



# Notice of Meeting

A meeting of the Ara Council will be held:

on Tuesday 31 October 2017

at 10.00am

in Room TA210, Timaru Campus.

Tracey McGill  
**Council Secretary**



## COUNCIL MEETING AGENDA

Tuesday 31 October 2017  
10.00am  
Room TA210, Timaru Campus

	9.30am	Council Only Time	Attached
<b>1) Meeting Business</b>	10.00	<b>1.1 Karakia : Ara Waiata</b>	Te Marino
		<b>1.2 Apologies</b>	
		<b>1.3 Disclosure of Conflicts of Interest</b>	Attached
		<b>1.4 Meeting held Tuesday 26 September 2017</b> <ul style="list-style-type: none"> <li>• Approval of minutes</li> <li>• Matters arising</li> <li>• Action List</li> </ul>	Attached
		<b>1.5 Special Meeting Minute: 2 October 2017</b>	Attached
<b>2) For Discussion</b>	10.15	<b>MONTHLY REPORTS</b>	Attached
		<b>2.1 Chief Executive</b> <b>a) Ara South – Key Stakeholders Meeting</b> <b>b) Risk Management Framework (Quarterly Report)</b> <b>2.2 Health and Safety</b>  <b>OTHER</b> <b>2.3 Health Precinct</b>	
<b>3) For Information</b>	10.30	<b>MONTHLY REPORTS</b>	Verbal Attached Verbal Attached Attached Attached Attached
		<b>3.1 Chair Report</b>	
		<b>3.2 Sub-Committee Reports</b>	
		<b>a Academic Board</b> <b>b Council Audit and Risk Committee</b> <b>c Council Campus Redevelopment Committee</b>	
		<b>OTHER</b>	
<b>3.3 2017 Council Work Programme</b>			
<b>3.4 September Media Report</b>			
<b>3.5 Report on Affixing of Common Seal</b>			
<b>4) General Business</b>	10.45	<b>Key Messages</b>	Verbal

**Note: The public meeting will be followed by a Campus Tour for Ara Council members.**

<b>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:</b>				
<b>5) Strategic Topics for Discussion</b>	11.30	<b>5.1 Ara South</b> <b>5.2 Strategy Day Preparation</b>	[s9(2) (f), (i), (j)]	Verbal Verbal
<b>6) Meeting Business</b>	12.15	<b>6.1 Meeting held Tuesday 26 September 2017 (Public Excluded)</b> <ul style="list-style-type: none"> <li>• Approval of minutes</li> <li>• Matters arising</li> <li>• Action List</li> </ul> <b>6.2 Special Meeting Minute: 2 October 2017 (Public Excluded)</b>	[s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)]	Attached  Attached
<b>7) For Decision</b>	12.20	<b>7.1 2017 Annual Report – content/format</b>	[s9(2) (f), (i), (j)]	Attached
<b>8) For Discussion</b>	12.35	<b>MONTHLY REPORTS</b> <b>8.1 Chief Executive – Public Excluded</b>	[s9(2) (i), (j)]	Attached
<b>9) For Information</b>	12.45	<b>MONTHLY REPORTS</b> <b>9.1 Council Audit and Risk Committee - Public Excluded</b> <b>a) 10 Year Financial Model</b> <b>9.2 Council Campus Redevelopment Committee – Public Excluded</b> <b>a) Meeting Minutes</b> <b>b) Programme Dashboard</b> <b>c) Health and Safety Report</b>	[s9(2)(i), (j)] [s9(2)(i), (j)]	Verbal Attached
<b>10) General Business</b>	1.00pm			
<p>This resolution will be made in reliance on s48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interests protected by s9 of the Official Information Act 1982 which would be prejudiced by the holding of the proceedings of the meeting in public. The section of the Official Information Act which applies is shown beside each item to be considered while the public is excluded:</p> <ul style="list-style-type: none"> <li>• <i>Matters involving confidential information about an identifiable person</i> s9(2)(a) – Protect the privacy of natural persons, including that of deceased natural persons</li> <li>• <i>Submissions to Parliament and other formal advice</i> s9(2)(f) – Maintain confidential conventions which protect political neutrality, and the confidentiality of communications and advice tendered by officials</li> <li>• <i>Commercially sensitive financial data</i> s9(2)(i) – The Crown or any Department or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities</li> <li>• <i>Negotiations in progress with other organisations</i> s9(2)(j) – Enable a Minister of the Crown or any Department or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</li> </ul>				
<b>11)</b>	1.00pm	<b>Poroporoaki</b>		

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

Haere mai e te iti  
Haere mai e te rahi

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

Hei tikitiki mōhou  
Mō tātou e

Haere mai kia kapohia  
ngā kai a ngā tīpuna

Kua tau tō waka ki Ara e

Seek distant horizon to reach  
your potential

Come one,  
Come all

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

To strive for excellence  
for all

Come and take hold of  
the knowledge of our ancestors

You have arrived in our midst.

<b>Ara Council</b> <b>31 October 2017</b>	<b>Agenda Item</b>	<b>1.3</b>
		<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>	G Tylee on behalf of T McGill

<b>ARA COUNCIL REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	<b>2017 Register of Disclosure of Conflicts of Interest</b>
<b>BACKGROUND AND PURPOSE</b>	<ul style="list-style-type: none"> <li>To provide an accurate and up to date register of disclosures of conflicts of interest of the Ara Council members.</li> <li>There have been no additions to the register since the last Council meeting in September.</li> </ul>
<b>RECOMMENDATION(S)</b>	N/A
<b>LINK TO ARA STRATEGY</b>	N/A
<b>KEY ISSUES IDENTIFIED</b>	N/A
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	N/A
<b>RISK IMPLICATIONS FOR ARA</b>	N/A

## 2017 Register of Disclosure of Conflicts of Interest

as at 26 September 2017

### Council Members

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

## Council Officers

<b>Tony Gray</b> Chief Executive	<ul style="list-style-type: none"> <li>• TANZ Ltd (Director)</li> <li>• Ōtautahi Education Development Trust (Trustee)</li> <li>• Ara Foundation (Trustee)</li> <li>• Hurford Trust</li> </ul>
<b>Te Marino Lenihan</b> Kaiārahi	<ul style="list-style-type: none"> <li>• k4 Cultural Landscape Consultants Ltd (Director)</li> <li>• Centre of Contemporary Art (CoCA) (Board of Trustees)</li> <li>• Ngā Aho (National Network of Māori Design Professionals) (Executive)</li> </ul>
<b>Tracey McGill</b> Council Secretary	<ul style="list-style-type: none"> <li>• Nil</li> </ul>
<b>George Tylee</b> Deputy Council Secretary	<ul style="list-style-type: none"> <li>• Nil</li> </ul>
<b>Christina Yeates</b> Governance and Strategy Unit Senior Administrator	<ul style="list-style-type: none"> <li>• Nil</li> </ul>

# **Ara Institute of Canterbury**

## **Council Minutes**

### **26 September 2017**

Minutes from the Ara Institute of Canterbury Council meeting held on Tuesday 26 September 2017 at 11.00 am in Room L233, City Campus.

## **1 Statutory Requirements**

### **1.1 Karakia/Mihi**

The meeting commenced with the Ara Waiata led by Te Marino Lenihan.

### **1.2 Welcome**

- a The Chair welcomed all to the meeting including Michael Rondel (Independent Chair, Council Audit and Risk Committee), Michael Toothill (Ara Project Management Office) and Cathy Andrew (Head of Department, Nursing, Midwifery and Allied Health).
- b Due to the number of apologies received, it was noted that the Council are not in quorate. Therefore, it was agreed that any resolutions will be recorded as such but will be *approved* via electronic circular resolution to full Council post-meeting.

### **1.3 Attendance**

#### **a Present**

##### **i Voting Members**

Thérèse Arseneau (Chair), Jeremy Boys, Jane Cartwright and Stephen Collins.

##### **ii Non-Voting Officers**

Tony Gray (Chief Executive), Tracey McGill (Council Secretary), Te Marino Lenihan (Kaiārahi) and Christina Yeates (Minute Secretary).

##### **iii In Attendance**

Michael Rondel (Independent Chair, Council Audit and Risk Committee).

Management: Phil Agnew (Director, Business Development), Judith Brown (Director, Education and Applied Research), Ann Kilgour (Director, Strategic Innovations), Sheila McBreen-Kerr (Director, Academic), Darren Mitchell (Director, Corporate Services) and John West (Director, Student Services).

Colleagues:

Staff and Council Advisory Group: Deborah Young.

Michael Toothill (Ara Project Management Office) and Cathy Andrew (Head of Department, Nursing, Midwifery and Allied Health).

**b Apologies**

**i Voting Members**

Janie Annear (Deputy Chair), Elizabeth Hopkins, Melanie Taite-Pitama and John Hunter.

**ii Non-Voting Officers**

Te Marino Lenihan (Kaiārahi) for early departure.

**iii Management**

Nil.

**1.4 Disclosure of Conflicts of Interest**

[Pages 17/Ara Council/09/793-795]

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

One correction was advised from the Chair – Spanbild and Lyttelton Port Company are immediate family disclosures but, as per policy, do not create any material conflict of interests so can be removed.

**Declarations of interest for items on today's agenda**

Nil.

**1.5 Confirmation of Minutes**

[Pages 17/Ara Council/09/796-806]

**a Minutes of Committee Meeting – 29 August 2017**

*It was **resolved** that the minutes of the ordinary meeting of the Ara Council held on 29 August 2017 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.*

*Proposed S Collins/Seconded J Cartwright*

**b Action List of Committee Meeting – 29 August 2017**

The action list of the 29 August 2017 meeting was received and noted. All actions in progress and specific updates are recorded below:

- Action 1835 – it was requested that this item be included in the public excluded action list as well.

**c Matters Arising**

It was clarified that a paper in regard to addressing Council's queries on the opportunities for Ara in the Auckland market will be prepared for 31 October Council meeting.

## 2 For Discussion

### Monthly Reports

#### 2.1 Chief Executive

[Pages 17/Ara Council/09/807 - 824]

The Chief Executive report for this month was taken as read. Tony responded to questions and discussion recorded as follows.

- a Tony advised that he would prepare a TANZ Accord paper for the October Council meeting in relation to the strategic focus as it impacts Institutes and Partners. He advised that members of Te Kāhui Manukura met with TANZ colleagues last week and will provide a full report to reflect the outcomes of this meeting.
- b Clarification was sought on the learning hours. Sheila provided a summary advising that all programmes that are NZQA accredited are split into hours and every credit is ten learning hours. Work has been completed on this over the last 18 months. New flexibility is required for the new hours but we are more accountable. Tony explained that this is all included in the TEC audit and is confident we are doing well. Judith advised the Chair that the Universities do not do this and the level of accountability and scrutiny is different.
- c Financial statements – nothing to add aside from noting the enrolment challenges for the 2018 budget. Tony advised that Te Kāhui Manukura are working on the EFTS mix of provision and acknowledges there are matters to be dealt with. Specifically, noting the shortfall in levels 1 and 2 and the youth guarantee but also noting this is a national trend. The Chair advised that Council are looking forward to further discussion to address these issues.
- d Discussion on the election results and what the shape of the new government might mean for the International market.

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

*Proposed: T Arseneau*

#### 2.2 Health and Safety

- a Jeremy commented he is keen to see monitoring of trends in the reporting going forwards. Council agreed there has been much improvement in the reporting of Health and Safety. Tony welcomed continuous feedback from Council in this area and that the Ara Health and Safety Manager will attend a future Te Kāhui Manukura meeting.

- b Some discussion on the number of incidents to end of August which was relatively high. It was agreed that some of these reasons for the incidents can easily be addressed e.g. inexperience.
- c The table outlining the health and safety actions that are underway was discussed and Council requested that the % Complete column be addressed, followed through and updated.

**Action:** % Complete table – actions to be followed through and table updated.

**[AP1839] D Mitchell**

*It was **resolved** that the Health and Safety report and its contents be received and noted.*

*Proposed:* T Arseneau

## **2.3 Kaiārahi Report**

[Pages 17/Ara Council/09/825-827]

The Kaiārahi report was taken as read.

- a Jane advised Council would like to see a link of the actions to the outcomes and to the strategy.
- b Council agreed that the informative reports are still very interesting to read and requested they be reported via the Chief Executive's monthly reports and that the strategic reports (linking inputs to outcomes and to the strategy) be presented quarterly or twice a year.

## **2.4 Health Precinct**

Judith Brown introduced Cathy Andrew, Head of Department, Nursing, Midwifery and Allied Health who provided a presentation and delivery update on the Health Precinct. A summary of key points is provided below:

- a Background to the Health Precinct and the Health Research Education Facility. Collaborative initiative on the facility and operations and planning are in place.
- b Overview of the Blueprint – July 2012. Central location.
- c Major project driving activity in the city – world class hub for health, education and research.
- d Overseen by the Advisory Council – Tony and Darren represent Ara. 6 strategies of which collaborative research and inter disciplinary teams are key.
- e Health Research Education Facility is a flagship entity for the Precinct. Canterbury District Health Board, University of Canterbury and Ara are co-located in a single facility.

- f How it Works – currently delving into the logistics of timetabling and the optimal use of space amongst the two shared teaching floors. All flat space and no tiered lecture theatres. Broad range of users with shared simulation facilities.
- g Implications for Ara – 20% of EFTS delivery; largest provider of non-medical health education in the South Island; look at the health workforce – expand beyond health e.g. IT; HREF is the point of difference compared with other tertiary providers and we need to extend the local reputation. Nursing, midwifery and medical imaging staff and students will be based at HREF from mid-late 2018.
- h Growth strategy – additional 200 EFTS by 2020; placements in programmes maxed out, Bachelor of Nursing potential for growth; need to address the negative portrayal of Nursing in the media; new areas of delivery e.g. Osteopathy (60-80 degree EFTS) and postgraduate (20-25 EFTS). Undergraduate students in other health areas, not just Nursing and will look at International pending the new government. The Business Case details the strategy for growth.
- i Delivery across levels 2 to 9.
- j Looking at paramedic education and currently working with the CDHB on this initiative.
- k Non – degree programmes will remain at Madras Street; lower level remains closer to student services.
- l Real and virtual connectivity with Madras Street and South Canterbury in progress via various work streams (10 in total).
- m Indicative dates – not semesterised, looking at staggered moves from July to December. Working on this plan at the moment.
- n Tony acknowledged the team’s contribution and congratulated Cathy on how she is developing her teams and the flexibility. Council also extended their thanks and congratulations.

### **3 For Information**

#### **3.1 Chair Report**

- a Thérèse commented on how much she had enjoyed her first Ara graduation ceremony and extended her thanks to all involved. The guest speaker was particularly good and Tony advised that Ara is keeping in touch with Lisa in regard to the ‘Eat My Lunch’ activity in Christchurch.

- b On behalf of Council, Thérèse officially welcomed Tony to Ara and acknowledged the special ceremony that took place at his Whakatau on 4 September 2017.

### **3.2 Trustees**

It was agreed that discussion on the Trusts will be in the public excluded section of the meeting.

### **3.3 Sub-Committee Reports**

- a **Academic Board** [Pages 17/Ara Council/09/828]  
It was noted that the full Academic Board met on 14 September 2017 and a full report regarding this meeting will be provided at the October Council meeting.

- b **Council Audit and Risk Committee**

- i It was noted that the Council Audit and Risk Committee had not met this month.

- c **Council Campus Redevelopment Committee**

[Pages 17/Ara Council/09/829-832]

- i The Council Campus Redevelopment Committee meeting minutes of 15 August 2017 were received and noted.
  - ii Stephen advised that there was nothing of substance to report in the open section of the Council Campus Redevelopment Committee meeting held on 19 September 2017.

- d **Staff and Council Advisory Group**

- i Stephen advised that the group had met today prior to the Council meeting. The feedback is that staff are keen to be involved in forward thinking. There is concern on the student numbers. The group requested more of a two-way communication, with Council to provide information for the Advisory Group teams. There is an expectation of change and staff had felt it had been a difficult period over the last few months. Now looking toward an exciting future with renewed energy.

*It was **resolved** that the Council Sub-Committee reports be received and contents noted.*

*Proposed: T Arseneau*

### **3.4 2017 Council Work Programme**

[Pages 17/Ara Council/09/832-833]

The 2017 Council Work Programme as of 12 September 2017 was received and noted.

### **3.5 Media Report**

[Pages 17/Ara Council/09/834]

The August media report was received and its contents noted.

### **3.6 Pasifika Strategy Update**

[Pages 17/Ara Council/09/835-845]

The Pasifika Strategy Update was received and its contents noted.

- a Council requested that the outcomes are clear and how student outcomes have been improved; would like to see something tangible as a result. John agreed this was a challenge with the report due to the quantum of information, however, it is entirely appropriate that it relates to the natural cycle of achievements for students.
- b It was agreed to have a number of vital KPI's to link the strategic outcome to success.
- c Council agreed that the informative reports are still very interesting to read and suggested that the strategic reports be twice a year.

## **4 GENERAL BUSINESS**

**4.1** There were no items recorded for general business.

**4.2** Key messages from today's meeting – (1) HREF – presentation and great work that is being done (2) Pasifika Strategy – progress report received (3) Staff and Council Advisory Committee – feedback received and (4) Video interviews with the new Chair and Chief Executive to be progressed.

*12pm Public Meeting Close.*

## **5 Public Excluded**

*12.30pm*

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

*Proposed: T Arseneau*

*It was further **resolved** that Phil Agnew, Judith Brown, Ann Kilgour, Sheila McBreen-Kerr and John West remain for relevant sections of the public excluded meeting and that Darren Mitchell stay for the entire public excluded session.*

*Proposed:* T Arseneau

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

- 5) STRATEGIC TOPICS FOR DISCUSSION
  - 5.1 Ara South – Stakeholder meeting [s9(2) (f), (i), (j)]
- 6) MEETING BUSINESS
  - 6.1 Confirmation of Public Excluded Minutes [s9(2) (f), (i), (j)]
    - a Minutes of Meeting – Public Excluded – 29 August 2017
    - b Business Arising out of the Public Excluded Council Minutes
- 7) FOR DISCUSSION
  - Monthly Reports
    - 7.1 Chief Executive Report – Public Excluded [s9(2) (i), (j)]
- 8) FOR INFORMATION
  - Monthly Reports
    - 8.1 Council Audit and Risk Committee – Public Excluded [s9(2) (i), (j)]
    - 8.2 Council Campus Redevelopment Committee – Public Excluded [s9(2) (i), (j)]
      - (a) Meeting Minutes
      - (b) Programme Dashboard
      - (c) Health and Safety Report
- 9) GENERAL BUSINESS [s9(2) (i), (j)]

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

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

The Council moved back into open meeting.

The meeting concluded at 2.10pm.

**READ AND CONFIRMED**

Chair: .....  
31 October 2017

# Ara Council Minutes

## Action List as of 26 September 2017

# (yr/#)	Date when Action Arose	Agenda Item	Topic	Action	Council Responsibility	Status	Due Meeting date
1652	25.10.16	2.1c	Audit and Risk Committee	Preparation of a 10 Year Financial model for Council endorsement. Model includes 3-5 year Efts profile. To be reviewed by the Council Audit and Risk Committee prior to the Council meeting.	D Mitchell	In progress	31 Oct 17
1784	28.02.17	3.2	Drug and Alcohol Policy	A Staff Drug & Alcohol policy has been drafted. Legal advice is currently being sought, and Union consultation is required before the policy is presented to Council.	D Mitchell	In progress	31 Oct 17
1822	25.07.17	3.2d	Health and Safety	Overview assurance paper required. It was agreed that this does not need to come back to the September Council meeting but can be circulated via email and placed on Diligent for reference purposes.	D Mitchell	In progress	For email distribution and placed on Diligent.
1834	29.08.17	2.1d	Acting CE's Report - Auckland Opportunities	Council requested to see a timeline, commentary to better clarify the strategy in place and some analysis to inform - long-term trends and projections of the Auckland market.	P Agnew	In progress for October	31 Oct 17
1839	26.09.17	2.2c	CE's Report - Health and Safety	% Complete table - actions to be followed through and table updated.	D Mitchell	In progress	31 Oct 17

# Ara Council Special Meeting Minute

## 2 October 2017

Minutes of a Special Meeting of the Ara Council held on 2 October 2017, conducted by email and concluding on Tuesday 10 October 2017.

### 1 Respondees

#### 1.1 Positive Responses were received from:

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

#### 1.2 Negative Responses were received from:

Nil.

### 2 Business

#### 2.1 Ara Council Meeting – 26 September 2017

Resolutions (to be noted at the October 2017 Ara Council meeting) regarding the special meeting minute of the Ara Council on 2 October 2017.

**From:** Christina Yeates **On Behalf Of** Tracey McGill

**Sent:** Tuesday, 10 October 2017 3:29 PM

**To:** Elizabeth Hopkins <elizabeth\_birchcroft@hotmail.com>; Jane Cartwright <Jane.cartwright@ccn.health.nz>; Janie Annear <janie.annear@xtra.co.nz>; Jeremy Boys <jeremy.boys@xtra.co.nz>; John Hunter <ngairey@xtra.co.nz>; Melanie Taite-Pitama <tokaboy1@gmail.com>; Stephen Collins <stephen@collins.net.nz>; Therese Arseneau <therese.arseneau@canterbury.ac.nz>

**Cc:** Tony Gray <Tony.Gray@ara.ac.nz>; Te Marino Lenihan <TeMarino.Lenihan@ara.ac.nz>; Christina Yeates <Christina.Yeates@ara.ac.nz>; Tracey McGill <Tracey.McGill@ara.ac.nz>

**Subject:** re: Flying Minute: Resolutions for Approval from Ara Council Meeting - 26 September 2017

Dear All

Thank you for your prompt responses.

I can confirm I have received all 8 votes from Council members in favour of approving the resolutions, as recorded in the email below, from the Ara Council meeting of 26 September 2017.

Please note the wording of the resolutions have been amended to *proposed* and *seconded* rather than carried, to reflect your combined approval **post-meeting** via flying minute.

Kind regards

Tracey M

Tracey McGill

**Council Secretary**

On 2/10/2017, at 12:21 PM, Tracey McGill <[Tracey.McGill@ara.ac.nz](mailto:Tracey.McGill@ara.ac.nz)> wrote:

Dear All

As the Council were not in quorate for the Ara Council meeting held last Tuesday 26 September 2017, please note the following resolutions for your approval via circular resolution. Please refer to the Ara Council September meeting papers for background detail:

**Public**

**1.** It was **resolved** that the minutes of the ordinary meeting of the Ara Council held on 29 August 2017 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.

*Proposed: S Collins/Seconded: J Cartwright*

**2.** It was **resolved** that the Acting Chief Executive's application and enrolment report and its contents be received and noted. *Proposed: T Arseneau*

**3.** It was **resolved** that the Health and Safety report and its contents be received and noted. *Proposed: T Arseneau*

**4.** It was **resolved** that the Council Sub-Committee reports be received and contents noted. *Proposed: T Arseneau*

**If you are able to provide your approval for the resolutions #1 to 4 as detailed above by 12pm Friday 6 October 2017, I'd be grateful.**

If you have any other queries, please do not hesitate to contact me.

Kind regards

Tracey McGill  
**Council Secretary**

*It was **resolved** that Ara Council note the resolutions as recorded above in regard to the Ara Council meeting of 26 September 2017.*

T Arseneau

Carried

READ AND CONFIRMED

**Chair:** .....

31 October 2017

<b>Ara Council</b> <b>31 October 2017</b>	<b>Agenda Item</b> <b>2.1</b>		
	<b>Decision Item</b>	<b>Discussion Item</b>	<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>		<b>Tony Gray</b>

<b>ARA COUNCIL REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	<b>Chief Executive's Report</b>
<b>BACKGROUND AND PURPOSE</b>	<ul style="list-style-type: none"> <li>1 Performance Report</li> <li>2 Risk Management</li> <li>3 Kaiārahi Update</li> <li>4 Ara South – Key Stakeholders Meeting</li> </ul>
<b>RECOMMENDATION(S)</b>	That the Chief Executive's Report be received and noted.
<b>LINK TO ARA STRATEGY</b>	-
<b>KEY ISSUES IDENTIFIED</b>	-
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	-
<b>RISK IMPLICATIONS FOR ARA</b>	-
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	NA

# Chief Executive's Report

## 1 Performance Report – Overview

### 1.1 Finance

As at September the budget expectation was for a year to date surplus before abnormal items of \$5.0m. Currently there is a surplus of \$0.6m. Actual income does not include any element of the funding guarantee. If this were applied at present, the effect would be approximately \$3.0m additional income, and a surplus position of \$3.6m, \$1.4m less than budget. Due to the funding guarantee, the forecast level of TEC funding is still reasonable.

Domestic Student Tuition fees continue to track below budget though to a lesser degree than the related shortfall in EFTS delivery. As SAC levels 1-2 delivery and Youth Guarantee do not attract student fees it is only the shortfall in SAC 3-7 EFTS numbers that impacts on fees income. Based on current enrolments it is anticipated that Domestic Fees income at year end will be \$60k below the reforecast expectation.

International Student Tuition fees exceeded budget in September. This was as a result of lower than budgeted agent commissions and the need for International discounts that offset the income shortfall. Based on current enrolments it is anticipated that International fees income at year end will be \$50k over the reforecast.

Other Teaching Income remains below budget and requires a further \$900k of income to meet reforecast.

Interest income is ahead of budget by \$453k year to date and Other Revenue is marginally ahead of budget. Interest income will likely outperform forecast by up to \$100k due to the higher short-term cash balances that are anticipated for the remainder of the year, resulting from the later timing of capital projects

Other Income is currently \$111k ahead of budget and forecast. Historically Other Income has exceeded budgeted expectations, although activity in this area is notoriously difficult to predict.

Both Teaching and Non-Teaching staff costs are marginally under budget for September. Year to date staffing costs are \$0.8m lower than budgeted.

Teaching staff costs currently exceed the level expected in the reforecast. The forecast included savings of \$240k in delivery areas and \$500k in Central budgets. Savings within the Central budgets will be exceeded by approx. \$100k-\$150k, however, will remain \$600k under budget.

Non-Teaching staff costs are currently \$330k underspent against budget. Targeted savings of \$370k should be achieved by year end. Occupancy costs are underspent against budget for the period and are currently 5% under budget year to date. These are currently already at the level of savings required for the reforecast.

General Operating Expenditure is underspent against budget for the month; this is year to date 12% below budgeted expectation and in line with the year end forecast

Depreciation remains over budget as noted in previous reports and remains on track for the reforecast.

There were no unusual movements in the Financial Position or Cash Flows during the month.

Given the reforecast surplus should be achieved, there is no expected difference in cash flow arising from normal operations. Timing changes with capital projects will likely result in approx. \$4m of spending being deferred to 2018 leaving a short-term improvement in cash position at year end.

## 1.2 Enrolments

As at 18 October 2017, 7,015 EFTS have been confirmed. This compares to 7,590 at the same time last year. An additional 84 EFTS have been confirmed since the last report, mainly relating to English language programmes for international students delivered by the Department of Humanities, additional ACE enrolments, plus a small number of further SAC 3+ enrolments across a number of programmes.

From this point on in 2016, a further 46 EFTS were confirmed by the end of the year. Currently in 2017, a further 28 EFTS worth of enrolments are in processing stages, plus there are a further 48 active applications for 2017 intakes. These mainly relate to international English language students.

## 1.3 Health and Safety

During the month of September there were 16 health and safety incidents reported. These related to Ara staff (6), students (8) and capital works staff (2). There were no notifiable events during September, although one contractor injury was notified to WorkSafe based on a preliminary diagnosis.

An employee of a sub-contractor's sub-contractor on the capital works site on our Woolston Campus suffered an injury first thought to involve a fracture. WorkSafe were notified. Subsequently, the injuries were found to be less serious and did not meet the notifiable threshold. WorkSafe have indicated they will not investigate but have requested a copy of the investigation. The worker was operating a vacuum machine when the large diameter vacuum hose parted at a joint and he was struck in the back. The investigation uncovered several serious failures. These are being addressed by the sub-contractor. Ara would not have reasonably been able to identify these failures prior to the incident, however an independent review of the investigation suggests it was less than thorough and GSL's controls could have been more robust. WorkSafe may decide to take the matter further once they have received the investigation report.

Another contractor's worker suffered a minor injury in a near miss event involving the removal of a barrier around a manhole and the failure to replace it. GSL have been asked to review their processes.

No staff or student injuries recorded during the period were serious. Injuries reported include 6 cuts, 3 falls, 2 strains and dust in an eye.

## 2 Risk Management

The following Risk Management update reports the changes to the Risk Register since the report to Council in July. The Council Audit and Risk committee received a tabled Risk Management update at its October meeting.

### 2.1 Risk 4 - Student recruitment and retention

The following Control was added to Risk 4:

- a An additional intended mitigation/management strategy is to have all departments prepare Business Plans to guide their operations to achieve strategic intentions and organisational KPI's.

### 2.2 Risk 2 – Partnerships and Collaborative Agreements

The following Risk indicator was added:

- a Risk Indicator - declining international applications by market added

### 2.3 Risk 3 – Financial Sustainability

The following two Risk Indicators were added:

- a Change of government
- b TEC TEIFM (Tertiary Education Investment Fund Management) risk rating

### 2.4 Risk 6 – Welfare of Staff and Students

The following indicator, controls and further actions have been added to Risk 6:

- a Description: Staff and students who feel they have been discriminated against and complain to the Human Rights Commission. The resolution/s may impact on the reputation of Ara and/or involve monetary compensation.
- b Indicator: The number and nature of the complaints.
- c Control/s: Staff and Managers having in-depth understanding of the Human Rights Act. Robust degree selection criteria.
- d Further action/s: Buddle Findlay review of degree selection criteria. Briefing on Human Rights Act at Managers Forum. Specific advice to staff involved in degree selection panels.

## 3 Kaiārahi Update

3.1 Approximately eighty delegates from eleven tertiary institutions attended the Te Toi Taura mō Te Matariki Annual Conference 2017 hosted at Ara in late September.

3.2 The Kaiārahi is working with a number of Māori and Pasifika student support services staff to identify opportunities to grow their confidence and competence in their respective roles.

3.3 Conversations have taken place with Arowhenua Ūpoko (Te Wera King) and Te Rūnanga o Arowhenua Chairperson (Vania Pirini) to co-ordinate the Council Chair and CE visit to the Arowhenua marae prior to the October Council hui in Timaru.

- 3.4 Communications have taken place with Arowhenua, Waihao and Moeraki rūnanga to arrange meetings with their respective education portfolio managers in November, and to discuss relationship development with Ara, and the Draft Framework for Māori Achievement.
- 3.5 Meetings with Hana O'Regan (General Manager, Oranga), Nola Tipa (Kaiārahi Mātauranga Education) and Hemi Te Hemi (Kaiārahi Kaitoko – Team Leader, Education) at Te Rūnanga o Ngāi Tahu in relation to establishing and maintaining ongoing relationships with each respective institution.
- 3.6 This year's Eke Pānuku and MTT Awards event is scheduled for 13 December 2017 at Te Puna Wanaka. These two events will, for the first time, be combined into one event to maximise efficiencies and minimise costs.

#### **4 Ara South – Key Stakeholders Meeting**

The Chair and Chief Executive met with a small group of key stakeholders from Ara South on 12 October 2017. The session was designed to:

- 4.1 Provide the opportunity for a first working meeting between these stakeholders and Ara Chair and Chief Executive.
- 4.2 Provide a discussion opportunity that covered
  - a developments so far;
  - b specific planning for 2018; and
  - c broad areas/topics for short/medium term development activity.

Important to the feedback from stakeholders was our understanding of any key issues that Ara had either not heard or had not provided feedback on.

The accompanying papers provide an overview for any further Council discussion and points of clarification.

Tony Gray  
**Chief Executive**

**Ara South  
Key Stakeholders meeting  
12<sup>th</sup> October, 2017**

**FEEDBACK**

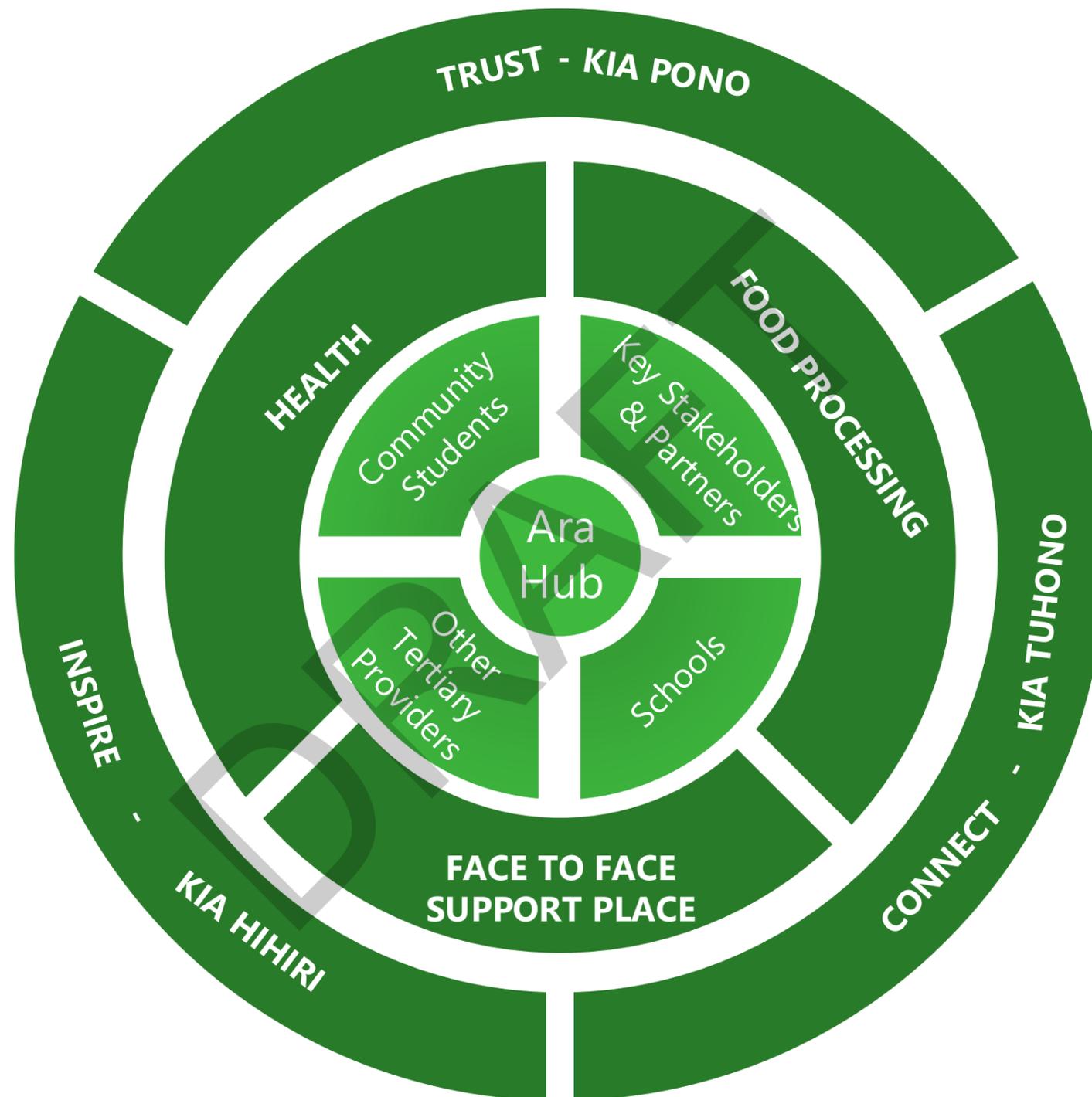


Ara as a Hub	Delivery	Pathways	Career Choices	What's working well	Connection	Opportunities for Growth	Next Steps
<ul style="list-style-type: none"> <li>Reflection of Ara as a Hub, providing a nucleus for industry and the community for training and upskilling.</li> <li>It would serve the link to schools, industry, businesses, families, individuals to each other with the centre of the Hub being Ara.</li> </ul>	<p>Need more:</p> <ul style="list-style-type: none"> <li>Part-time</li> <li>Flexible</li> <li>Workplace</li> <li>Work experience</li> </ul>	<ul style="list-style-type: none"> <li><b>Increase career and pathway options</b> and knowledge across a number of sectors.</li> <li><b>Ensure parents as key decision makers</b> are included in recruitment activities.</li> <li><b>Health &amp; Safety qualifications</b> may staircase into other options, what are they?</li> </ul>	<ul style="list-style-type: none"> <li><b>Hairdressing</b> Career opportunities made more visible in recruitment.</li> <li><b>Hospitality</b> Increased industry connection in hospitality and tourism.</li> <li><b>Secondary school student apprenticeships</b> and mentoring.</li> </ul>	<ul style="list-style-type: none"> <li>High praise for Dual Pathways and Sector days 2017 best year yet.</li> </ul>	<p>Increase connection and build relationships by holding regular meetings by department including: industry representatives, students, tutors, schools. Opportunity to bring potential students to these meetings.</p>	<p>Stakeholders saw the following areas having the largest opportunities for growth:</p> <ol style="list-style-type: none"> <li>Food Processing</li> <li>Agribusiness</li> <li>Health Science</li> <li>Logistics /Transport</li> <li>Tourism/Hospitality</li> </ol> <ul style="list-style-type: none"> <li>Port location in Timaru and production demands qualifications that will ensure we are leaders in our industry. What can Ara do?</li> </ul>	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>Plan and implement</li> <li>Set-up a Stakeholder group at governance level who will receive regular Ara updates to distribute to a wider group.</li> <li>Set Time/frames and Targets</li> <li>Close gap wherever we can between school, industry and Ara.</li> </ul>

## Ara Hub

**A designated region (Ara South) intending to attract and retain local students, build a regional reputation by providing access to high-quality education and training for both international and domestic students, and creates a knowledge-based economy. An education hub can include different combinations of local, regional, national and international partnerships within the designated region.**

**The Hub Host (Ara) provides a central engagement point that connects with “Ara South” key stakeholders and partners, to build collective knowledge and apply it to activities that ensure career pathways, and training and education opportunities are linked to the local communities, industry, and schools.**



The feedback from the 12<sup>th</sup> October Stakeholder meeting has informed the following Draft presentation for the Key Stakeholders and Partners event planned for 30<sup>th</sup> October.

# Key Stakeholders & Partners Meeting Ara South

30 October, 2017

DRAFT

# What you told us

Families Students	Industry	Schools	Iwi
<p>The option to study and work locally</p> <p>To achieve qualifications that are sought after locally, nationally and internationally</p> <p>Don't want to be disadvantaged for not living in a large city</p>	<p>To achieve high productivity and growth</p> <p>To attract highly skilled employees</p> <p>A pipeline of talented potential employees</p> <p>Employees to receive in-work upskilling and have compliance skills</p>	<p>To achieve smooth secondary tertiary transitions</p> <p>Support to deliver in specialist areas</p> <p>A wider range of offerings for dual pathways and tertiary transition</p> <p>Good communication</p>	<p>Ngāi Tahu vision:</p> <p><i>'Education enables the success and well-being of Ngāi Tahu whānau in all aspects of their lives.'</i></p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>Create pathways</li> <li>Prioritise success</li> <li>Provide leadership</li> <li>Promote innovation</li> </ul>



# How we have responded locally

- NZ qualifications, redesigned for relevance
- Access to fully on line learning
- Degree level provision in Timaru
- New programmes
- Recognition of Prior Learning started
- Improved pathways
- Increased Secondary Tertiary Pathways
- Agribusiness Management now South Island delivery
- Invested in facilities and equipment
- Supporting local initiatives

# Additions we have planned for 2018

- Health Hub Timaru
- Increase Managed Apprenticeships
- Increase Secondary Tertiary Pathways
- Supporting economic development
- Increase online learning options
- Increase international students
- Increase Recognition of Prior Learning

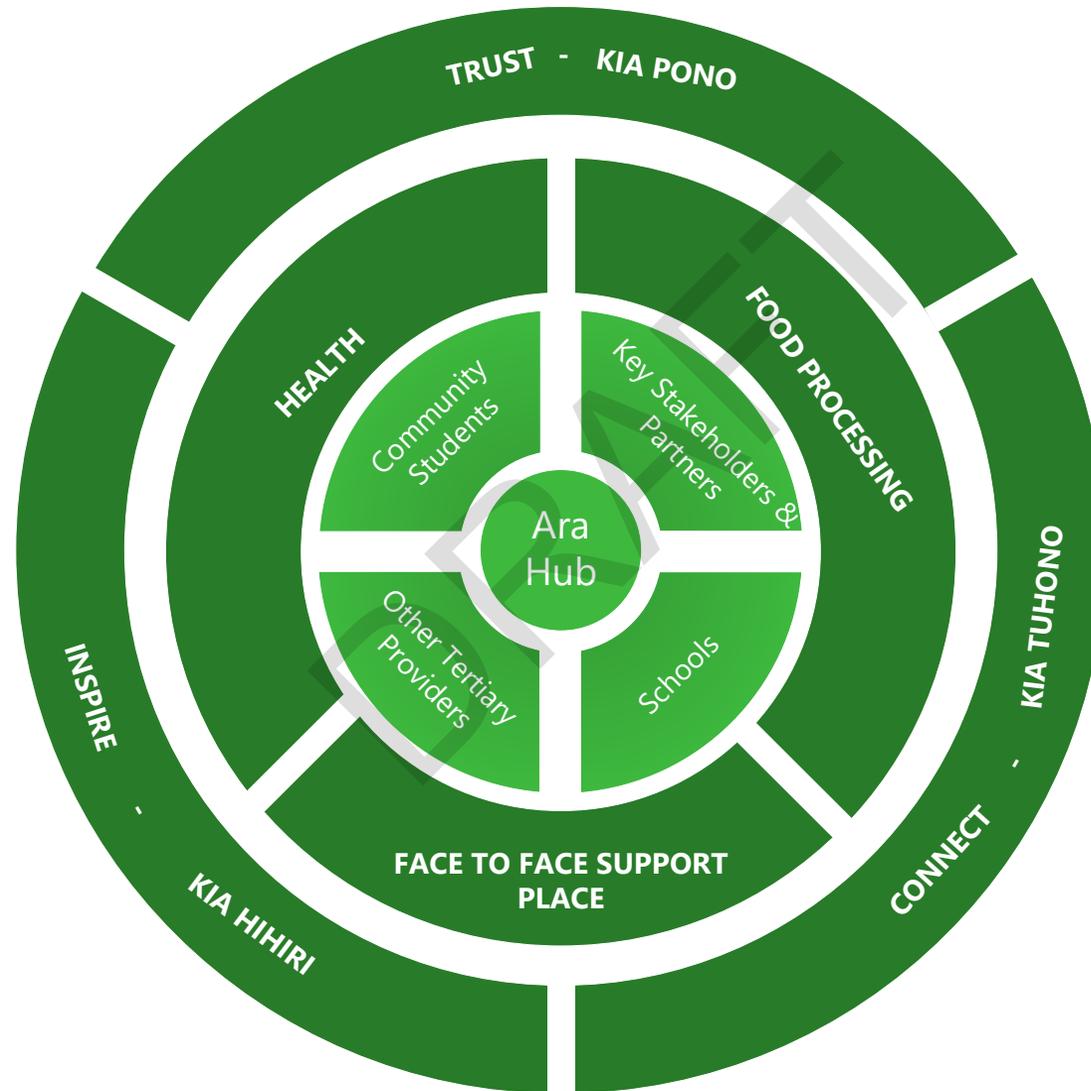
# Options we are thinking about

- Face-to-face support for online learners
- Intensive courses for industry
- At-work delivery for large employers
- Increased out-of-work-hours offerings
- Training programmes, badges
- Intensive courses in compliance
- *What education and skills issues do you encounter that we may be able to assist with?*

# Ara South Hub – what might that look like?

- **The Hub Host (Ara)** provides a central engagement point that connects with “Ara South” key stakeholders and partners.
- **Purpose:** to build collective knowledge and apply it to activities that ensure career pathways, and training and education opportunities are linked to the local communities, industry, and schools.

# Ara South Hub - What that might look like



- Plan and implement
- Set-up a Stakeholder group at governance level
- Set time-frames and targets
- Close gap wherever we can between school, industry and Ara.
- Present this at the 30 October, Ara South Stakeholders & Partners event.
- Use this information and their feedback to inform the 28 November, Council Strategy Day.
- Complete a plan early 2018.

## Financial Statements

**Statement of Financial Performance**  
for the year to 30 September

Revenue	Month		2017 Year to date		Full Year		
	Actual	Budget	Actual	Budget	2017 Budget	2017 Forecast	2016 Actual
<b>Government Funding</b>							
Variable Funding	4,829,820	5,429,163	39,828,120	44,390,360	57,052,742	54,960,400	57,190,983
Youth Guarantee Funding	222,628	270,313	1,620,986	2,509,204	3,050,000	3,052,890	3,375,808
CTC funding	227,575	220,982	1,902,295	1,867,068	2,299,450	2,171,600	2,437,100
Other Non-EFTS grants	164,365	209,030	2,215,368	2,274,244	2,962,519	3,056,803	3,224,225
Total	5,444,388	6,129,488	45,566,768	51,040,876	65,364,711	63,241,693	66,228,116
as % of Total Revenue	52.8%	54.5%	55.7%	57.7%	56.9%	56.8%	56.4%
<b>Student Tuition Fees</b>							
Domestic	2,492,997	2,757,081	18,605,775	19,432,738	25,453,000	24,428,563	25,103,132
International	1,368,627	1,352,397	10,053,370	10,623,326	14,395,000	13,510,691	14,413,812
Total	3,861,624	4,109,478	28,659,145	30,056,064	39,848,000	37,939,254	39,516,944
as % of Total Revenue	37.4%	36.5%	35.0%	34.0%	34.7%	34.1%	33.8%
<b>Other Teaching Income</b>	272,875	381,968	1,830,561	2,184,065	2,830,000	2,730,000	2,731,101
as % of Total Revenue	2.6%	3.4%	2.2%	2.5%	2.5%	2.5%	2.8%
<b>Other Income</b>							
Interest	197,609	128,167	1,606,858	1,153,503	1,538,000	2,091,000	2,668,032
Other Revenue	537,643	496,230	4,117,950	4,006,712	5,356,000	5,356,000	4,529,205
Total	735,252	624,397	5,724,808	5,160,215	6,894,000	7,447,000	7,197,237
as % of Total Revenue	7.1%	5.6%	7.0%	5.8%	6.0%	6.7%	7.0%
<b>Total Revenue</b>	<b>10,314,139</b>	<b>11,245,331</b>	<b>81,781,282</b>	<b>88,441,220</b>	<b>114,936,711</b>	<b>111,357,947</b>	<b>115,673,398</b>

**Statement of Financial Performance (cont)**  
for the year to 30 September

	Month		2017 Year to date		Full Year		
	Actual	Budget	Actual	Budget	2017 Budget	2017 Forecast	2016 Actual
<b>Expenses</b>							
<b>Personnel</b>							
Teaching	3,138,862	3,176,883	27,053,617	27,486,659	36,573,000	35,829,970	35,826,971
Non-Teaching	2,983,545	3,008,857	26,757,794	27,088,104	36,083,000	35,713,432	33,772,126
Total	6,122,407	6,185,740	53,811,410	54,574,763	72,656,000	71,543,402	69,599,097
as % of Revenue	59.4%	55.0%	65.8%	61.7%	63.2%	64.2%	60.9%
<b>Other Costs (except Depreciation)</b>							
Occupancy/Property costs	771,251	923,137	6,871,558	7,267,191	9,623,000	9,266,454	9,105,082
General Operating Expenditure	1,591,177	1,752,076	13,556,231	15,469,174	21,182,000	18,640,160	21,895,387
Total other costs	2,362,429	2,675,213	20,427,789	22,736,365	30,805,000	27,906,614	31,000,469
as % of Revenue	22.9%	23.8%	25.0%	25.7%	26.8%	25.1%	27.3%
<b>Depreciation</b>							
All Depreciation	846,973	679,917	6,929,009	6,119,253	8,159,000	9,423,426	8,398,780
as % of Revenue	8.2%	6.0%	8.5%	6.9%	7.1%	8.5%	7.3%
<b>Total Expenses</b>	<b>9,331,810</b>	<b>9,540,870</b>	<b>81,168,208</b>	<b>83,430,381</b>	<b>111,620,000</b>	<b>108,873,443</b>	<b>108,998,346</b>
<b>Surplus/(Deficit) excl Abnormal</b>	<b>982,329</b>	<b>1,704,461</b>	<b>613,074</b>	<b>5,010,839</b>	<b>3,316,711</b>	<b>2,484,504</b>	<b>6,675,052</b>
as % of Revenue	9.5%	15.2%	0.7%	5.7%	2.9%	2.2%	5.8%
<b>Abnormal Items</b>							
Insurance Settlement/Payments	-	-	(1,601,710)	-	-	(1,610,710)	27,182,394
Transformation Costs	-	-	(134,273)	-	-	(134,273)	(3,202,265)
Demolition Costs	-	-	-	-	-	-	-
Total Abnormal Items	-	-	(1,735,983)	-	-	(1,744,983)	23,980,129
<b>Total Surplus/(Deficit)</b>	<b>982,329</b>	<b>1,704,461</b>	<b>(1,122,909)</b>	<b>5,010,839</b>	<b>3,316,711</b>	<b>739,521</b>	<b>30,655,181</b>
as % of Revenue			-1.4%	5.7%	2.9%	0.7%	26.5%

### Statement of Financial Position as at 30 September

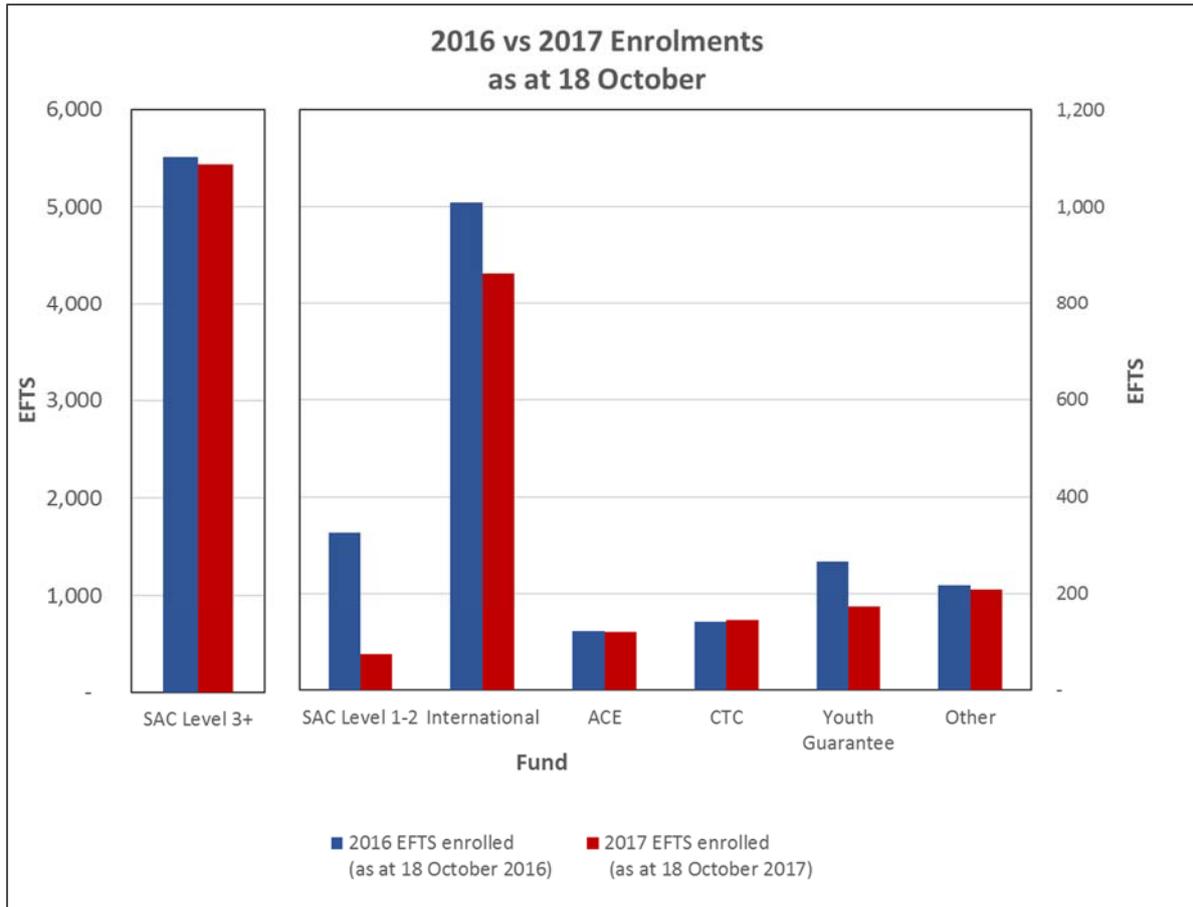
	Actual 30-Sep-17 \$000	Actual 31-Aug-17 \$000	Change from Last Month \$000	Budget 31-Dec-17 \$000	Actual 31-Dec-16 \$000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents	17,911	20,221	(2,311)	4,215	20,574
Loans and Receivables	2,672	2,501	172	2,046	30,143
Inventories	1,523	1,449	74	1,109	1,178
Prepayments	718	934	(216)	834	1,066
Short Term Investments	56,381	58,081	(1,700)	60,000	40,700
<b>Total Current Assets</b>	<b>79,206</b>	<b>83,186</b>	<b>(3,980)</b>	<b>68,204</b>	<b>93,661</b>
<b>Non-Current Assets</b>					
Property Plant and Equipment	281,958	281,653	305	276,128	266,676
Intangible Assets	2,377	2,303	74	1,914	1,630
<b>Total Non-Current Assets</b>	<b>284,335</b>	<b>283,956</b>	<b>380</b>	<b>278,042</b>	<b>268,306</b>
<b>TOTAL ASSETS</b>	<b>363,541</b>	<b>367,141</b>	<b>(3,601)</b>	<b>346,246</b>	<b>361,967</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Trade and other payables	4,067	5,630	(1,563)	5,931	8,627
Finance leases	717	717	-	612	717
Employee Benefit Liabilities	4,597	4,086	512	4,872	3,831
Revenue Received in Advance	17,324	20,855	(3,531)	6,499	10,822
<b>Total Current Liabilities</b>	<b>26,706</b>	<b>31,288</b>	<b>(4,583)</b>	<b>17,914</b>	<b>23,997</b>
<b>Non-Current Liabilities</b>					
Finance leases	666	666	-	396	666
Employee Benefit Liabilities	829	829	-	829	829
<b>Total Non-Current Liabilities</b>	<b>1,495</b>	<b>1,495</b>	<b>-</b>	<b>1,225</b>	<b>1,495</b>
<b>TOTAL LIABILITIES</b>	<b>28,200</b>	<b>32,783</b>	<b>(4,583)</b>	<b>19,139</b>	<b>25,492</b>
<b>NET ASSETS</b>	<b>335,340</b>	<b>334,358</b>	<b>982</b>	<b>327,107</b>	<b>336,475</b>
<b>EQUITY</b>					
Retained Earnings	233,379	232,397	982	243,874	234,514
Asset Revaluation Reserve	101,961	101,961	-	83,233	101,961
<b>TOTAL EQUITY</b>	<b>335,340</b>	<b>334,358</b>	<b>982</b>	<b>327,107</b>	<b>336,475</b>

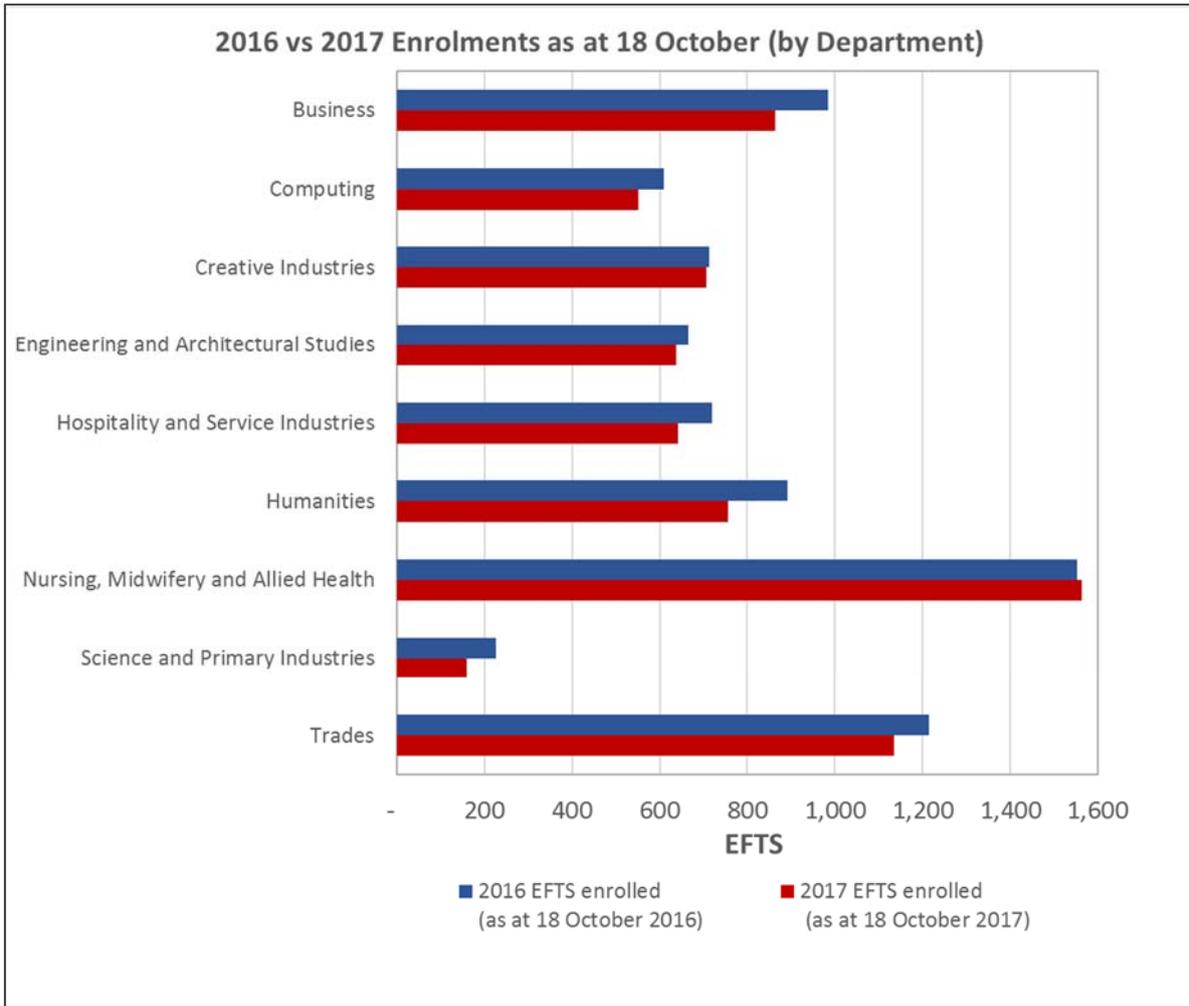
**Statement of Cash Flows**  
for the year to 30 September

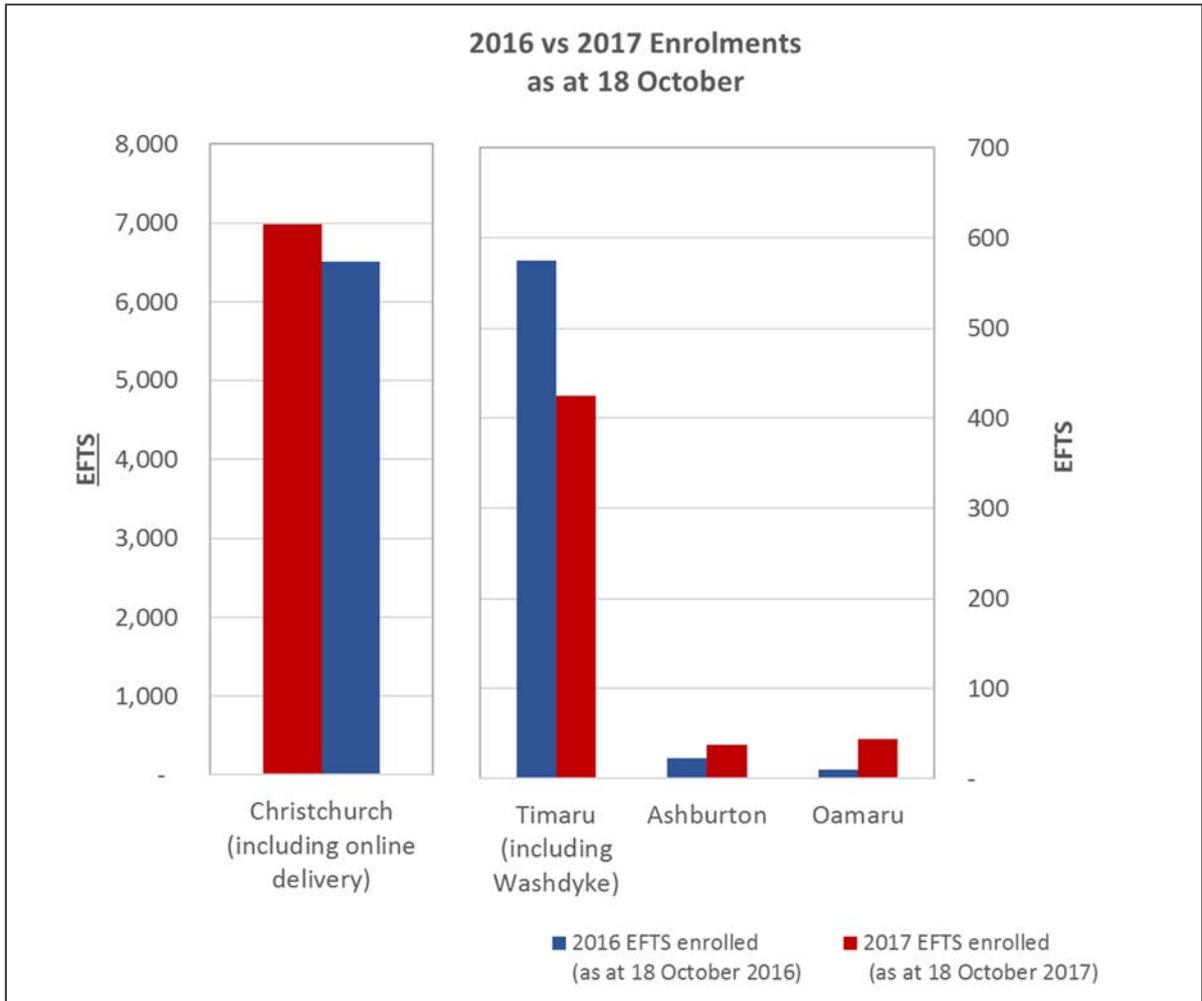
	<u>Year to Sep 2017 \$000</u>	<u>Year to Aug 2017 \$000</u>	<u>Movement \$000</u>	<u>2017 Budget \$000</u>	<u>2017 Forecast \$000</u>	<u>2016 Year End \$000</u>
<b>Cash Flows from Operating Activities</b>						
Cash was Provided from:						
Government Grants	48,173	42,989	5,184	65,365	63,242	66,051
Student Tuition Fees	33,073	32,473	600	39,848	37,939	36,477
Other Teaching Revenue	1,831	1,558	273	2,830	2,730	2,731
Other Revenue	4,218	3,911	307	5,356	6,449	7,148
Interest	1,450	1,207	243	1,538	2,091	3,148
Total	88,745	82,138	6,607	114,937	112,451	115,555
Cash was Applied to:						
Employees and Suppliers	78,269	69,115	9,154	103,181	100,804	102,785
Total	78,269	69,115	9,154	103,181	100,804	102,785
<b>Net Cash Flows from Operating Activities</b>	<b>10,476</b>	<b>13,023</b>	<b>(2,547)</b>	<b>11,756</b>	<b>11,647</b>	<b>12,770</b>
<b>Cash Flows from Investing Activities</b>						
Cash was Provided from:						
Sale of Fixed Assets	14	9	5	-	-	47
Insurance Payments	25,393	25,393	-	-	25,393	2,931
Total	25,407	25,402	5	-	25,393	2,978
Cash was Applied to:						
Purchase of Fixed Assets	3,617	3,325	291	5,472	5,472	5,297
Campus Capital Plan Spending	18,619	17,515	1,104	33,600	28,600	29,004
Total	22,236	20,840	1,395	39,072	34,072	34,301
<b>Net Cash Flows from Investing Activities</b>	<b>3,172</b>	<b>4,562</b>	<b>(1,390)</b>	<b>(39,072)</b>	<b>(8,679)</b>	<b>(31,323)</b>
<b>Cash Flows from Financing Activities</b>						
Cash was Provided from:						
Equity	-	-	-	-	-	30
Total	-	-	-	-	-	30
Cash was Applied to:						
Finance Lease Payments	629	557	72	780	780	771
Total	629	557	72	780	780	771
<b>Net Cash Flows from Financing Activities</b>	<b>(629)</b>	<b>(557)</b>	<b>(72)</b>	<b>(780)</b>	<b>(780)</b>	<b>(741)</b>
<b>Total Net Cash Flows</b>	<b>13,018</b>	<b>17,028</b>	<b>(4,009)</b>	<b>(28,096)</b>	<b>2,188</b>	<b>(19,294)</b>
Opening Cash, Bank & Short Term Investments	61,274	61,274		92,311	61,274	80,568
Closing Cash, Bank & Short Term Investments	<u>74,292</u>	<u>78,302</u>		<u>64,215</u>	<u>63,462</u>	<u>61,274</u>

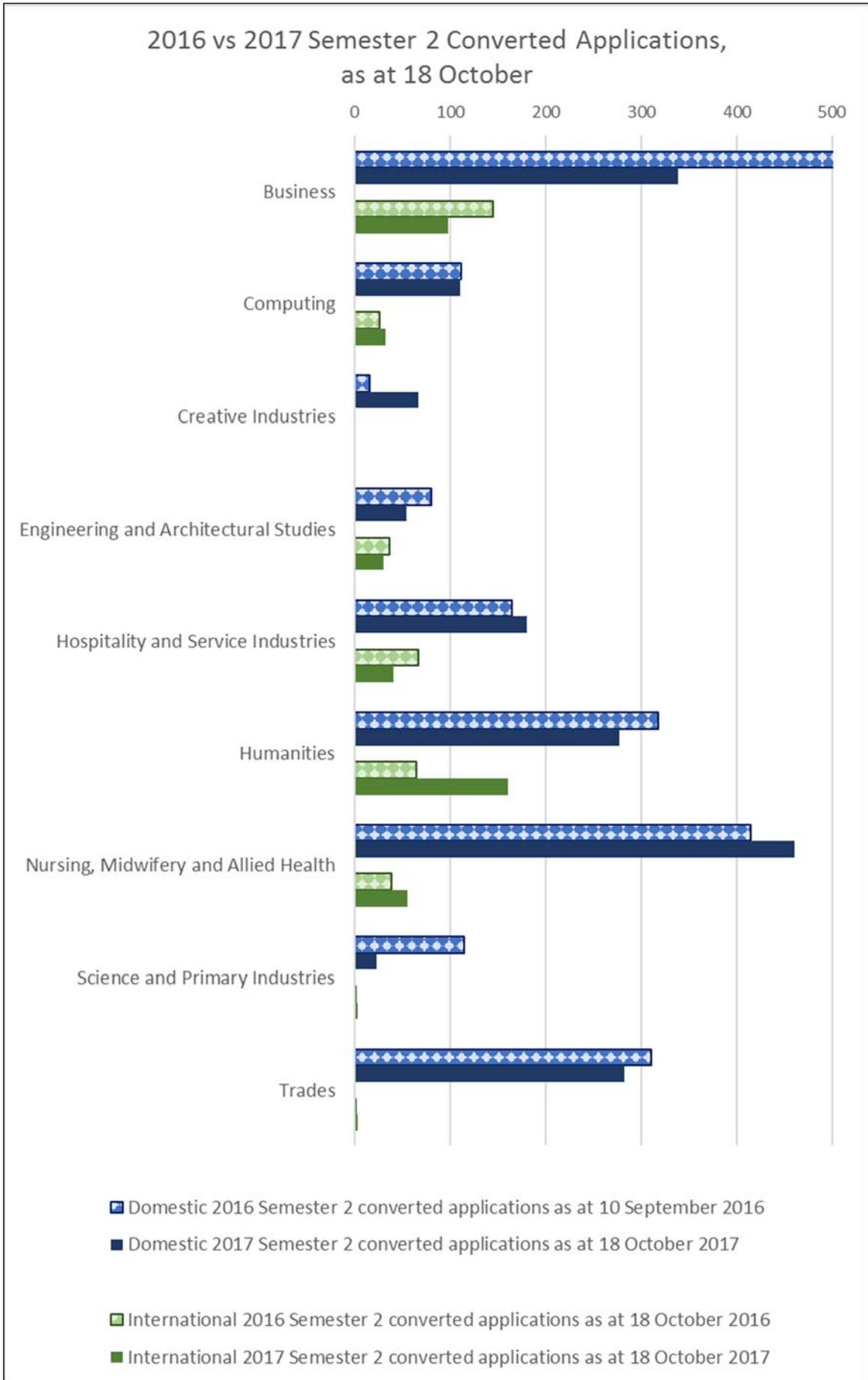
## Enrolments Summary

	<b>2017 EFTS enrolled (as at 18 October 2017)</b>	<b>2016 EFTS enrolled (as at 18 October 2016)</b>	<b>2017 Full Year EFTS Budget</b>	<b>2016 Full Year EFTS Actual</b>
<b>By Funding Source</b>				
SAC Level 1-2	74	326	286	333
SAC Level 3+	5,434	5,507	5,946	5,521
International	862	1,010	1,009	1,020
ACE	118	121	144	128
CTC	144	141	144	140
Youth Guarantee (including Dual Pathway)	174	267	241	265
Other	208	217	229	229
<b>Total</b>	<b>7,015</b>	<b>7,590</b>	<b>8,000</b>	<b>7,636</b>
<b>By Department</b>				
Business	863	984	1,007	979
Computing	552	610	717	621
Creative Industries	707	713	743	715
Engineering and Architectural Studies	637	666	638	665
Hospitality and Service Industries	642	720	757	719
Humanities	756	892	892	899
Nursing, Midwifery and Allied Health	1,563	1,552	1,610	1,552
Science and Primary Industries	159	227	214	236
Trades	1,136	1,213	1,353	1,235
Other	0	14	68	15
<b>Total</b>	<b>7,015</b>	<b>7,590</b>	<b>8,000</b>	<b>7,636</b>
<b>By Location</b>				
Christchurch (including online delivery)	6,509	6,982	7,278	7,029
Timaru (including Washdyke)	424	575	665	574
Ashburton	37	23	35	24
Oamaru	44	9	22	10
<b>Total</b>	<b>7,015</b>	<b>7,590</b>	<b>8,000</b>	<b>7,636</b>







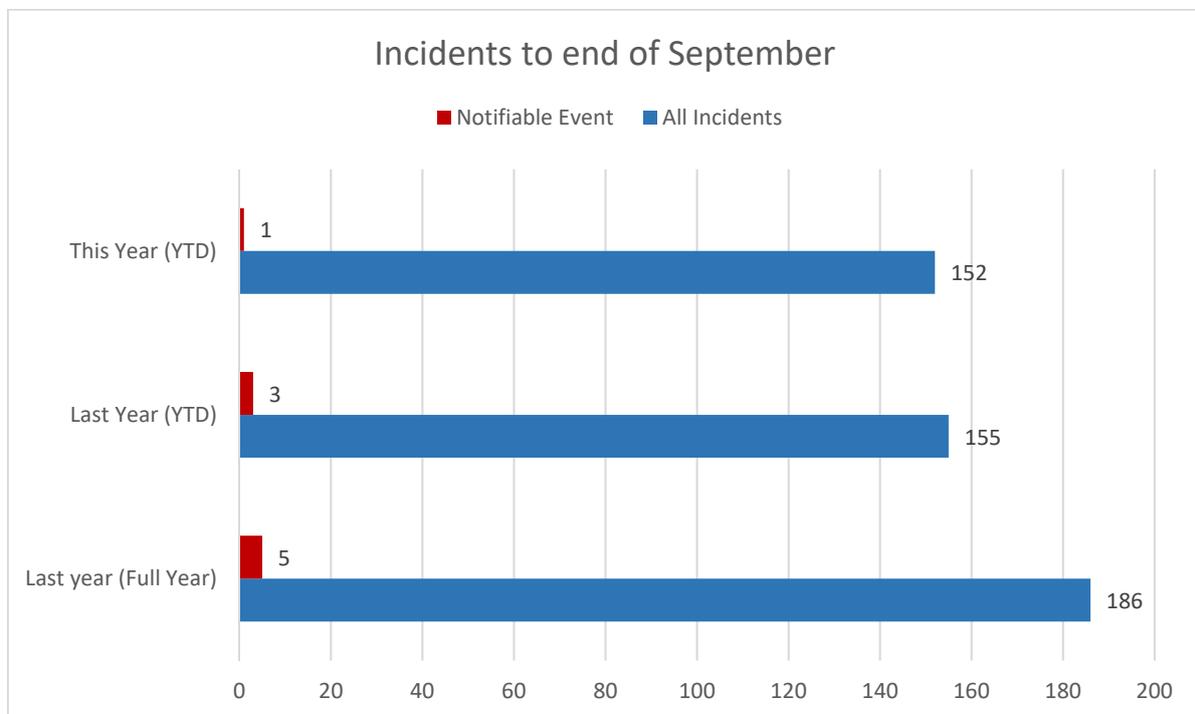


## Health and Safety

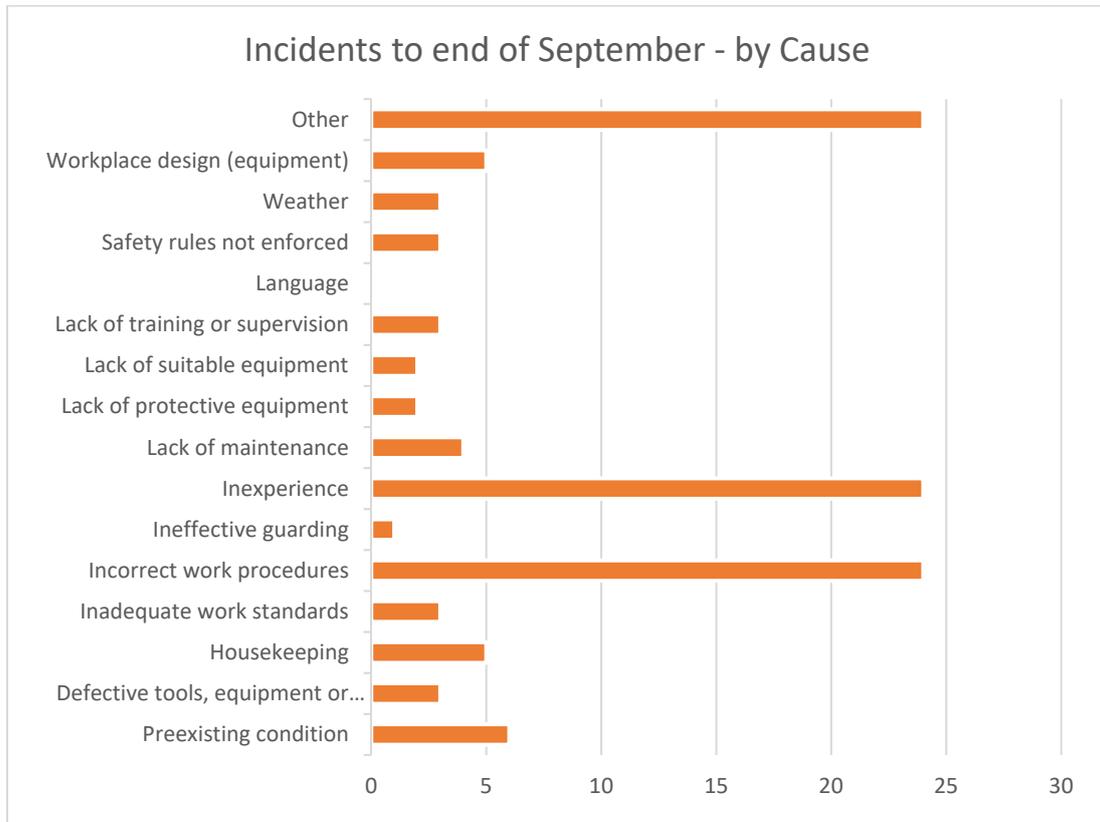
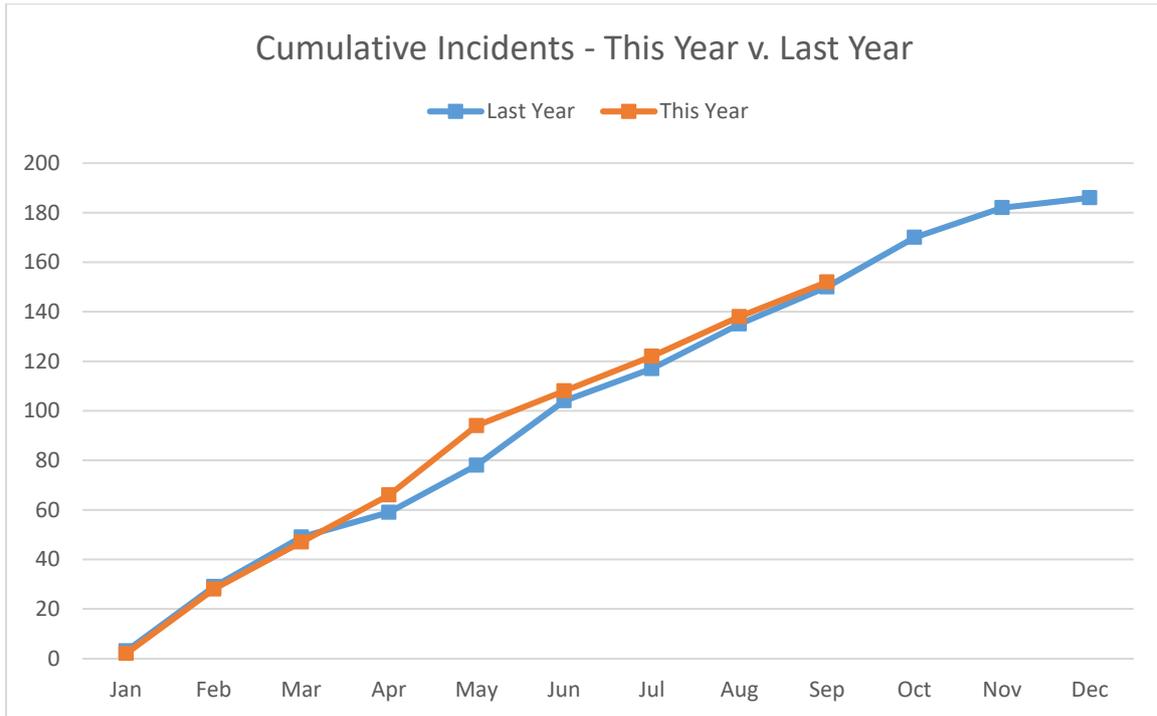
<b>INCIDENT SUMMARY</b>						
Person Type	Notifiable Injury or Illness		Notifiable Incident		All Incidents	
	This month	YTD	This Month	YTD	This Month	YTD
Staff	0	0	0	0	6	55
Students	0	1	0	0	8	94
Contractors	0	0	0	0	0	2
Visitors	0	0	0	0	0	1
Capital Works	0	0	0	0	2	14
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>166</b>

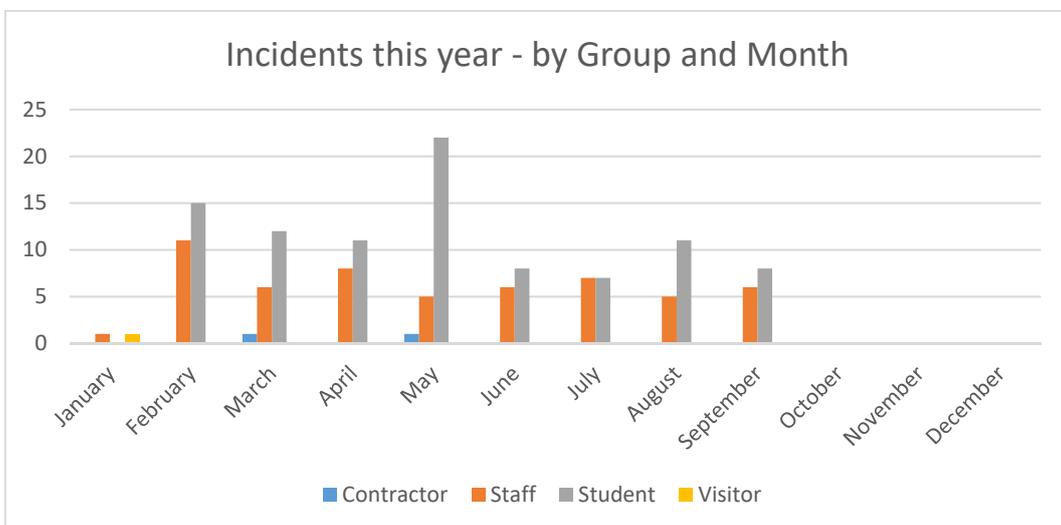
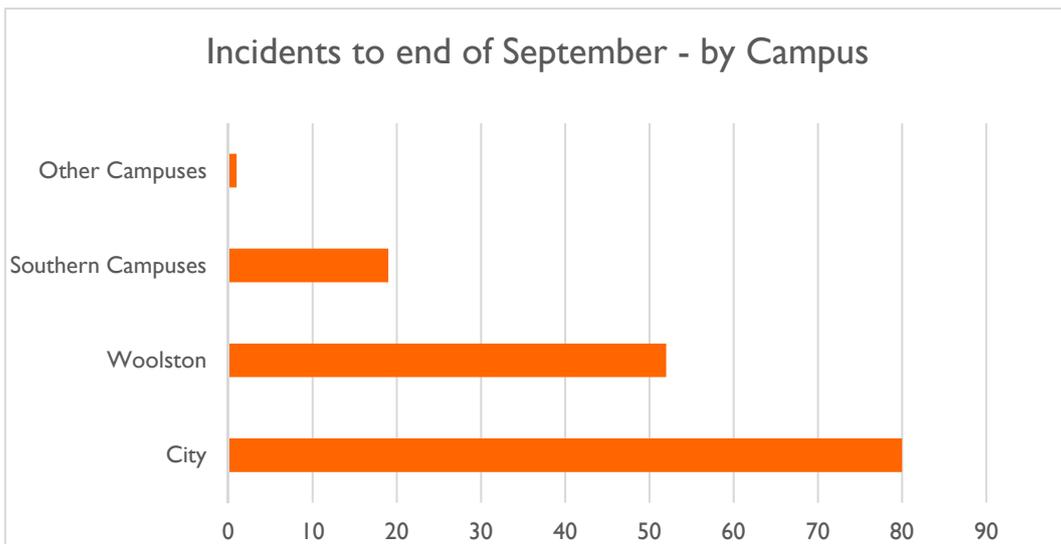
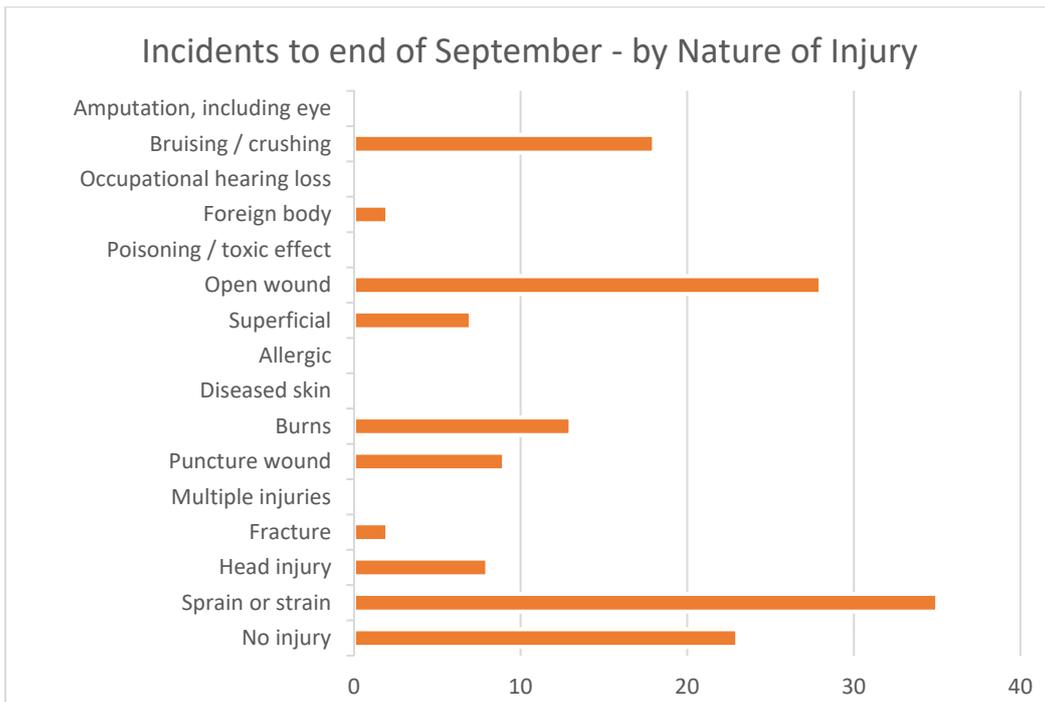
  

<b>INCIDENT DETAIL (SINCE LAST REPORT)</b>
<i>Refer to commentary for detail on incidents.</i>
Capital Works Incidents. 2 injury accidents in September. Both on the Woolston site.



(excludes Capital Works incidents)







Time Lost Incidents	Total Time Lost	Average Time Lost
13	21	1.9

### IMPROVING SYSTEMS AND PROCESSES

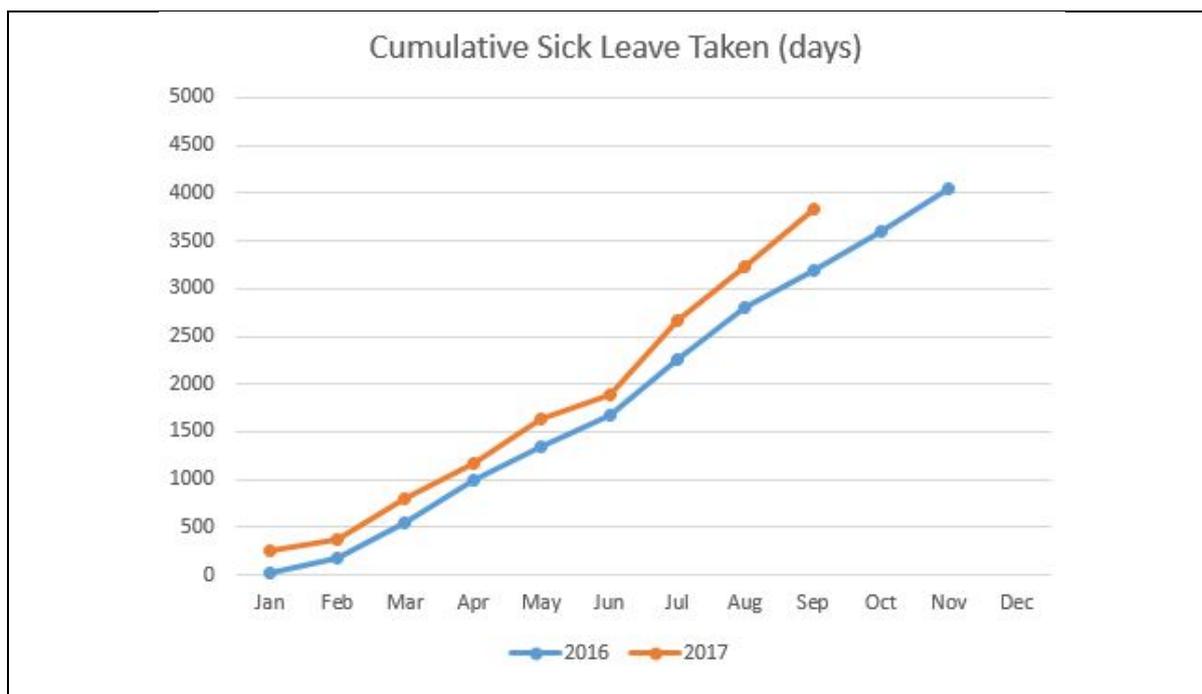
Number of audits and inspections (excluding capital works programme)	0	
Staff participating in Health and Safety Oversight	36	H&S Coordinators
Number of provisional improvement notices issued	0	
Number of hazard registers past review date	1	35 completed. Review of the outstanding register is imminent.

### STUDENT WELFARE

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

### STAFF WELFARE

Lost days due to on-site accidents	September: 5 days	1 staff member, muscle strain
Lost days due to off-site accidents	September: 0 days	Nil
Lost days due to sickness	September: 614 YTD: 3,838	Full time equivalent days.



Number of new staff (excluding casual) that completed their health and safety induction process.	4 of 4 full time staff who started in September	100%
Number of staff on a return to work plan	2	Non-work injuries
<b>Employee Assistance Programme September</b>		
New clients	6	YTD 56
Sessions	14	YTD 152

## CAPITAL WORKS PROGRAMME

Audits Completed	An external construction safety auditor has completed an audit on the GSL site, Woolston campus.
Audit Action Items	Action items have been brought to the attention of GSL for their action and confirmation.

## OTHER

- The four persons with access to our emergency messaging system routinely rechecked their access and refreshed the process. Some security staff and call centre staff will be given training and access to this system. Security have set up a process to lockdown individual buildings or connected groups of buildings. This option may be implemented where whole campus lockdown is not warranted.
- The Southern Campuses Health and Safety Committee held a quarterly meeting during the period.
- Two fire alarm events occurred in September involving the NZ Fire Service. The causes were not determined and no actual fire was involved.
- One contractor was inducted during September. 35 YTD.
- One staff member attended first aid training.
- Eight staff attended defibrillator training.
- Three workstation assessments were completed in September. 25 YTD. Work space modifications were completed where necessary.

<b>HEALTH AND SAFETY ACTIONS UNDERWAY</b>			
<b>Action Description</b>	<b>Owner</b>	<b>Due Date</b>	<b>% Complete</b>
Engagement, Participation, and Representation – Complete staff nomination process and training	H&S Manager	April 2017	100
Develop a H&S work plan for 2017/18	H&S Committee	May 2017	100
Develop an asbestos management plan	H&S Manager	May 2017	100
Develop Fatigue guidelines	H&S Manager	May 2017	100
Consideration of new supporting policies – Drug and Alcohol	TKM H&S Manager P&D	June 2017	50
Formalise a means of recognising H&S excellence	H&S Committee	June 2017	100
Revision of the Procurement Policy	PMO & Finance project	July 2017	90 With TKM for ratification.
Review staff and student safety and security	FM Manager & H&S Manager	July 2017	Security review completed. Recommendations prioritised and are under action.
Develop a new H&S Management system	Manager PMO H&S Manager	July 2017	The process complete and introduced. Some modifications and improvements will be ongoing.
Develop an asbestos management plan	H&S Manager	August 2017	100
Training and Skills Development Plan prepared	HR Manager H&S Manager	August 2017	90 People and development are piloting a database of obligatory H&S certifications, licences and qualifications.
Placements - Develop processes that address placements and placement location	Director CS Director EAR	October 2017	15
Review incident management procedures, arrange training, test process	H&S Manager	February 2018	40
Review rehabilitation guidelines as it relates to experience rating	H&S Manager P&D Manager	March 2018	25

<b>Ara Council</b> <b>31 October 2017</b>	<b>Agenda Item</b>	<b>3.2a</b>
		Information Item
<b>PUBLIC</b>	<b>Presented by</b>	S McBreen-Kerr

<b>ARA COUNCIL REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	<b>Academic Board</b>
<b>BACKGROUND AND PURPOSE</b>	<p><i>A summary report to Council from Academic Services Division of: The Academic Board meeting that was held on 14 September 2017.</i></p> <p><i>The Academic Board role is to:</i></p> <ul style="list-style-type: none"> <li>• <i>Advise Council, and recommend where appropriate, on the academic strategic direction and practices of the institution.</i></li> <li>• <i>Develop, monitor, review and maintain policies on academic matters including research conducted by staff.</i></li> <li>• <i>Consider proposals for new programmes.</i></li> <li>• <i>Approve programmes.</i></li> <li>• <i>Manage sub-committees as required, including:</i> <ul style="list-style-type: none"> <li>• <i>Defining delegations, roles, Terms of Reference (ToR) and membership.</i></li> <li>• <i>Receiving and acting on reports.</i></li> <li>• <i>Reviewing performance and effectiveness.</i></li> </ul> </li> <li>• <i>Consider and report on any other academic matters which are referred to it by the Council or CE, or which the Board believes are of significant importance.</i></li> </ul>
<b>RECOMMENDATION(S)</b>	<p>1. That the Academic Board report be received.</p> <p>2. Council note the very positive feedback from graduate employers, our graduates are preferred by 80% of employers and 91% of graduates meet their expectations.</p>
<b>LINK TO ARA STRATEGY</b>	High Performing Organisation.
<b>KEY ISSUES IDENTIFIED</b>	<p>Note: NZQA panels in October for Bachelor of Musculoskeletal Health, Post Graduate Diploma in Osteopathy, Bachelor of Construction. These are new qualifications designed by Ara for delivery in 2018.</p> <p>Note: Graduate Employers Survey – August 2017.</p> <p>Note: Graduate Employers Survey to be reviewed in 2018 to make it easier to fill in.</p>
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	-
<b>RISK IMPLICATIONS FOR ARA</b>	-

# Academic Board Report

Academic Board 14 September 2017

## 1 Programme Approval

A large number of degree qualifications were approved by Academic Board for submitting to NZQA for final approval. These include:

- Bachelor of Applied Management
- Bachelor of Architectural Studies
- Bachelor of Nursing
- Bachelor of Performing Arts
- Graduate Diploma in Construction
- Graduate Diploma in Architectural Studies

There will be NZQA approval panels in October for the following 2018 delivery:

- Bachelor of Construction (Construction Management/Quantity Surveying)
- Bachelor of Musculoskeletal Health and Postgraduate Diploma in Osteopathy

## 2 Academic Policy Update

There are a number of academic policies that are currently being developed or under review. Consultation groups for policy work includes involvement from across the departments to ensure involvement and consistency of practice.

Formal Academic Surveys was approved by the Board. Whilst this is officially a new policy, the majority of the content has been extracted from an older version of the Evaluation and Review policy which has been replaced by the Self-Assessment policy. This new policy documents practice for the current formal surveys that are centrally administered.

## 3 External Degree Monitor Report

At this meeting a report and action plan addressing any recommendations was received for the Bachelor of Māori Language and Indigenous Studies. Overall the report was positive and all recommendations have been addressed in the action plans. Clarification of the recruitment strategy was identified and work has been ongoing to better engage industry and demonstrate the academic capability of the programme. This also addresses the issue related to employment pathways at the conclusion of the programme.

## 4 'Ara First' Working Group

In late 2016 Academic Board requested a group look into the possibility of employing students rather than outside contractors for particular aspects of work. An informal audit has been conducted which noted there that whilst students are often considered first it is very ad hoc and that there would be benefits to formalising this. It was agreed that a paper would be prepared to Te Kāhui Manukura to progress this further.

## 5 Graduate Employers Survey

The Graduate Employers Survey, which is a biennial survey completed by employers of recent Ara graduates, was reported on. Employers continue to place the highest value on the following attributes as being of most value in a graduate:

- Solving problems
- Oral communication skills
- Thinking critically
- Applying knowledge and skills in the workplace
- Working in teams

Whilst these are the same top five attributes identified in 2015, the order of importance has changed. Solving problems has risen from the 4<sup>th</sup> most important to most important in 2017. Demonstrating an understanding of the Treaty of Waitangi has had significant decline in importance going from 45.8% (2015) to 27.4% (2017). Academic Board noted that cross cultural communication and engagement may now be a more accurate attribute for employers noting a rise from 56.8% (2015) to 69.3% (2017).

It was noted that the survey design would be looked at prior to the 2019 survey to ensure the questions are more applicable to a range of employers.

NB: the following table provides a summary of the key messages.

## Graduate Employers Survey 2017 – Summary

<p><b>Graduate employers who participated</b></p> <ul style="list-style-type: none"> <li>• 22.1% response rate, 164 employers surveyed.</li> <li>• 27.7% are organisations with over 200 employees.</li> <li>• 21.9% are organisation with 21-50 employees.</li> </ul> <p>Greatest response from Hospitality and Service Industry employers.</p> <p>Nursing, Midwifery and Allied Health have the highest number of organisations with over 200 employees.</p>	<p><b>Attributes employers value and are seeking</b></p> <p>Top 5 most highly valued attributes:</p> <ul style="list-style-type: none"> <li>• Solve problems.</li> <li>• Oral communication skills.</li> <li>• Think critically.</li> <li>• Apply knowledge and skills in the workplace.</li> <li>• Work in teams.</li> </ul> <p>The following attributes had increasing importance to employers in 2017:</p> <ul style="list-style-type: none"> <li>• Social, environmental and economic sustainability.</li> <li>• Cross Cultural Communication/Engagement.</li> <li>• Work independently.</li> </ul> <p>Employers commented that they want graduates who have more developed skills in the areas of:</p> <ul style="list-style-type: none"> <li>• Professionalism.</li> <li>• Willingness to continue to learn.</li> <li>• Positive attitude.</li> <li>• Wider communication skills.</li> <li>• Demonstrating personality.</li> </ul>
<p><b>Ara graduates in employment 2017</b></p> <ul style="list-style-type: none"> <li>• 42.9% of graduates employed by surveyed employees, had studied at Ara.</li> <li>• Trades, Nursing, Midwifery and Allied Health and Computing had the highest proportion of Ara graduates at over 80.0% of graduates employed.</li> <li>• 54.7% of Ara graduates are highly rated and 90.9% are demonstrating necessary employment attributes.</li> <li>• 36.5% of employers' rate Ara graduates as better than other graduates.</li> <li>• When employers have a preferred institute to employ graduates from, 80.0% choose Ara.</li> </ul> <p>Feedback suggests this is because Ara develops the specific skills required by industry and the strong reputation Ara has in the community.</p>	<p><b>How might Ara improve preparation of graduates?</b></p> <ul style="list-style-type: none"> <li>• Greater work experience as part of study.</li> <li>• Development of industry connections.</li> <li>• Specific industry knowledge and skills.</li> <li>• Continued soft skill development.</li> </ul>

<b>Ara Council</b> <b>31 October 2017</b>	<b>Agenda Item</b>	<b>3.2b and c</b>
		<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>	M Rondel/J Hunter

<b>ARA COUNCIL REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	<b>Council Sub-Committee Reports</b>
<b>BACKGROUND AND PURPOSE</b>	<ul style="list-style-type: none"> <li>Public record of the formal Ara Sub-Committee Council meetings, held for the Council Campus Redevelopment Committee in September and October 2017.</li> </ul>
<b>RECOMMENDATION(S)</b>	<p>That Council:</p> <ol style="list-style-type: none"> <li>Receive the verbal update of the meeting of the Council Audit and Risk Committee on 10 October 2017.</li> <li>Receive the minutes of the meeting of the Council Campus Redevelopment Committee on 19 September 2017 and note the resolutions contained.</li> <li>Receive the verbal update of the meeting of the Council Campus Redevelopment Committee on 17 October 2017.</li> </ol>
<b>LINK TO ARA STRATEGY</b>	N/A
<b>KEY ISSUES IDENTIFIED</b>	N/A
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	N/A
<b>RISK IMPLICATIONS FOR ARA</b>	N/A

# Ara Council Campus Redevelopment Committee Minutes

19 September 2017

Minutes of a meeting of the Ara Council Campus Redevelopment Committee held on Tuesday 19 September 2017 at 1.30pm in Room A227, City Campus.

1 Welcome

Stephen Collins opened the meeting welcoming the Committee and Tony Gray to his first meeting of the Ara Council Campus Redevelopment Committee.

2 Meeting Business

**2.1 Attendance**

**a Voting Members**

Stephen Collins (SC) (Acting Chair), Janie Annear (JA) via videoconference, Tony Gray (TG) and Darren Mitchell (DM).

**b Non-Voting Members**

Tracey McGill (Council Secretary) (TM).

**c In Attendance**

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

**2.2 Apologies**

John Hunter (JH).

3 Disclosure of Conflicts of Interest

Nil.

4 Confirmation of Minutes

**4.1 Minutes of Council Campus Redevelopment Committee meeting of 15 August 2017**

*It was **resolved** that the Minutes of the Council Campus Redevelopment Committee meeting held on 15 August 2017 be approved as a correct record of proceedings at that meeting and be signed by the Chair accordingly.*

D Mitchell/S Collins

Carried

**4.2 Business Arising out of the meeting**

Nil.

## 5 General Business

Nil.

## 6 Public Excluded

[1.35pm]

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

Chair

Carried

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

6.1	Minutes of Meetings of 15 August 2017 – Public Excluded	[s9(2)(f),(i),(j)]
6.2	Business Arising from previous Public Excluded Minutes	[s9(2)(i)(j)]
6.3	Project Management Office Capital Works Programme Report	[s9(2)(i)(j)]
	6.3.1 Individual Projects Update	
	6.3.2 Health and Safety	
	6.3.3 K Block – Financial Status Update	
	6.3.4 CWP Budget Process and Regional Masterplan Update	
	6.3.5 Timaru Campus Map	
6.4	Te Kei (G Block) Budget Status Update	[s9(2)(i)(j)]
6.5	Woolston Budget Status Update	[s9(2)(i)(j)]
6.6	Allocation of Earthquake Insurance Settlement Status Update	[s9(2)(i)(j)]
6.7	Kahukura (K Block) Budget Status Update	[s9(2)(i)(j)]

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

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

The Council moved back into open meeting.

There being no further business the meeting closed at 2.25pm.

**READ AND CONFIRMED**

Chair: .....

17 October 2017

# 2017 Council Work Programme

as at 24 October 2017

Month	Topics	Notified Non-availability
January	31 <b>Council Meeting (Timaru)</b>	
	31 Chief Executive Remuneration and Performance Review Committee	
February	16 Graduation (Timaru)	
	21 Council Campus Redevelopment Committee Meeting	
	23 Council Teaching and Learning Workshop	
	28 <b>Council Meeting (ChCh)</b> <ul style="list-style-type: none"> <li>• Conflicts of Interest – signed updated register from each member</li> <li>• Reconfirm Committee and Trust Memberships</li> <li>• 2016 End of Year Provisional Financial Report</li> <li>• Strategic Development Fund – 2016 Close-out Reports</li> </ul>	
March	Council Audit and Risk Committee Meeting	
	21 Council Campus Redevelopment Committee Meeting	
	28 <b>Council Meeting (ChCh)</b> <ul style="list-style-type: none"> <li>• Health and Safety Manager – Update</li> <li>• Health and Safety Walkabout</li> <li>• Draft Annual Report 2016</li> </ul>	
	31 Autumn Graduation Ceremonies (9.00am and 2.30pm sessions)	
April	19 Council Campus Redevelopment Committee Meeting	
May	2 <b>Council Meeting (ChCh)* Meeting Cancelled</b> <ul style="list-style-type: none"> <li>• Final approval of 2016 Annual Report</li> <li>• Risk Management Framework – quarterly report</li> </ul>	
	9 Council Audit and Risk Committee Meeting	
	16 Council Campus Redevelopment Committee Meeting	
	4/8 Full Academic Board	
	30 <b>Council Meeting</b> <ul style="list-style-type: none"> <li>• Report on Affixing of Common Seal</li> <li>• Pasifika Strategy Update</li> <li>• Internationalisation Charter</li> </ul>	
June	15 Council Audit and Risk Committee Meeting	
	16 Chief Executive Remuneration and Performance Review Committee	
	20 Council Campus Redevelopment Committee Meeting	
	27 <b>Council Meeting</b>	
July	17 Council Audit and Risk Committee Meeting	
	18 Council Campus Redevelopment Committee Meeting	<i>J Annear (18 July)</i>
	25 <b>Council Meeting (ChCh)* Woolston Campus</b> <ul style="list-style-type: none"> <li>• Strategic Development Fund Projects Update</li> <li>• Risk Management Update</li> <li>• Campus Tour</li> <li>• Health and Safety Walkabout – Woolston Campus</li> <li>• Fee Setting for 2018 (pending Govt advice)</li> <li>• Kaiārahi Update Report</li> </ul>	<i>J Cartwright (14-24 July)</i>
August	15 Council Campus Redevelopment Committee Meeting	<i>J Annear (15 August)</i>
	29 <b>Council Meeting (ChCh)</b> <ul style="list-style-type: none"> <li>• Strategic Direction and Priorities for 2018</li> <li>• Board Self-Assessment</li> <li>• City Campus Tour for new Council members</li> </ul>	
September	15 Spring Graduation Ceremony (10am)	<i>J Hunter (15-27 Sept)</i>
	19 Council Campus Redevelopment Committee Meeting	
	26 <b>Council Meeting</b> <ul style="list-style-type: none"> <li>• Pasifika Strategy Update</li> </ul>	<i>J Cartwright (28 Sept- 3 Oct)</i>

October	10	Council Audit and Risk Committee Meeting	<i>J Cartwright (1-3 Oct)</i>
	17	Council Campus Redevelopment Committee Meeting	
	30	Key Stakeholder and Partners Event (Timaru)	
	31	<b>Council Meeting (Timaru)</b> <ul style="list-style-type: none"> <li>• Report on Affixing of Common Seal</li> <li>• Risk Management Framework - Quarterly Report</li> <li>• Campus Tour (Timaru)</li> <li>• Annual Report 2017 - content/format</li> <li>• 10 Year Financial Model</li> </ul>	
November	21	Council Campus Redevelopment Committee Meeting	
	28	<b>Council Strategy Day</b>	
December	12	<b>Council Meeting (if required) (Teleconference)</b> <ul style="list-style-type: none"> <li>• 2018 Budget - Sign off</li> </ul>	
	12	Chief Executive Remuneration and Performance Review Committee (Teleconference)	
	13	Council Campus Redevelopment Committee Meeting (if required)	

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

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

## Ara Council Media Report - September 2017

### 5 September

Cabaret Ara students are putting on a production of Cabaret.

### 6 September

New **CE** Tony Gray was welcomed to Ara as its new CE on Monday (Stuff). He was formerly the NMIT CE for 11 years.

### 7 September

Electric Cars Ara and Canterbury University will be hosts for a new electric car sharing scheme in Christchurch.

Wood Boiler Ara in Timaru has shifted its wood boiler from coal to wood pellets.

### 11 September

Te Reo Ara is getting involved in Te Reo Māori Week.

### 13 September

Ara tutors take STEM hands-on teaching to Opihi College

<http://www.stuff.co.nz/timaru-herald/news/96717461/opihi-college-students-learn-about-aerodynamics>

### 15 September

Top Tutors Ara gave teaching excellence awards to 5 top tutors – the release profiled each one.

### 18 September

Tractor Ara bought a new, but second-hand, tractor.

### 22 September

Film An Ara team won the Christchurch final of the 48HOURS film competition.

<b>Ara Council</b> <b>31 October 2017</b>	<b>Agenda Item</b>	<b>3.5</b>
		<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>	George Tylee on behalf of T McGill

<b>ARA COUNCIL REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	<b>Affixing of the Common Seal (23 May to 31 October 2017)</b>
<b>BACKGROUND AND PURPOSE</b>	<ul style="list-style-type: none"> <li>Public record of the quarterly report provided to the Ara Council recording the number and type of document to which the common seal has been added. This includes the list of degree and diploma documents signed and sealed by the Council Chair and Chief Executive for the Graduation ceremony held on 15 September 2017.</li> </ul>
<b>RECOMMENDATION(S)</b>	That Council receive and note the contents of the report provided.
<b>LINK TO ARA STRATEGY</b>	N/A
<b>KEY ISSUES IDENTIFIED</b>	N/A
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	N/A
<b>RISK IMPLICATIONS FOR ARA</b>	N/A

## Common Seal

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

Date	Document	Countersigned	Number
24 May 2017	Individual Employment Agreement for the Ara Chief Executive (Tony Gray)	J Annear (Acting Council Chair) C Yeates (Senior Administrator – Governance and Strategy)	1

This report covers the period from 23 May to 31 October 2017 and includes the list of the degree and diploma documents signed and sealed by the Council Chair and Chief Executive for the Graduation ceremony held on 15 September 2017.

### **Graduation documents carrying the Ara Institute of Canterbury Common Seal issued for Graduation 15 September 2017.**

Qualification Title	Number Awarded
Bachelor of Applied Management	25
Bachelor of Applied Science	7
Bachelor of Architectural Studies	1
Bachelor of Broadcasting Communications	6
Bachelor of Design	1
Bachelor of Engineering Technology	7
Bachelor of Information and Communication Technologies	25
Bachelor of Maori Language and Indigenous Studies (Te Ohoka)	1
Bachelor of Medical Imaging	1
Bachelor of Music Arts	1
Bachelor of Nursing	96
Bachelor of Social Work	1
Bachelor of Sustainability and Outdoor Education	2
Diploma in Accounting	14
Diploma in Applied Business	1
Diploma in Broadcasting Communications	1
Diploma in Business	12
Diploma in Childbirth Education	6
Diploma in Computer Aided Design	2

Diploma in Computer Networking	2
Diploma in Environmental and Outdoor Leadership	2
Diploma in Human Resource Management	3
Diploma in Information and Communications Technology	12
Diploma in Interior Design (Residential)	1
Diploma in Marketing	4
Diploma in Musical Arts	1
Diploma in Tertiary Learning and Teaching	2
Graduate Diploma in Accounting	15
Graduate Diploma in Applied Management	8
Graduate Diploma in Business Information Systems	1
Graduate Diploma in Business Transformation and Change	2
Graduate Diploma in Computer Aided Design	8
Graduate Diploma in Hospitality Management	5
Graduate Diploma in Human Resource Management	3
Graduate Diploma in Information and Communication Technologies	25
Graduate Diploma in Laboratory Technology	1
Graduate Diploma in Nursing	1
Graduate Diploma in Operations and Production Management	28
Graduate Diploma in Project Management	25
Graduate Diploma in Sales and Marketing	11
Graduate Diploma in Sport Management	1
Graduate Diploma in Supply Chain Logistics	3
Graduate Diploma of Information Design	8
New Zealand Diploma in Agribusiness Management	16
New Zealand Diploma in Applied Science (Level 5)	2
New Zealand Diploma in Business	17
New Zealand Diploma in Cookery (Advanced)	35
New Zealand Diploma in Engineering	17
New Zealand Diploma in Enrolled Nursing	38
New Zealand Diploma in Information Technology Technical Support	7
New Zealand Diploma in Web Development and Design	2
<b>Total</b>	<b>516</b>

**Tracey McGill**  
**Council Secretary**