implemented so that HoDs can track the progress of their department.

Moodle – LMS Quality Standards
Departments are moving forward on meeting the LMS Course quality standards. We delayed the requirement to meet copyright compliance and accessibility standards (as these are the most complex) - until the end of 2020 in order to help teaching teams meet all the other standards this year.

Scholarships
2020 scholarships are being promoted on the Ara website and via Customer Experience and Engagement. The website is being updated to reflect the new scholarship categories and processes have been reviewed to allow for an expected increase now that scholarships will be accessible for new and current students.

Assessment Project
Steering meeting on 17 September 2019 reviewed all reports for Business and Humanities and completed an executive summary ready for Academic Board and feedback to the departments. This feedback will require an action plan that will be followed up through the Department programme groups. The steering group will also recommend to the department specific professional development needs identified (as appropriate). The evaluation of assessments within the Department of Engineering and Architectural Studies is underway.

Portfolio Development
- Work on the Training Scheme G9999 codes continues – a TEC coding requirement. Expected to be completed by the end of September with all active Training Scheme products recoded appropriately.
- A Training Scheme review has been completed by Portfolio and Assurance. Departments will be asked to review these as it has been identified that a number are not active.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

	• Departments requiring degree reviews in 2020 have been notified and applications for re development are due at the end of September. • All degree applications have been submitted on time to NZQA. Two degree panels in planning – Master of Creative Practice (26/27 September 2019) and Post Graduate suite in Nursing and Health (14/15 October 2019). NZQA complimented the documents in respect of thoroughness and clarity. • Programme Approval and Academic Risk Committee – membership redeveloped. Workshop planned for later in the year to ensure all members are clear about role and responsibilities. • Qualification review – Enrolled Nursing and Applied Science underway and meeting timelines. **Moderation** Moderation requirements for Unit Standards – all departments notified of expectations and timelines. Moderation database revised and updated. Portfolio and Assurance overseeing moderation outcomes for NZ Diploma in Business L5 and NZCEL L4 as per the NZQA final report. Action plans and oversight in place. **Research** Ara Research now has an annual publication showcasing some case studies of excellence in research. It presents some of our researchers who have been making a difference in their discipline, in their teaching and in the community, nationally and internationally. These are just some of the amazing stories. A full list of the research undertaken by Ara researchers in 2018 is also included to illustrate the benefit to our community and awards which highlight national recognition of our researchers. We would like to thank the outgoing Research Manager, Dr Margaret Leonard for her work in launching this publication. The newly appointed Research Manager, Dr Michael Shone, will be preparing the 2020 publication with a view to having it ready for Semester 1 2020. Please follow this weblink to access this 2019 Research Booklet: https://www.ara.ac.nz/__data/assets/pdf_file/0006/589650/04366-Research-Booklet-2019-FINAL.pdf#

High performing customer focused teams

Outcomes delivered during current reporting period	**Workload Allocation Tool** Across AIR, all teaching departments have been working on allocating staff time in the Workload Allocation Tool. A number of meetings have been held and communications sent to ensure consistency in allocation across departments. This tool will allow us to see where colleagues are able to participate in specific AIR projects and activities, and ensure full utilisation of our staffing resource, without over burdening individual colleagues.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

AIR Leadership Team Colleagues appointed and started
- New Research Manager – Dr Michael Shone
- New HoD Enterprise and Digital Innovation – Nigel Young
- New (Acting) HoD Hospitality and Service Industries – Mandy Gould

Leadership Team
All AIR 300 Level Managers have completed the first round of the Growing Inspiring Leaders programme, and Level 400 Managers have started this programme in the last week. This is enabling leaders to utilise the same language and strategies.

Eureka Challenge – Academic Promotions Process
The Academic Promotions Eureka Challenge is progressing well with a diverse team of Ara staff involved. They have reached the interviewing stage where they dig deep in user interviews to really understand user needs and problems.

8/23 1:23 PM
Thank you everyone for attending today's introductory session - I don't know about everyone else, but I certainly came away excited about the diversity in the room and the enthusiasm for generating an outcome at the end of this process that our colleagues will feel a lot more positive about. Can't wait to do it all again next week.

Collapse all

8/23 1:51 PM
Yes, Thank you from me as well. We have an important / influential / noble job to do! I appreciate everyones support regarding my 'outpouring of thoughts'. Looking forward to working with everyone. Ngā mihi (noo speall cheeker witt this sofware - Basecamp is better 🙂)

8/23 4:22 PM
Thanks very much, I enjoyed this first session and meeting the team. Have a great weekend 🙂

Promotions
Promotions interviews have been completed for academic colleagues, with feedback being prepared over the next few weeks. 25 applications for promotion were received.

Teaching Excellence Awards
Panel have selected 10 winners out of 32 nominations (the most we have ever received). A function to celebrate these colleagues will be held on 26 September 2019 from 4.00 pm - 5:30 pm. In addition, students are voting for seven additional award winners that will also be presented at this function.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

	Professional Learning Groups Professional Learning Groups are underway for Semester 2, encouraging colleagues to use an inquiry based practice model to improve their teaching practice over approximately eight weeks. Three topics are being led by AIR for AIR colleagues: • Implementing technology enhanced learning for improved learner outcomes - Led by Melissa Barber, NMAH • Improving the impact of your teaching practice - Led by Phillip Roxborogh, EDI • Improving the learner experience for Māori and Pacific learners - Led by Sue McBain and Niki Hannan, Learning Design, and People and Culture And one additional session is being offered for all Ara colleagues • Building our skills in time and life management - Led by Derek Chirnside, Learning Design **Coffee with George** This initiative has been set up to allow Department HoDs to nominate colleagues each month to attend and ensure an opportunity to talk face to face with DCE AIR, George Nelson. **Department Group Meetings** • Evaluation meeting held between Humanities, Hospitality and Service Industries, and Creative Industries and had excellent outcomes for sharing good practice. • Programme meeting held between Trades and Engineering & Architectural Studies set scene for ongoing meetings.

Investment decisions that deliver a sustainable future
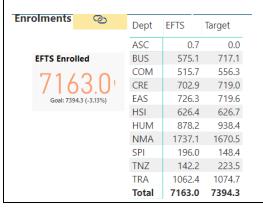
Outcomes delivered during current reporting period	• Additional workshop space to accommodate higher demand for automotive programmes on site at Woolston Campus was enabled through redeployment of equipment from other areas including Ashburton and Timaru. • Clean Gas room facilities are now operational at Woolston campus and have been equipped through the generous stakeholder support of Rinnai. • All new CAPL enquiries now being entered into Tribal. Tracking all new CAPL candidates using Tribal 'Learner Log'. • New Hospitality/Tourism Degree 'breakfast' to push CAPL pathway being organised for October.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

Summary of financial performance

CAPL

- Increased numbers of CAPL enquiries in August, working on converting to candidates. Actively following up all enquiries now. Engagement with Auckland Employment agent referring Cookery candidates to CAPL.
- Budget not on track - CAPL is paying for the tutor to deliver the phase 2 part of the Exec Diploma rather than through the EDI department. This will be tracked for clarity of reporting.

EFTS Tracking as at 11 September

Enrolments 🔗

EFTS Enrolled

7163.0 !

Goal: 7394.3 (-3.13%)

Dept	EFTS	Target
ASC	0.7	0.0
BUS	575.1	717.1
COM	515.7	556.3
CRE	702.9	719.0
EAS	726.3	719.6
HSI	626.4	626.7
HUM	878.2	938.4
NMA	1737.1	1670.5
SPI	196.0	148.4
TNZ	142.2	223.5
TRA	1062.4	1074.7
Total	**7163.0**	**7394.3**

ACADEMIC, INNOVATION AND RESEARCH DIVISION

APPENDIX ONE

Māui Te Tauira

AIR leadership team have been workshopping the operationalisation of the Framework for Māori Achievement.

There are three key focus areas listed below, the principles of the FMA most strongly aligned to each section are listed in the column to the right. Further commentary can be provided on request.

- Retention (Engagement indicators are up however retention is not)
- Delivery philosophy/Curriculum (design and content)
- Research

Retention	First principles alignment
Māui as an archetypal figure demonstrates attributes of how to succeed in life and in education, from his birth to his death his antics told of responses to challenge and approaches to raise likelihood of success. Viewing Māui as an exemplar of an agile learner brings forth his attributes of; • A developed curiosity • A solutions focus • A willingness to challenge the status quo	Strategic Alignment **Education** **Industry & Iwi**
Examining the Māui narratives further and aligning them to the principles of "The Heroes Journey" provides an opportunity to develop a student support package that develops the students in "How to be Māui"	**AKO** *'Teach me through my culture, not about my culture'* *(Benny Shendo)*
Elements of this include • Surrounding yourself with people who contribute to your success • Identifying shapeshifters/shadows/the temptress – things that have a negative impact on transformation and distract them from the cause • Provide a narrative for them to locate their progress along the transformation journey • Provide an explanation mechanism for the stage they are at (i.e the belly of the whale and the sense of being at a low point/realising the degree of sacrifice needed to succeed • A template of how to equip themselves to face their greatest fears (demons and assessments) • A sense of belonging and recognition of self in a greater narrative.	**Whaka-whanaunga-tanga** Build Relationships First Relationships are Key to Opening Minds.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

• Departure from the status quo and a recognition that through transformation and achievement of what they set out to do they will not return to the same status quo (friends etc that can be critical of people when they further themselves through education) All of these then outline the focus areas for us to provide structured responses In the heroes journey, the hero does not achieve without the assistance of key figures (allies and providers of wisdom), for Māori and first generation learners the allies may not exist in their immediate families/communities who may be critical of their choices. It is then obvious that a structured, and appropriately trained mentoring structure be utilised to act as these allies and walk with our heroes (students) as they transform. It is envisaged that this be trained students. This is an active application approach to the Tuakana Teina support models. This also highlights the need and outlines the function of an alumni group to provide a network for heroes in their new status quo. This network may extend beyond the shores of New Zealand to provide sufficient sizing hence projects underway around indigenous leadership with Canada and food sovereignty in Hawaii.	**Pouhine Poutama** Vertical & Horizontal integration of culturally aligned systems, measures & mentors
	Connect Students with Students **Teina Tuakana** Teaching & Learning
This model also provides an opportunity to provide richer feedback on the transformational element of education. Students who may not pass courses/qualifications should be able to articulate progress along the stages of the transformation journey. **Additional focus areas in engagement and retention** 1 evaluation of re-purposing the whare tapawhā as a capacity to learn model (how much space is there left in your whare if some elements are complex/do things need to be put in place/areas of whare tidied up so that study experience will be successful? (part of the placement and planning process within enrolment) 2 Investigation of adoption of the model developed by Hinemoa Elder to engage a wider network of people to be allies for students (as was seen with Māui, support was often from more distant than immediate relatives who at times actually created tension). Have a more explicit focus on time, place and wairua (in this instance connectedness) in developing plans for students and the importance of all of these (for developing student plan, to inform our practice and the experience we provide students)	**Nothing About Us Without Us** Ensure Māori insights & expertise inform 'what we do' and 'how we do'

ACADEMIC, INNOVATION AND RESEARCH DIVISION

Teaching philosophy	First principle alignment
The provider of wisdom is in this case seen as tutors, the philosophical focus is to develop Māui the learner (agile learners) who are curious, solutions focussed and willing to challenge the status quo (innovative) Key principles within the development of the teaching philosophy and curriculum include • Celebration of the contribution of te ao Māori to all discipline areas – shift from compliance to recognition of contribution, i.e design principles and philosophies in architecture, notions of tapu and noa and connections to healthy building design and planning, manaakitanga as a guiding philosophy for customer service, hospitality and management practice, investment practices and notions of community accountability and responsibility in business, distributed leadership in management. • Modes of delivery – place based and environment referenced teaching practices to connect people with place in a sense of belonging and ongoing legacy, responsibilities and notions of stewardship • Applied and experiential learning opportunities • Use of Maori case studies • Training package for tutors (Te Tokorima a Ara being developed with the kaiārahi office) • Relationship focus and wānanga as an exchange method • Coaches to coach programme teams and assist in curriculum development (OB1's) – empowering teams rather than providing teaching service to extend influence.	Strategic Alignment **Education** **Industry & Iwi** **AKO** *'Teach me through my culture, not about my culture'* *(Benny Shendo)* Place & Project Based Learning **Mā ka hana ka 'ike** *(Hawai'ian proverb)* *In the doing* *comes the learning* **Whaka-whanaunga-tanga** Build Relationships First Relationships are Key to Opening Minds. **101" for all** **Experts on call** *(Trevor Moeke)* Baseline Competencies across Ara Championed by Kaupapa Māori SMEs to Guide & Grow. **Tea-towel-tanga** Develop "Marae-Ready" graduates & colleagues through regular and strategic cultural experiences

ACADEMIC, INNOVATION AND RESEARCH DIVISION

	Pouhine Poutama Vertical & Horizontal integration of culturally aligned systems, measures & mentors
	Connect Students with Students **Teina Tuakana** Teaching & Learning
	Kanohi Kitea Being seen builds trust Being present is a must
	Nothing About Us Without Us Ensure Māori insights & expertise inform 'what we do' and 'how we do'
Research	**First principle alignment**
There is an intent to provide more connection through research, deliver meaningful outcomes, provide mentoring, allow exploration and provide a sense of contributing to something bigger within student projects. The notion of connection is one of internal and external connection suggesting cross-departmental collaboration and external partnership/service. Rather than doing research on Māori, partner with Māori to inform our research agenda/direction.	Strategic Alignment **Education** **Industry & Iwi**
There is therefore an intent to investigate and develop a mechanism to invite research proposals from iwi/communities for projects and research to be undertaken by the institution. Initial visioning would suggest there would be key research leads with students undertaking supervised work within the project/research. This provides an opportunity for cross departments/disciplinary collaboration and interaction but also strengthened connection and partnership with iwi partners through demonstrating our contribution to solutions/services they have requested from us. There is also an increased accountability for the institution and students to provide high quality outputs for our partners as well as providing improved pathways to employment/further internship and connection/reconnection of our teams and students with our Māori communities.	**AKO** *'Teach me through my culture, not about my culture'* *(Benny Shendo)* Place & Project Based Learning **Mā ka hana ka 'ike** *(Hawai'ian proverb)* *In the doing* *comes the learning*

ACADEMIC, INNOVATION AND RESEARCH DIVISION

There are risks requiring mitigation around assessment of capability/capacity and contingencies to ensure expectations are managed and appropriate end products are delivered.	**Whaka-whanaunga-tanga** Build Relationships First Relationships are Key to Opening Minds.
	101" for all **Experts on call** *(Trevor Moeke)* Baseline Competencies across Ara Championed by Kaupapa Māori SMEs to Guide & Grow.
	Tea-towel-tanga Develop "Marae-Ready" graduates & colleagues through regular and strategic cultural experiences
	Pouhine Poutama Vertical & Horizontal integration of culturally aligned systems, measures & mentors
	Connect Students with Students **Teina Tuakana** Teaching & Learning
	Kanohi Kitea Being seen builds trust Being present is a must

ACADEMIC, INNOVATION AND RESEARCH DIVISION

	Nothing About Us Without Us Ensure Māori insights & expertise inform 'what we do' and 'how we do'

CORPORATE SERVICES DIVISION – REPORT FOR COUNCIL

Executive Summary

Key focus areas this month

- Development of plans and programme relating to RoVE, including preparation for 1/4/20 and support for transition through to 1/1/23
- Regional Master Plan – preparation work for Council ratification of design principles and continued campus survey and analysis work
- Continue development of new Risk policy and procedures as agreed with Council Audit and Risk Committee
- Accelerated Transformation Programme – Project inception and execution underway for all nine of the projects approved by Council at the August 2019 special meeting. These are: International Agent Portal; Online Enrolments; Website Re-platform; FMIS Phase 2; Staff Employment Request process; P&C Resourcing Capability; Transfer Paper Personnel files to Electronic; Moodle Management Project; Student Case Management Tool.
- Providing project management and business analysis support to the existing Transformation Programme:
  - People and Culture projects – Wellbeing, Induction Refresh, Talent Growth Cycle, Employee Engagement, High Performing Teams and the Health and Safety system
  - Student focused projects - MyAra Phase 3, Framework for Māori Achievement and Puhoro STEM Academy
  - Closing out, after the successful delivery of, the On Line Enquiries project
- TEC interface, allowing costs and EFTS to be accurately analysed
- Finalisation of asset transfer from Government to Ara of all land and buildings. Only Woolston remains to be finalised, with contracts now agreed
- Business process improvements for student password management, enrolments process and Equella (learning object repository) underway
- Met with London based insurance syndicates as part of the ITP sector annual renewal

Students at the heart of everything we do	
Outcomes delivered during current reporting period	• The complaint portfolio is supported within a responsive timeframe. This is inclusive of OIA requests. For the period of this report, there has been four OIA requests. Feedback is provided to teams to support and implement learnings and improvements connected to learner and stakeholder experience. • With the Council approval to proceed with the partial demolition of C Block the capital works team continues to develop plans and timeframes to achieve this over the 2019/2020 Christmas break. • Other larger projects are DL lecture theatre upgrade and Te Puna Wānaka upgrade/earthquake repairs in time for the 25th Anniversary next year. These projects will start this year. • Campus Development – Large car park in Barbadoes Street is being resurfaced with completion October 2019.

CORPORATE SERVICES DIVISION

	• Completed project management and business analysis support for the new enquiries' interfaces, including the self-service app for prospects. • Business cases delivered and approved for online enrolments and website re-platforming, both aimed at significant improvements in the student experience.

Dynamic world class programmes and delivery

Outcomes delivered during current reporting period	Through the evolution of the 2020/2021 provisional planning, data analytics including retention and progression performance has supported the future mix of provision. The 2020 portfolio is open for enrolments ahead of the 2019 enrolment period. The teams across Ara have worked collectively and supported timetabling, fee setting, curriculum loading to enable 2020 enrolments earlier than has been the situation historically.

High performing customer focused teams

Outcomes delivered during current reporting period	• The monitoring and reporting dashboards to support the applications and enrolments for 2020 are available to Ara colleagues. This will support targeted recruitment and engagement efforts. Additionally, the increased awareness and reporting of the Ara learner profile is shared through PowerBi.
	• CIMS training and the Growing Inspiring Leaders workshops have been professional development opportunities undertaken for this month. Attendance at the August TEC Oritetanga Learner Success Conference covered opportunities to gain insights in to the University System of Georgia, data and information to support learner success, leadership, policy and funding, secondary to tertiary transition and on-boarding and systematising culturally grounded interventions and teaching practice.
	• Successful upgrade of d365 Fin Ops to v10.0.4, next upgrade to be scheduled October or November.
	• Scoping of procurement processes in d365 Fin Ops in progress, and on track to finalise the design before year end.
	• Working with ICT on the Finance datamart which should be completed by the end of the year.
	• Testing of Exception views within Data Mining of Tribal for International Student Insurance transaction differences.
	• Identified and documented Tribal student and sponsors' anomalies in data and fixed those not requiring scripts. The remaining items now require Tribal specialist assistance.
	• Internal audit activities included:
	   o Commenced a review of internal policies
	   o Commenced reviews of employee credit cards
	   o Began a contract management review
	   o Parking revenue audit
	   o Began review of conflicts of interest register
	   o In finalisation stage of ComplyWith survey to go out to business on 7 October 2019

CORPORATE SERVICES DIVISION

	• Some of the Finance team attended the NZPPA Master Class. • Improved the functionality of the Delegated Authorities. • Finalised the insurance workbooks for the 2019/2020 premium reviews. • Planned and commenced the cross-training and upskilling activities for the student finance team. • Further standardisation and enhancement of learning space technology undertaken to improve customer experience. • Planning for upgrade to Imagitech space well advanced. Business case needing consideration. • Reconfiguration of Trades technology spaces agreed and underway. • Business Case summaries developed and approved for FMIS Phase 2 and the Staff Recruitment process and system. Both of these are targeted at elevating the performance of our business processes and improving customer performance.
Investment decisions that deliver a sustainable future	
Outcomes delivered during current reporting period	• Ara has received confirmation of 2020 Trades Academy places, subsequent to the submission of the funding application. Ara has maintained the same level of investment. • In light of RoVE a different approach is being adopted to budgeting for 2020. The budget is being centrally provisioned by the Finance team based on a TKM approved rationale. This involves detailed review of actual, budget and forecast performance to create a budget which is both historically defensible while being responsive to changes in 2020 teaching delivery and activity. A by-product of this work is to create an extensive dataset of performance information to inform ongoing RoVE discussions. • Detailed analysis of network redesign underway with potential savings of $1.2m over six years through changing vendors. • Business case for refurbishment of NS and O Blocks and partial demolition of C Block completed and approved. Improved utilisation of NS and O Blocks and removal of 4,000 m² of C Block is a significant contribution to resolving the issue of excess building space.
Summary of financial performance	
The Corporate Services portfolio as at 31 August 2019 has exceeded budgeted revenue expectations by $117k, largely due to stronger performance in interest income. Staffing expenses at a divisional level are $243k lower than budgeted expectations. GEG has exceeded budget expenditure by $703k, however, this category included the Manawa Finance lease charge ($937k year-to-date) which was unbudgeted but has been captured in the reforecast. Similarly, both Depreciation and Occupancy costs are impacted by the Manawa lease treatment. Depreciation has exceeded budget by $683k, however, this is offset by savings within Occupancy costs of $843k. Overall, Corporate Services has reported a deficit of $19.5m against a budget of $19.4m.	

CUSTOMER EXPERIENCE AND ENGAGEMENT – REPORT FOR COUNCIL

Executive Summary

Key focus areas this month

Please note this is a short period pack, due to my departure as DCE CEE on 6 September 2019.
- Focus has been on implementation and driving closure on initiatives, whilst concurrently completing hand over and transition
- Finalisation and launch of CEE Strategic one-pager (attached)
- Team efforts have focused on learner achievement, semester 2 commencement activities and events and garnering for 2020 enrolments and;
- Continuation of initiatives and projects that support enhanced outcomes for Students including process improvements, activities, systems and people

Students at the heart of everything we do	

Outcomes delivered during current reporting period	• New initiatives developed in line with increasing Māori and Pasifika student participation.
	   o The inaugural Pasifika Rise event – discovery day at Ara for senior Pasifika secondary school students will take place on 17 September 2019.
	   o Whai wheako ki Ara – Experience Ara activities for senior Māori students at Whanau Tahi Kura Kaupapa to spend the day at Ara on 26 September 2019 and explore options for tertiary study.
	• In collaboration with sPACPAC, new Ara Pasifika scholarship announced for students transitioning from secondary school into L5 or above programmes at Ara.
	• Noho Rēhua well attended by He Toki and PTT students and staff – over 50 attendees, and very positive feedback received. Tangata whenua involvement and speaker Dr Terry Ryan were invaluable to the kaupapa.
	• An update to the MPTT work readiness programme is being explored between Te Waha Pu, Transition team, and Woolston campus to ensure the model is accessible, current and engaging for the current Tauira given the changed environment of recent years. Work in progress. A large Industry day event is also being planned.
	• The MPTT Learner Support Fund is gaining momentum, however students accessing is lower for He Toki than PTT – the teams are pursuing active ways to ensure the fund is fully utilised for student benefit. Each He Toki and PTT student has an individual plan.
	• Working with Department of Hospitality and Service Industries to increase engagement through early relationship development with Student Advisors and using student strengths to build resilience continuing well.

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

	- International student recruitment activities for 2020 continue with market visits and events happening in Japan, South Korea, Philippines, and China during September and October. There is a strong focus on collaborative Christchurch Educated events with the schools in Japan and South Korea. - Fulbright NZ have approved our postgraduate programmes for Fulbright scholars from USA. Scholarship recipients should enrol with Ara from 2021 onwards. - Students events – developing end of year activities, stress busters during exams/assessments and Ōtautahi House Ball and Cup Day events. - Plans to locate Student Council and selected staff into the C Block student centre area for a more integrated student experience being developed. - The latest version of MyAra went live on 19 August 2019 – the biggest update since being launched in January and brings many changes and improvements to the platform for both staff and students. Notably, with the new user groups being created, there is a separate dashboard for staff compared to the one students see. - Web re-platform: The exploratory work completed and the business case submitted to Council for approval. With approval gained, the finer details are being finalised with the vendor with a view to beginning the main body of work in late September. - The Rakaia Atrium refresh is largely complete, with the new Information area and concierge team up and running and the new signage, furniture and lighting installed. - Progressing with the appointment of a counsellor for the Timaru campus. - Heavy demand continues for counselling services City Campus Health Centre. Increase in Counselling resources approved for City campus for 2020 and recruitment will commence shortly. - Marketing/promotion almost ready to commence for new subsidised dental service for students. - Successful blood pressure/diabetes health promotion held in August. Good health outcomes achieved with many students referred for further care. - Following enhancements to the Ara City campus Library environment the gate count has increased by 23% in Semester 1 when compared to last year. This is despite Manawa now being fully operational (so fewer students taught on City Campus). Further analysis of resource usage may help us to understand from where this increase has been achieved. 2020 Scholarships information now online – change of approach and policy is expected to drive an increase in applications. Early bird closing date is 14 October 2019.

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	• Contract for delivery of Japanese cultural and intro to language lessons for Crusaders and CRFU representative players. • Continued high demand from schools for Experience Ara activities to support transition decisions for students into tertiary training and dual enrolment offerings for 2020. • Application presentations and Careers Evenings in secondary schools throughout the region with higher than usual numbers of people in attendance and great support from Academic colleagues assisting the team. • The Library, Learning Services and Learning Design are working together to design an Information Literacy framework to ensure embedded skills staircase through the levels of qualifications delivered. • Regular industry slots are coming through the Careers and Employment Centre with a range of positive outcomes for students gaining employment. Next session: Heritage Hotel. • PAG has appointed a new Chair and Deputy Chair in light of Maria Pasene retiring. The new Chair will also pick up moving forward on the Pasifika Strategy review. • An evaluation project of the *StudySmart* tools (A2E & CognAssist) has commenced, with students from an identified cohort having been sent the *StudyFit* (A2E) questionnaire. This will be followed up with tailored interventions and then an invitation to take part in CognAssist. At the end of the semester the student outcomes will be analysed.
High performing customer focused teams	
Outcomes delivered during current reporting period	• CEE Strategic Themes simplified one-pager developed and launched (attached). • Review of Valuable Conversations and Poka Plans an embedded practice. • After the successful launch of the Ara Advantage campaign a new set of templates have been developed for brochures, posters and other material that can be used to complement the advertising imagery. • Royal NZ College of GPs 'Foundation Standard' audit of the Health Centre took place on 21 August 2019. The Assessor has advised that all 85 criteria across 31 indicators have been fully met. Final report and certification will follow and remain current for three years. Audit Passed. • Health Centre Manager attended CIMS and CQ Command training. • The CMT Enhancements project has reached the prioritisation and scheduling of dependencies phase to ensure that when the work takes place the advisors will learn its enhanced capability in a methodical systematic way. • Appointed South Canterbury Business Development Representative will commence on 23 September 2019. • Recruitment process for Business Development Manager in final stages with appointment expected mid-September.

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

	• Ōtautahi House operations manual is close to being ready for circulation to other stakeholders for feedback. Resident Assistant recruitment is about to start and a structured training programme for them is being finalised for 2020 in conjunction with the capability team. (To begin training in 2019).

Investment decisions that deliver a sustainable future

Outcomes delivered during current reporting period	• Online Enrolment, Agent Application Portal, web re-platforming and CMT Enhancement Summary business cases and funding requests all approved through Audit and Risk Committee and Council – progress to the next stage now underway. • New Privacy Act law changes occurring by 1 March 2020 – project initiated to manage the change and impacts. • Department of Engineering and Architectural Studies has seen the greatest growth in International student enrolments and is now the top department for International student EFTS, exceeding Business and Humanities. • International Student numbers well in excess of budget and stretch objectives overall. • Recreation Centre team focused on increasing one-year memberships and are engaged in a project to set up direct debit and automatic payment systems to make membership more accessible for those who want to pay in instalments. It is envisaged that this will support an increase in full year memberships. • Graduation online and payment online successfully implemented – 91% of those attending September Graduation ceremony paid via the new automated method.

Summary of financial performance

Budgets are being well maintained and there is an overall positive variance for CEE. This is forecast to continue as a result of having made a number of staff changes, contract renegotiations and a prudent expenditure approach.

PEOPLE AND CULTURE – REPORT FOR COUNCIL

Executive Summary

Key focus areas this month
- Surveys – design of the Wellbeing Survey complete and information sessions held with leaders of teams. The annual Gallup Engagement Survey was prepared for and activated.
- Health and Safety – progress on project planning for Assura health and safety systems implementation.
- Leadership Development – Growing Inspiring Leaders final workshop for Divisional Leaders and Department Leaders started workshop one.
- Strategic Planning – Final draft of People and Culture strategic framework and 3-year high level 'sign posts' plan completed for TKM consideration.

Students at the heart of everything we do	
Outcomes delivered during current reporting period	- The DCE P&C spent 2 x 2 hours observing Ara colleagues in student facing roles: some time observing a Hairdressing Level 2 Youth Guarantee programme class and some time in the Student Hub with our Student Advisors. The intention is to do this quarterly in order to keep connected to the customer and observe our colleagues' challenges (and joys!) in these student facing roles. - We welcomed three student representatives into the Health and Safety Working Group.
Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	- P&C Capability facilitated the implementation of three new cross-department Teaching and Learning Groups. - The Assessment Project and supporting the design of Professorial appointments process continues. - The Academic Promotions interviews have commenced with 36 colleagues presenting. - The Eureka Challenge around the Academic Promotions process has commenced with self-nominated colleagues and members of both the AASC and TEU. It will run through until October and is a collaboration between AIR (facilitating) and P&C (sponsoring).

PEOPLE AND CULTURE DIVISION

High performing customer focused teams	
Outcomes delivered during current reporting period	- The P&C Leadership Team finalised the draft of the P&C strategic framework and high-level plan. This was completed in time for it to be available for the TKM planning days in early September. 35 Business Support colleagues have applied for Progression and the panel has met to review them. - Six months into the implementation of Valuable Conversations the Divisional Leadership Teams (AIR, COO and CEE) were consulted as to what was going well and what further support they needed. Following on from that, focus groups will be held with colleagues to review the experience that our colleagues are having of VCs. - Growing Inspiring Leaders programme: Divisional Leaders attended their final workshop and have been linked to group coaching and a few have been on-boarded to 1:1 coaching which includes a 360º feedback survey. An afternoon workshop was held with the professional coaches who have been engaged, giving them an overview of the organisation and our context (Transformation and RoVE). The Departmental level leaders have been on-boarded and commenced workshop 1 in early September. Feedback continues to be positive. - Health & Safety: Both the Leadership Group and Working Group met during August. Two subgroups have been formed and have commenced planning around the two priorities: Leading Safety and Critical Risks. - Core capability development support requests and delivery continued to include digital tools and Ara systems training, interpersonal skills, team development, mental health training, Treaty workshops, and coaching. - The Wellbeing Survey, capturing the current experience at an individual, team and organisational level was finalised in design and was activated on 10 September 2019. A number of information sessions were held with leaders of teams prior to explain the 'why' and 'what' of the survey and how it was linked to engagement. - Preparation was finalised for the annual Gallup Engagement Survey and was activated on 9 September 2019; it will run for two weeks. Results will be available mid-October.
Investment decisions that deliver a sustainable future	
Outcomes delivered during current reporting period	- The H&S system providers, Assura, spent two days with a small team to align our needs with their tool. A Project Plan has been drafted that has a 3-4 month timeline for implementation. - The Business Cases for improving the Employee Experience team's efficiencies were approved and the ER1 project elevated to a Recruitment system. This will significantly improve the efficiency for not just the P&C teams but the whole organisation. Early planning is underway for implementation. - Recruitment and onboarding for P&C team members continues: An Internal Communications Leader and two new Business Partners will start in October and recruitment of Capability resources is underway. A Business Partner resigned (head hunted for a national role) in September and will be replaced.
Summary of financial performance	
People and Culture overall spend is consistent with previous reports. It continues to track within budget overall, with general expenditure underspend balancing out P&C staffing overspend. The over-spend in staffing will not be recoverable in this financial year.	

Corporate Services **Planning Office**	Terms of Reference
RoVE Response Programme Committee (RRPC)	Author: Darren Mitchell/Tony Gray
	Version: 0.3 – Draft
	16 September 2019

1.0	**Purpose**	
1.1	The RoVE Response Programme Committee (RRPC) has been established to oversee a programme of work with the primary purposes of getting Ara: - positioned as a partner in the transition to, and operation of NZIST, by taking an active role in influencing and co-designing how it operates regionally, nationally and internationally moving forwards; and - in optimal condition and as well prepared as possible for the commencement of NZIST on April 1st, 2020.	
1.2	RRPC is a subcommittee of, and will report to, the Ara Council (Council) and will operate within the budgetary, scope and time constraints approved and delegated to it; the Chief Executive and Council Chair will be ex-officio members of the sub-committee.	
1.3	The RoVE Response Programme is driven from the Government's announcement that the proposed RoVE transition will go ahead with NZIST commencing on 1st April 2020. Further to this, Ara's own Strategic Priorities identify Outcome 4 - 'Sustainable Future' with the focus area 'Investment decisions' that deliver a sustainable future: - A thriving and sustainable education business; and - Leveraging value from out assets and people.	
1.4	RRPC will be primarily responsible for the sound governance of the activities Ara plans to undertake through the RoVE response programme as well as providing decision points through which significant changes to scope, programme or budget are recommended to Council.	
1.5	RRPC will consider and balance the requirements of all stakeholders against organisational strategies and governmental priorities.	

2.0	**Membership**	
2.1	The membership of the RRPC shall include: - Council Chair (ex-officio) - Chief Executive (ex-officio) - Project Director and Chair – DCE, COO - Council Representative - Programme Reporting – Strategy and Planning Manager (Non-Voting)	

2.2	The RRPC will be chaired by the Project Director and administrative support will be provided through the Te Kāhui Manukura Executive Assistance Team and the Planning Office.
2.3	Others may be invited to attend (for example, to present a paper) at the discretion of the Chair.

3.0	**Operations**	
3.1	Administrative support and the coordination of activities and operations will be organised by the Planning Office.	
3.2	Full meetings to be held monthly the week prior to Council. Interim RRPC meetings will be held between the full monthly meeting, approximately a fortnight prior to a full meeting. Agenda and papers to be distributed at least three working days prior. All meetings to be minuted. This monthly package will include the following: • Agenda for upcoming meeting • Minutes of previous meeting • Actions List • A progress report from the Project Director • Decision papers as appropriate. • Any other documents / information requiring consideration at the meeting.	
3.3	The standard agenda should include, but not be limited to the following items: • Apologies • Disclosure of Conflicts of Interest • Minutes • Feedback / decisions from Council • New information/direction from Government • Actions List • Projects by exception • Recommendations & update to Council • AOB	

4.0	**Delegations**	
4.1	The RRPC has the following delegations from Council: Full delegation to progress the RoVE Response Programme and associated projects as approved and delegated by Council within the agreed budget, programme and scope. RRPC, at its discretion, can access up to ▮▮▮ in contingency funds per project, to be allocated against that project's contingency funds. Upon exhausting the ▮▮▮ contingency allowance, RRPC can apply to Council for additional lots of ▮▮▮. Any requirement for access of contingency above ▮▮▮ either individually or in total will need to be escalated for a decision by Council.	

5.0	Functions	
5.1	The RRPC, in overseeing the RoVE Response Programme and associated projects to ensure delivery within budget, time and scope, whilst overseeing successful project delivery and benefit realisation, will have the following primary functions: 1. Provide governance for RRP workstreams and projects across the organisation 2. Assessing, reporting, and making recommendations to Council on planning, financing and implementation of RoVE Response projects 3. Identify resource issues and, where appropriate, escalate to Council 4. Review and recommend additional initiatives for consideration by Council 5. Monitor resource, scope or schedule changes and, where appropriate, escalate to Council 6. Maintain an overview of key risks across the programme initiatives and ensure that appropriate risk management and mitigation processes are in place 7. Perform actions and respond to requests as directed by the Council	

6.0	Guiding Principles	
6.1	The following guiding principles are used as a checklist for any RoVE Response Programme projects: 1. Health & Safety is the first priority 2. Adherence to the Strategies and Policies of Ara 3. Educational delivery and BAU operations must be maintained 4. Adherence to the governance and management model of Ara 5. All decisions are made or recommended on to Council in compliance with the authority delegated at that time 6. Conflicts of interest must be reported at RRPC 7. Costs and benefits are fully documented and understood 8. Does make optimal use and reuse of Ara resources 9. Does lead to improving organisational readiness for change 10. Has a rate of change in the programme of work that is sustainable for Ara 11. The organisational impact is understood and accepted by all areas that are affected; and 12. All decisions and actions fit within the risk profile of Ara.	

RoVE Response Programme Governance

Membership		Functions

Council

Membership:
- All Council Members

Functions:

Relating only to the governance of RoVE Response:
- Owner of programme plan, priorities, outcomes and deliverables
- Direction and Governance of RRPC
- Review and respond to progress reports from Project Director - RoVE Response Programme (RRP)
- Prioritisation of RoVE Response projects relative to the resource requirements of current or proposed Ara workstreams and considering people, capacity and/or capability risks to the total Ara portfolio.
- Allocation of budgets and approval of business cases
- Oversee project pipeline and supporting processes
- Direct RRPC regarding significant resource, scope or schedule changes, recommended to Council

RoVE Response Programme Committee (RRPC)

Membership:
- Council Chair (ex-officio)
- Chief Executive (ex-officio)
- Project Director - DCE, COO (Chair)
- Council Representative
- Programme Reporting – Strategy & Planning Manager (Non Voting)

Functions:
- Provide governance for RRP workstreams and projects across the organisation
- Assessing, reporting, and making recommendations to Council on planning, financing and implementation of RoVE Response projects
- Identify resource issues and, where appropriate, escalate to Council
- Review and recommend additional initiatives for consideration by Council
- Monitor resource, scope or schedule changes and, where appropriate, escalate to Council
- Maintain an overview of key risks across the programme initiatives and ensure that appropriate risk management and mitigation processes are in place
- Perform actions and respond to requests as directed by the Council

RoVE Response Programme Management (RRPM)

Membership:
- Project Director - DCE, COO (Chair)
- Strategy & Planning Manager
- PM – Strategy and Planning
- TBA

Functions:
- Coordinate workstreams across the RRP
- Monitor workstreams to support them delivering within budget, time and scope
- Monitor resource, scope or schedule changes and, where appropriate, escalate to RRPC
- Develop the project plan and establish the budget, supported by the Planning Office.
- Establish Project Control Groups (PCG) and Working Groups as required to facilitate project objectives and responsibilities.
- Support programme and cross workstream change management and communications
- Ensure consistent utilisation of project standards, processes, reporting and approach
- Maintain an overview of key risks across the programme initiatives and ensure that appropriate risk management and mitigation processes are in place
- Critically examine the RRP to ensure alignment between programme outcomes and organisational capacity and capability
- Perform actions and respond to requests as directed by RRPC
- Develop and monitor project planning frameworks, priorities, timelines and responsibilities
- Develop and complete business planning phases as required
- Ensure close liaison between all stakeholders and the service delivery functions
- Support good data stewardship associated with projects by maintaining and improving data quality standards relative to existing Ara data repositories and reporting capability.

Workstream or Project

Membership:
- Workstream / Project Lead

Following, as required per Workstream / Project:
- Project Manager
- Project Support
- Change Management
- Stakeholder Representatives
- Information Systems
- Communications
- Supplier

Functions:

The overall responsibility of a workstream or project is to successfully deliver the required outcomes requested by RRMT from inception through to completion and post project evaluation.

Oversee the Workstreams and Projects:
- Ensure effective stakeholder engagement and establish appropriate user groups
- Ensure all requests for changes to the scope, deliverables and budget are made to RRMT
- Monitor the services, responsibilities and duties of external consultants
- Report to RRMT on progress and status, to agreed workstream and project reporting standards.
- Develop procurement documentation and facilitate the recruitment of project consultants
- Develop models and options of service delivery

Make Recommendations:
- Make recommendations on the appointment and engagement of external resources to RRMT
- Escalate the need for policy interpretation or issue resolution to RRMT
- Review and endorse reports submitted by any consultants.

Recommend / Endorse Payments:
- Endorse payments to consultants, contractors and suppliers
- Recommend commitment of funds, expenditure of contingency sums and payments.

Although the workstreams and projects will have delegated authority for day-to-day management, approval will need to be escalated appropriately to: Enter into contracts; Commit capital funds; Change scope of workstream; Increase or vary the workstream budget.

Based on the model used by Dept Health, State Government of Victoria, Australia.

Ara Council 24 September 2019	**Agenda Item**	Page 19/ Ara Council/39/5112
	Information Item	
PUBLIC	**Presented by**	T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	**Academic Board**

BACKGROUND AND PURPOSE	*A summary report to Council from Academic Quality of:*
	
	• *The Academic Board meetings were held on 4 July and 8 August 2019.*
	
	The Academic Board role is to:
	
	• *Advise Council, and recommend where appropriate, on the academic strategic direction and practices of the institution.*
	• *Develop, monitor, review and maintain policies on academic matters including research conducted by staff.*
	• *Consider proposals for new programmes.*
	• *Approve programmes.*
	• *Manage sub-committees as required, including:*
	  • *Defining delegations, roles, Terms of Reference (ToR) and membership.*
	  • *Receiving and acting on reports.*
	  • *Reviewing performance and effectiveness.*
	• *Consider and report on any other academic matters which are referred to it by the Council or CE, or which the Board believes are of significant importance.*

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	-
RISK IMPLICATIONS FOR ARA	-
RATIONALE FOR EXCLUDING PUBLIC	N/A

1 Academic Policies

The following policies have been reviewed and approved:
- APP804 Research Ethics
- APP508 Moderation.

2 Programme Approval

The following qualifications were presented and approved for submitting to NZQA:

- *CH4077 Master of Creative Practice*
- *CH4078 Postgraduate Diploma in Creative Practice*

Ara has previously had accreditation to deliver these programmes under the Wintec approval. Ara is now seeking approval of their own programmes.

- *CH3890 Graduate Certificate in Nursing*
- *CH4052 Graduate Diploma in Nursing*

These programmes are a joint venture with the Canterbury District Health Board to provide professional development for registered nurses who are in practice.

- *CH4025 Bachelor of Sustainability and Outdoor Education*
- *CH4032 Graduate Diploma in Sustainability and Outdoor Education*

This approval was for a type 2 change as part of their five-year review.

- *CH4081 Postgraduate Certificate in Health Practice*
- *CH4082 Postgraduate Diploma in Health Practice*
- *CH4079 Master of Health Practice*
- *CH4080 Master of Health Science*
- *CH4075 Master of Nursing*

In June 2016, Ara was accredited by NZQA and the Nursing Council of New Zealand to deliver the EIT postgraduate nursing and health science programmes. Ara subsequently made the decision to apply for its own approval and accreditation for these programmes, and this development was approved by NZQA in August 2018 for implementation in 2019. In response to local and regional needs, Ara has re-developed these accredited postgraduate programmes and is now seeking approval for a Type 2 change from NZQA and NCNZ approval.

3   TANZ Activity

The TANZ Academic Managers had met to discuss assessment regulations, teaching and learning plans and academic support. TANZ e-campus delivery update:

- 800 EFTS in pipeline
- Course completions were at 69% so far in 2019, an increase so far of 10% form 2018
- Ara has the highest course completion rate of all the providers.

4   Assessment Practice Project

A steering group had reviewed the first batch of reports. The second part of the project was assessment reviewing. It has been decided that this is a priority project and in 2020 will have a workload allocation for evaluators.

5   Self-Assessment

All Programme reports have received individual comments from Academic Quality. The Evaluation and Review Committee was in the process of identifying themes from these and the Department reports which will be tabled at a future Academic Board meeting. The Quality Select Committee has been reinstated and is timetabled for the end of August. Internal Evaluation is timetabled for 9-13 September. A new Graduate Alumni Survey was approved for use with graduates who gained their qualification two years ago. The first survey will be in place on the 19 August with data available later in the year.

6   Degree Monitoring reports

Degree Monitoring reports were received for the following programmes:
- Bachelor of Musical Arts
- Bachelor of Nursing
- Bachelor of Medical Imaging
- Bachelor of Broadcasting Communications
- Bachelor of International Tourism and Hospitality Management

These reports had positive feedback with limited recommendations which is strong external endorsement of the quality of programmes and delivery. The Bachelor of Musical Arts action plan had been updated to better reflect the response to the research items. It was agreed that a replacement monitor be appointed for the Bachelor of Nursing to gain fresh input due to the longevity of the current monitor's service, and for there to be a more generic focus in monitoring for this programme. It was also agreed that each year one to two specific areas of focus will be approved at Academic Board for inclusion in the monitoring process across all degrees.

7   Technology Enhanced Learning Goals 2019

The Technology Enhanced Learning Goals 2019 were approved after being well socialised through Infoweb, Teaching and Learning sub-committee and Te Kāhui Manukura (TKM).

Ara Council Campus Redevelopment Committee Minutes

15 August 2019

Minutes of a meeting of the Ara Council Campus Redevelopment Committee held on Thursday 15 August 2019 at 12.30pm in Room G202, Te Kei, City Campus.

1   Welcome

The Chair opened the meeting welcoming the Committee.

2   Meeting Business

2.1   Attendance

a   Voting Members

John Hunter (JH) (Chair), Janie Annear (JA), Tony Gray (TG) and Darren Mitchell (DM).

b   Non-Voting Members

Nil.

c   In Attendance

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

2.2   Apologies

Grant McPhail (Manager, Facilities).

2.3   Acknowledgement

It was with great regret that the Chair acknowledged and reflected on the sad loss of Council member Stephen Collins to this Committee, the Ara Council and the wider community. Stephen's valued contribution over the past five years will be hugely missed and the Committee wished to formally express their appreciation for all of his efforts over this time.

3   Disclosure of Conflicts of Interest

Nil.

4   Confirmation of Minutes

4.1   Minutes of Council Campus Redevelopment Committee meeting of 20 May 2019

*It was **resolved** that the Minutes of the Council Campus Redevelopment Committee meeting held on 20 May 2019 be approved as a correct record of proceedings at that meeting and be signed by the Chair accordingly.*

D Mitchell/J Hunter   Carried

4.2   Business Arising out of the meeting

Nil.

5   General Business

Nil.

6   Public Excluded

12.35pm

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

J Hunter   Carried

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

6.1	Minutes of Meetings of 20 March 2019 – 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) Health and Safety	
6.4	C Block – Partial Demolition	[s9(2)(i)(j)]
6.5	N, S, O Transition Plan Business Case	[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 1.20pm.

READ AND CONFIRMED   Chair: ……………………………………………………………………

17 September 2019

2019 Council Work Programme

as at 7 August 2019

Month		Topics	Notified Non-availability
January		**Note: No Council Meeting**	
	24	**REM Committee**	J Boys 9 Jan- 5 Feb
February	14	Graduation (Timaru – 2 pm)	
	26	**Council Meeting (Christchurch)** • Conflicts of Interest – signed updated register from each member • Reconfirm Committee and Trust Memberships • Council Documentation Review – Charter/Standing Orders/Statute • Board Self-Assessment • 2018 End of Year Provisional Financial Report	
March	13	Council Audit and Risk Committee Meeting	E Hopkins 1-31 March
	19	Council Campus Redevelopment Committee Meeting	
		Chief Executive Remuneration and Performance Review Committee	
	26	**Council Meeting (Christchurch)**	
	29	Autumn Graduation Ceremonies (9.30 am and 2.30 pm sessions)	
April	10	Council Audit and Risk Committee Meeting	
	30	• Health and Safety Manager Report • Draft Annual Report 2018 • Risk Management Framework – Quarterly report	
May	8	Council Audit and Risk Committee Meeting	
	20	Council Campus Redevelopment Committee Meeting	
	28	**Council Meeting (Christchurch)** • Final approval of 2018 Annual Report • Report on Affixing of Common Seal • Kaiārahi Report • Fee Setting	
		Full Academic Board	
June	13	Council Audit and Risk Committee Meeting	
	17	Chief Executive Remuneration and Performance Review Committee	J Hunter 4 June - 7 July
	25	**Note: no Council Meeting**	T Gray 24-28 June
July	10	Council Audit and Risk Committee Meeting	M Taite-Pitama - July
	16	Council Campus Redevelopment Committee Meeting	
	10	**Council Meeting (Timaru)** • Risk Management Framework - Quarterly Report • Pasifika Strategy Report • Internationalisation Strategy Report • Health and Safety Manager Report • Health and Safety Walkabout	

August	15	Council Campus Redevelopment Committee	*J Annear – 18 August to 14 September*
	26	Council Audit and Risk Committee	
	27	**Council Workshop (1) (Christchurch)** ➢ **RoVE**	
September	11	Council Audit and Risk Committee Meeting *(Cancelled)*	*J Annear – to 14 September*
	17	Council Campus Redevelopment Committee Meeting *(Cancelled)*	
	20	Spring Graduation Ceremony (10am)	*T Arseneau 12 September – 14 October*
	24	**Council Meeting (Christchurch)**	
October	?	Chief Executive Remuneration and Performance Review Committee	*T Arseneau – to 14 October*
	29	**Council Meeting (Christchurch)** • Report on Affixing of Common Seal • Risk Management Framework – Quarterly Report • Annual Report 2019 – content/format • Health and Safety Manager Report • Health and Safety Walkabout • Kaiārahi Report	
November		Full Academic Board	
	13	Council Audit and Risk Committee Meeting	
	19	Council Campus Redevelopment Committee Meeting	
	26	**Council Workshop (2) (Christchurch)** ➢ **Young Person's View of the Future** ➢ **Industry Partners** • **2019 Budget sign-off**	
December	10	**Council Meeting (if required)** • 2019 Budget – Sign off	
	4	Council Audit and Risk Committee Meeting	

Note: Council Workshop – Ensuring Equity in Education; Maori and Pasifika Deep Dive postponed from 27 August. To be scheduled at a later date.

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

Waitangi Day – Wed 6 Feb
Otago Anniversary – Mon 25 Mar
Good Fri – 19 April
Easter Mon – 22 April
Easter Tue – 23 April
ANZAC Day – Thurs 26 Apr
Queen's Birthday – Mon 3 Jun
South Canterbury Anniversary Day (Timaru Campus) – Mon 23 Sept
Labour Day – Mon 28 Oct
Canterbury Anniversary/Show Day – Fri 15 Nov

Christchurch Location – Room G202, Council Room, Te Kei, Christchurch City Campus
Timaru Location – Room TA210, Council Room, Timaru Campus.

Media Report July and August 2019

4 July

Holograms create new career niche https://www.ara.ac.nz/news-and-events/news/holograms-create-new-career-niche

5 July

Open Education Otago Poly and Ara launched a national Centre for Open Education Practice to promote, research, and develop open educational resources and practices.

8 July

Matariki planting at Kaiapoi Pa

https://www.ara.ac.nz/news-and-events/news/connecting-with-the-past-by-planting-for-the-future

9 July

Making the most of a booming tourism industry

https://www.ara.ac.nz/news-and-events/news/connecting-with-the-past-by-planting-for-the-future

18 July

Ara's Space invaders prize winners

https://www.ara.ac.nz/news-and-events/news/humorous-video-wins-space-invaders-competition

24 July

Manawa Ara reflected on the success of the Manawa space for health students, which was opened a year ago.

30 July

Orientation Ara will have huskies at their Orientation, while WITT had a successful Orientation

1 August

Ara's statement re ROVE https://www.ara.ac.nz/news-and-events/news/aras-statement-on-1-august-rove-announcement

5 August

VE Reforms Reaction Ara CE Tony Gray (taking a glass half-full approach – also see here)

Ara welcomes Establishment Board

https://www.ara.ac.nz/news-and-events/news/ara-welcomes-national-polytechnic-establishment-board-to-christchurch

9 August

Ara's hairdressing competition

https://www.ara.ac.nz/news-and-events/news/not-a-bad-hair-day

Students aim for Torque d'Or success

https://www.ara.ac.nz/news-and-events/news/students-aim-for-back-to-back-toque-dor-titles

12 August

Edible book competition

https://www.ara.ac.nz/news-and-events/news/digging-into-chocolate-cakeAra

13 August

Torque d'Or success

https://www.ara.ac.nz/news-and-events/news/aras-toque-dor-team-plated-up-gold

14 August

Toque D'Or Ara students successfully defended their Toque D'Or culinary competition title

16 August

Hokonui Fashion award success

https://www.ara.ac.nz/news-and-events/news/aras-toque-dor-team-plated-up-gold

20 August

Ara student app usage

https://www.ara.ac.nz/news-and-events/news/ara-student-app-usage-continues-to-grow

21 August

Ara student off to South Korea with Weta Workshop's Richard Taylor

https://www.ara.ac.nz/news-and-events/news/drawing-up-a-winner

29 August

NGO's benefit from Broadcasting School's expertise

https://www.ara.ac.nz/news-and-events/news/ngos-benefit-from-real-world-learning

30 August

Marketing Ara's NZ Broadcasting School students created digital marketing campaigns for Christchurch NGOs

Building for Humanity

https://www.ara.ac.nz/news-and-events/news/building-for-humanit