



Ara Institute of Canterbury Limited

(the Company)

MEETING OF THE BOARD OF DIRECTORS

Date: 28 July 2020

Time: 9.30am

Venue: Room G202, Te Kei, City Campus and by videoconference (via Zoom)

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

OPEN AGENDA

Item	Subject
1.	Karakia
2.	Welcome/Apologies/Notices
3.	Conflicts of interest
4.	Call for and discussion of minor items not on the Agenda
5.	Confirmation of Meeting Minutes (Public) - meeting 26 May 2020 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List
6.	Discussion Items 6.1 Chief Executive Report a Financials b COVID-19 c Health and Safety d Ministry of Awesome Partnership 6.2 Deputy Chief Executive Reports 6.3 Kaiārahi Report
7.	Information Items 7.1 Chair Report 7.2 Sub-Committee Reports a Audit and Risk Committee 7.3 Ara Board Work Programme 7.4 Media Report 7.5 Correspondence
8.	General Business

CLOSED AGENDA

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

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

Item	Subject	
9.	Confirmation of Meeting Minutes (Public Excluded) - meeting held 26 May 2020 9.1 Approval of Meeting Minutes 9.2 Matters Arising 9.3 Action List	[s9(2) (f), (i), (j)]
10.	Discussion Items 10.1 Chief Executive Report a Health and Safety b Transformation Programme Update c Fee Setting	[s9(2) (f), (i), (j)]
11.	Decision Items 11.1 Placeholder: Annual Report [1 January to 31 March 2020]	[s9(2) (f), (i), (j)]
12.	For Information 12.1 Sub-Committee Reports a Audit and Risk Committee b Campus Redevelopment Committee c REM Committee	[s9(2) (f), (i), (j)]
13.	General Business	
14.	Strategic Topic NZIST – Ara Board Strategy Preparation ➤ Investment Logic Map ➤ Strategic Focus Areas and Priorities ➤ Projects in the 2020/2021 Portfolio	[s9(2) (f), (i), (j)]

NOTE: 1.30-3.30pm scheduled for Ara Orientation Session for new Board members.

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

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

2020 Register of Disclosure of Conflicts of Interest

as at 28 July 2020

Ara Board of Directors

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

Ara Board Officers

<p>Tony Gray Chief Executive</p>	<ul style="list-style-type: none"> • Ara Foundation (Trustee) • Hurford Trust (Trustee) • Ōtautahi Education Development Trust (Trustee) • TANZ Accord (Chair) • TANZ Ltd (Director)
<p>Te Marino Lenihan Kaiārahi</p>	<ul style="list-style-type: none"> • Ka Honua Momona (Traditional Fish Pond Non-Profit Organisation on Moloka'i, Hawai'i) (Board Member) • Kaiapoi Pā Trust (Trustee) • Ngā Aho (National Network of Māori Design Professionals) (Executive) • Ngāi Tahu (Whakapapa)
<p>Christina Yeates Executive Officer</p>	<ul style="list-style-type: none"> • Nil



Ara Institute of Canterbury Limited
(the Company)

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

26 May 2020 at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 26 May 2020 in Room G202, City Campus and by videoconference (zoom).

1 Karakia

2 Welcome

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

Thérèse Arseneau acted as chairperson of the meeting.

Other attendees present: Tony Gray (Ara Institute of Canterbury Ltd (Ara) Chief Executive), Darren Mitchell (Ara Chief Financial Officer/DCE), Te Marino Lenihan (Ara Kaiārahi) and Christina Yeates (Ara Executive Officer).

Apologies Nil.

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

3 Conflicts of interest

No conflicts were declared in relation to the open agenda.

4 Items not on the Agenda Nil.

5 Confirmation of Meeting Minutes

5.1 Minutes of Committee Meeting – 28 April 2020

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 28 April 2020 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.

J Cartwright/N Lamont

Carried

5.2 Matters Arising Nil.

5.3 Action List

- a) AP1 - **Ara Policies and Delegations** – as the subcommittee membership is now finalised, the CE advised that relevant policies and delegations forms part of the induction information to subcommittee members. Action completed.
- b) AP2 – CE Report – AIR Video – the **teaching and learning video** was distributed to Board members and positive feedback provided to the AIR leadership team. Action completed.
- c) AP3 - **AIR Equity Report** – the CE advised that a Māori performance dashboard will be provided for the next Board meeting. Carried forward.

6 Items for Discussion

6.1 Chief Executive (CE) Report

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

- a) COVID-19: Ara now has 20% of programmes back onsite since Alert Level 3 and from 1 June week this will start to increase. The rationale for those programmes that are back on campus is that they significantly require work experience and work-based learning. The Board noted that there will be a number of programmes that will not start until Semester 2.
- b) Withdrawals: The process for withdrawals at the current time was noted with all being processed through to the CE and DCE COO; have seen an increase in the last couple of weeks, with a mix of normal withdrawals and those that are needing to be treated equitably citing COVID as the reason for withdrawal.
- c) Enrolments:
 - i. Currently there are the expected variations in terms of enrolments within the organisation. It was noted that with SAC 3+ it is expected these will even out toward the target for Semester 2 and therefore into year end. There are some areas of concern but also areas that are recruiting well. From a business perspective, the concerning area is the pipeline impact e.g. if not recruiting in Social Work first year this then has a three-year knock-on effect.
 - ii. Two areas of some concern are Engineering and Architecture and EDI where the target numbers - particularly for business and computing - have previously been reliant on international students. The Board noted that the issues around business and computing are historic.
 - iii. The CE advised Ara is monitoring its work based and on the job learning including managed apprenticeships; it is possible there will be some fallout on apprenticeships in the second half of the year, particularly in domestic construction. Ara is managing this as best we can with circa 600 EFTS in the managed apprenticeship space.
 - iv. It was clarified that South Canterbury enrolments include Oamaru, Ashburton as well as Timaru. The CE advised that an environmental scan has been completed on South Canterbury (currently in draft format) with the scope to look at the future workforce need in this area. This will be provided to the Board in due course.

- d) Go Forward Targeted Plan – the CE advised there is a workstream on how we start to target non-traditional recruitment into Semester 2 which flows through into each department picking up upskilling. In terms of partnerships within Canterbury and identifying opportunities, the Board were advised of Ara’s relationship with ChristchurchNZ and the Chamber of Commerce and that Ara is part of a NZIST group working with all ITOs in regard to a national approach to regional need. Now starting to provide evidence and being able to work together on these issues. Also working with particular individual organisations e.g. Chamber of Commerce and industry in Christchurch – Orion and Connectics looking at their workforce development.
- e) Discussion took place on what are the main themes in terms of future workforce need. Identified as a mixed picture and agreed that one of the challenges is to meet the immediate need of employment in the short-term i.e. getting people into jobs but that future development opportunities for individuals was critical. The challenge is how Ara works alongside organisations such as the Ministry of Social Development to fulfil an immediate training need for jobs. **‘Supernodes’ and the post COVID Skills and Employment ChristchurchNZ survey was also discussed – it was agreed the CE would distribute this information post meeting.** The Appendices reflect Ara’s engagement and is one of the stronger platforms that Ara is involved in.
[AP4 CE]
- f) It was agreed to focus on the “Future of Work” at the Board workshop in June.
- g) The Ara Kaiārahi advised that iwi leaders are looking at 2 strong focus areas – getting people who have lost jobs back into jobs and starting people on a different work track by capitalising on the change climate and getting them into roles that are future focused. Aim is to change the business of engagement for Maori to put “our people into jobs for the future”.
- h) The “openness of Ara’s doors” was discussed and the process of unsuccessful applications were queried, and the definition of a converted application clarified – an application that has moved to confirmed enrolment status.
- i) It was noted that there are many reasons for unsuccessful applications, from prerequisites- required in some programmes and other programmes being open entry. It was agreed this is an important issue as we do not want to exclude learners if we can help them. CE to follow-up with information in the next Board papers.
- j) The DCE COO advised that an unsuccessful application is always followed up on and may not be ultimately unsuccessful – it might be reapplied and successful elsewhere. There might also be multiple applications by the student so a myriad of reasons. It was agreed to look at the **definitions and data in more detail to see if there any big underpinning things that might change the number and to ensure the data reflects the actual indicators -see i) above.**
[AP5 DCE COO]
- k) It was noted that Ara is pending TEC information around targeted funding and how it is to be allocated. Once this information is received, some of these unsuccessful applications could be revisited.
- l) The Board noted the favourable variance in scholarships and discount and underspend in this area. The Board queried whether it is expected in the post-COVID world to go up and are we looking at our criteria for who will qualify as result of the changing world? The CE confirmed that the underspend is being followed up and Management are looking at other ways to utilise funds to support learners experiencing hardship – recruitment and retention is a focus. The Board were advised this been an issue at Ara for a while in regard to total spend of monies allocated - a review was carried out a year ago. Bespoke advertising of the opportunities was also carried out. It was agreed it is that requires ongoing review -

what should our cap on this fund be and what should our criteria be? The Board would like to see the criteria and how proactive we are. It was agreed this should form part of a package of “opening our doors” at the moment. The Board also noted the element of “hardship embarrassment” and that allocated funding which has not been taken up could fall into this category.

- m) International Students – discussion. The peak body workstream looking at the issue around quarantining was noted with NZIST looking at international recruitment. In terms of Ara, it was noted that if we are retaining international students then we would achieve 85% of budget revenue. The greater risk to Ara is in 2021. It was noted that there is a hardship fund established to support International students, set up by the government and designed to be specifically for ‘living from one day to next’. There are some issues around international students still sending money home to family; whilst the hardship fund is gratefully received, the issue lies in “how” it is dealt with.
- n) 2020 forecast – discussion. The DCE COO advised that typically the reforecast for Ara happens twice in a year, most often after the peak enrolment period so would normally reforecast in June/July. The Board were advised that Ara is leaning toward a mid-range outcome for the forecast as per advice at the May board meeting. Once Semester 2 enrolments are a bit clearer, work will be completed on the reforecast. **The Board requested the addition of a variance column when looking at actual and budget and it was agreed to include this as %.**
[AP6 COO]
- o) Associate company relationships were discussed, and the CE provided a summary of TANZ Accord and TANZ eCampus. Ara has a shareholding in TANZ eCampus along with four other ITPs. Shareholding is part of a business model that also uses EFTS allocated from each of the 5 institutions– available to all of the shareholders as wholly on-line delivery and flexible delivery. TANZ Accord in the last 3 years formed TANZ eCampus as separate company - first dividends flowed last year.
- p) The Board queried whether there is a policy that Ara pays small suppliers promptly and prioritising these in the current COVID environment. The DCE COO advised it is not a formal policy, but Ara has made a point to ensure this will be done as much as we can. It was further noted that the Minister had also written and encouraged us to do so.
- q) **Health and Safety:** the report was taken as read. It was noted that under the Incident Summary table, the “**all incidents this month column**” is incorrect and should be all zeros. This will be corrected.
[AP7 CE]

6.2 Deputy Chief Executive (DCE) Reports

The reports were taken as read. Discussion as follows:

- a) The Chair provided an overview of the intent behind the DCE reports and the summaries and strategic objectives. The Board agreed the importance of the detail at this early stage in getting to grips with operational matters and that the reports are very much appreciated. The CE welcomed any feedback from Board members who sit on other subsidiary boards in relation to structure and content of the reports.

6.3 Kaiārahi Report

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

- a) The national collective of sector Kaiārahi had received a response from NZIST on Maori achievement last week, so there is now really strong direction from the NZIST

Council in terms of Treaty responsibility in the legislation, and the Waitangi Tribunal to push sector excellence rather than compliance.

- b) This was echoed by the NZIST representative on the Ara Board to emphasise the importance that all ITPs need to have a focus that reflects the NZIST Council challenge to the sector and the need to demonstrably show equity, this is what is being aimed for rather than improving results. It was suggested and agreed that from a Māori perspective, it is more than equity but self-determination as well.
- c) It was noted that Ngai Tahu have agreed to invest in 3 whanau skills hubs in South Island. There is a need to identify what skills people have and to look at career pathways to be ahead of the game, especially with the Regional Skills Leadership Groups.
- d) In terms of on the ground practical experiences, one of the biggest challenges is having the right people in the job and in the right places. The Board discussed how can we best start to bolster our workforce recognising the size of this. It was recognised that there is a need to be adequately resourced and it was noted that this is better recognised now as a NZ wide issue.

7 Decision Items

7.1 Ara Board Subcommittees (Membership)

- a) The Chair advised that the Ara Board have discussed and agreed membership of the Ara subcommittees and accepted the current structure. It was noted that the Ara Board are keen for future considerations around purpose and objectives of certain subcommittees e.g. People and Culture element to the Remuneration Committee and to consider a new Learner Committee.
- b) The following board membership was agreed:
 - i. **Ara Audit and Risk Committee**
 Chair: Nettles Lamont
 Voting Members: Murray Bain, Andrea Leslie
 Ex-officio: Thérèse Arseneau
 Advisor: Michael Rondel (previously Independent Chair, Ara Council Audit and Risk Committee) to assist with the transition to Ara Institute of Canterbury **Ltd.**
 - ii. **Remuneration Committee**
 Chair: Melanie Taite-Pitama
 Voting Members: Thérèse Arseneau, Maryann Geddes
 - iii. **Campus Redevelopment Committee**
 Chair: Bryn Thompson
 Voting Members: Andrea Leslie, Jane Cartwright

iv. Enrolment Appeal Committee (convened on request)

Chair: Jane Cartwright

Voting Member: Nettles Lamont

v. Additional Notes:

- All board members are welcome to attend subcommittee meetings as non-voting members.
- Jane Cartwright elected to attend the Health, Safety and Leadership Wellbeing Group as the Ara Board representative.

*It was **resolved** that the Ara Board approve the elected membership of the Ara Board subcommittees as detailed.*

J Cartwright/M Geddes

Carried

8 Information Items

8.1 Chair Report

There were no items to report other than business already referred as above. The Chair is keen for the Board to meet in person if Alert Levels allow for the next meeting in June, especially as it is scheduled as a workshop.

8.2 Academic Committee Report

The report was taken as read.

- a) It was noted that there has been some misunderstanding across the sector how the Academic Committee sits within the NZIST Council. A paper is expected to explain the day to day functionality and operations. It was agreed that this Committee is important to the Ara Board and a critical entity for Ara; the lack of clarity is a real concern.
- b) Student membership was discussed, and the CE advised that there was a recent shift in membership of the previous Academic Board to ensure the Student Voice representative in attendance. This was due to the need for consistency and due to the timing of the academic year and attendance of the student, consistency of previous membership had proved difficult.

8.3 Ara Board Work Programme

- a) The work programme was reviewed, and it was noted that the next meeting is scheduled as a board workshop on 30 June 2020.
- b) The Chair outlined the objectives and plans for these workshops and how valuable they have proven to be for the previous Council. Any ideas for the next workshop – future focus of tertiary education and future of work - would be very useful and welcomed.
- c) It was agreed that the CE organise for two facilitators/presenters, Eruera Prendergast-Tarena and Ken Steele to attend the June session pending their availability.

8.4 Affixing of the Common Seal Report

The report was taken as read and the contents noted.

There was a brief discussion on Graduation ceremonies for the year considering the current Alert Level restrictions. Options to consider are splitting the ceremonies up or to push it out a month. Deliberations will continue pending government advice on restriction of numbers.

9 General Business

Nil.

Closure

There being no further business the Chairperson declared the public meeting closed at 10.45am.

Dated: 28 July 2020

Signed as a correct record

Chairperson

Ara Board Minutes - Action List as of 26 May 2020

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP3	28 April	6.1h	CE Report – AIR Equity Report	It was agreed that an equity report will be prepared to send to the Board to align with a future COVID update. Feedback is currently being co-ordinated through the AIR leadership team for all workstreams including equity. <i>26/5 Update – Māori performance dashboard to be provided for the next Board meeting.</i>	CE	Carried forward	25 August
AP4	26 May	6.1c (e)	CE Report – Future Needs	‘Supernodes’ and the post COVID Skills and Employment ChristchurchNZ survey was also discussed – it was agreed the CE would distribute this information post meeting.	CE	Completed	31 May
AP5	26 May	6.1c (j)	CE Report – Unsuccessful applications – data analysis	Look at definitions and data of unsuccessful applications in more detail to see if there any big underpinning things that might change the number and to ensure the data reflects the actual indicators.	DCE COO	In progress	28 July
AP6	26 May	6.1c (n)	CE Report – Financials	The Board requested the addition of a variance column when looking at actual and budget and it was agreed to include this as %.	DCE COO	In progress	28 July
AP7	26 May	6.1c (q)	CE Report – Health and Safety	Incident Summary Table: All incidents this month column” is incorrect and should be all zeros. This will be corrected.	CE	In progress	28 July

Ara Board 28 July 2020	Agenda Item		6.1
	Decision Item	Discussion Item	Information Item
PUBLIC	Presented by		Tony Gray


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

Chief Executive's Report

Public Meeting

1 Enrolment Performance Summary – as at 10 July 2020

This update focusses on the below aspects from the 2020 Performance Dashboard.

2020 Targets Summary		2019	2020	APS	CRE	EAS	EDI	HPR	HSI	HUM	TRA	ZTE	Other	
Enrolments (EFTS)		Actual	Target											
SAC Level 3+	4,628	5,458												
SAC Level 1-2	121	113												
ACE	39	87												
Trade Academy	152 (454 places)	138 (475 places)												
Youth Guarantee	97	89												
ITO	57	96												
Other	43	99												
Total Domestic EFTS	5,138	6,080												
Total International EFTS	732	979												
Total EFTS (excluding eCampus)	5,869	7,059												
Levels 1-2	378	481												
Levels 3-4	1,913	2,336												
Levels 5-6	685	940												
Level 7	2,837	3,240												
Levels 8-9	57	62												
Student Experience		Actual	Target											
Student Satisfaction, all learners	75.8%	84.0%												
Student Achievement		Actual	Target											
Successful Course Completion														
All learners at levels 1-6	76.1%	83.5%												
All learners at levels 7-9	72.5%	93.5%												
Māori learners at all levels	65.9%	81.0%												
Pacific learners at all levels	68.0%	81.0%												
Overall all learners at all levels	75.2%	87.5%												
Financial		YTD period ending May	Actual YTD	Budget YTD	Budget FY									
Teaching Revenue	\$40.0m	\$42.5m	\$108.6m											
Other Revenue	\$2.5m	\$2.9m	\$7.4m											
Total Revenue	\$42.6m	\$45.4m	\$116.0m											
Other Costs	\$15.4m	\$18.1m	\$44.0m											
Staffing Costs	\$29.3m	\$29.3m	\$71.6m											
Total Expenses	\$44.8m	\$47.3m	\$115.5m											
Surplus (excluding abnormal items)	-\$2.2m	-\$1.9m	\$0.4m											
Participation		Actual	Target											
Māori Student Participation Rate	14.4%	13.1%												
Pacific Student Participation Rate	5.3%	4.8%												

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

1.1 Application Summary – Ara Overall


Application Summary							Excluding eCampus
Tracking measure including:							
Pre App	Active App	Unsuccessf... App	Converted App	Re-enrolm... and Other	Other Unsuccessf...		
Ara Overall	Est. req. Apps (Full Year)	Last Year (Full Year)	Current Tracking	Last Year Tracking	Req. EFTS Growth	Actual YTD App Growth	
	16,877	16,850	13,282	16,398	0.2%	-19.0%	
International/Domestic							
International	1,934	1,930	1,162	2,975	0.2%	-60.9%	
Domestic	14,944	14,920	12,120	13,423	0.2%	-9.7%	
Source of funding							
⊕ SAC 3+	9,891	9,739	9,448	9,525	1.6%	-0.8%	
⊕ Intl	1,934	1,930	1,162	2,975	0.2%	-60.9%	
⊕ Other	1,526	1,655	562	1,249	-7.8%	-55.0%	
⊕ ACE	1,385	1,681	757	1,097	-17.6%	-31.0%	
⊕ ITO	800	870	409	588	-8.1%	-30.4%	
⊕ TA	442	460	453	459	-4.1%	-1.3%	
⊕ SAC 1-2	267	329	292	303	-19.0%	-3.6%	
⊕ YG	174	186	199	202	-6.6%	-1.5%	
Location							
⊕ All Other	15,701	15,737	12,572	15,391	-0.2%	-18.3%	
⊕ South Canterb...	1,196	1,113	710	1,007	7.4%	-29.5%	

Department - Programme owning	Last Year (Full Year)	Current Tracking	Last Year Tracking
Applied Sciences and Social Practice, Te Hoe Ora	1,203	1,506	1,325
Creative Industries	853	839	857
Engineering & Architectural Studies	1,116	954	1,231
Enterprise and Digital Innovation	3,168	2,182	3,286
Health Practice	2,554	2,126	2,416
Hospitality & Service Industries	1,670	1,282	1,515
Humanities	2,777	2,061	2,682
Trades	3,509	2,332	3,086
Total	16,850	13,282	16,398

The above tables show the current number of programme enrolments (converted applications and re-enrolments/other) plus those applications that could convert into enrolments (Active Applications). This grouping indicates the total pool of 2020 possible or confirmed enrolments currently in the system.

Note: TANZ eCampus applications have been removed to show an indication of core Ara applications vs targets.

1.2 EFTS

	Active	Committed	Future	Potential		
						
Ara Overall	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
	7,058.7	7,047.1	5,869.1	5,931.8	0.2%	-1.1%
International/Domestic						
Domestic	6,079.9	6,070.5	5,136.9	5,254.9	0.2%	-2.2%
International	978.8	976.7	732.1	676.9	0.2%	8.2%
Source of funding						
⊕ SAC 3+	5,457.6	5,373.9	4,627.7	4,692.2	1.6%	-1.4%
⊕ Intl	978.8	976.7	732.1	676.9	0.2%	8.2%
⊕ TA	138.1	144.0	152.2	146.9	-4.1%	3.6%
⊕ SAC 1-2	113.2	139.8	120.8	115.7	-19.0%	4.3%
⊕ Other	98.6	106.9	43.0	68.0	-7.8%	-36.7%
⊕ ITO	96.0	104.5	57.2	75.0	-8.1%	-23.7%
⊕ YG	88.9	95.2	96.6	95.5	-6.6%	1.2%
⊕ ACE	87.4	106.1	39.5	61.5	-17.6%	-35.8%
Location						
⊕ All Other	6,672.6	6,687.8	5,557.4	5,615.9	-0.2%	-1.0%
⊕ South Canterb...	386.1	359.4	311.6	315.9	7.4%	-1.3%

Department - Programme owning	Target (Full year)	Last Year (Full year)	Current Tracking	Last Year Tracking	Req. Growth	Actual YTD Growth
Applied Sciences and Social Practice, Te ...	763.7	729.5	689.2	578.7	4.7%	19.1%
CAPL Dept		0.7		0.7		-100.0%
Creative Industries	703.1	703.1	677.3	671.8	0.0%	0.8%
Engineering & Architectural Studies	743.1	720.8	567.1	615.9	3.1%	-7.9%
Enterprise and Digital Innovation	1,112.8	1,151.7	854.2	865.3	-3.4%	-1.3%
Health Practice	1,145.3	1,140.1	970.5	1,079.1	0.5%	-10.1%
Hospitality & Service Industries	623.6	627.1	578.2	550.1	-0.6%	5.1%
Humanities	887.3	888.9	623.5	617.5	-0.2%	1.0%
Trades	1,079.7	1,085.3	909.1	952.8	-0.5%	-4.6%
Total	7,058.7	7,047.1	5,869.1	5,931.8	0.2%	-1.1%

The above tables show ACTIVE, COMMITTED and FUTURE EFTS. These relate to those course enrolments that have either: been invoiced + paid (for fee-charging provision), been invoiced + past course start date (for fee-charging provision) or have been confirmed (for no-free provision). These categories reflect EFTS that are relatively confirmed enrolments (noting students can still withdraw up until the last withdrawal date of their courses).

Note: TANZ eCampus EFTS have been removed to show an indication of core Ara delivery vs. targets.

1.3 Summary

- a As at 10 July 2020, Ara has enrolled 5,869 EFTS out of a full year target of 7,059 EFTS. The current EFTS compare to 5931.8 EFTS at the same time last year.
- b This means Ara requires 1,190 more EFTS (7,059-5,869) to achieve the full year 2020 EFTS target. This is broken down by department and domestic/international below:

Department Key

APS	Applied Sciences and Social Practice	CRE	Creative Industries
EAS	Engineering & Architectural Studies	EDI	Enterprise and Digital Innovation
HPR	Health Practice	HSI	Hospitality and Service Industries
HUM	Humanities	TRA	Trades

Department	2020 Domestic EFTS			2020 International EFTS		
	Target	Current	Required	Target	Current	Required
APS	730	652	77	34	37	Achieved
CRE	691	669	22	12	8	4
EAS	498	387	111	245	180	65
EDI	807	569	238	306	286	20
HPR	1070	909	161	75	61	14
HSI	524	496	28	100	82	17
HUM	681	547	135	206	77	129
TRA	1079	908	171	1	1	Achieved
Total	6080	5137	943	979	732	250

- c International students currently offshore have now been withdrawn and deferred where appropriate to 2021. Some NZCEL programmes have been deferred to September 2020. Not all of these had course enrolments confirmed (enrolled EFTS) so despite this with new enrolments from onshore international students there has been a net gain of 11.8 EFTS in the last fortnight.

1.4 Semester 2 Domestic Applications

Domestic Learners, Semester 2 Starts										
Department	Converted Applications				Reenrolments/Other Enrolments				Active Apps	
	2019 Full Year	2019 Same Time	2020 Now		2019 Full Year	2019 Same Time	2020 Now		2019 Same Time	2020 Now
APS	314	289	474	+ 64.0%	58	62	135	+ 117.7%	57	44
CRE	52	49	69	+ 40.8%	19	20	6	- 70.0%	9	34
EAS	47	38	61	+ 60.5%	35	14	39	+ 178.6%	33	74
EDI	260	214	162	- 24.3%	121	87	129	+ 48.3%	90	72
HPR	247	215	183	- 14.9%	171	126	224	+ 77.8%	8	10
HSI	180	210	191	- 9.0%	4	4	38	+ 850.0%	12	5
HUM	448	412	401	- 2.7%	55	51	163	+ 219.6%	31	23
TRA	404	371	301	- 18.9%	24	14	9	- 35.7%	134	249
eCampus	168	62	70	+ 12.9%	60	27	27	+ 0.0%	11	14
Total	2120	1860	1912	+ 2.8%	547	405	770	+ 90.1%	385	525

- a Departments are generally seeing good Semester 2 domestic numbers compared to this time last year.

- b Applied Sciences and Social Practice, Creative Industries, Engineering and Architectural Studies and eCampus have recruited well.
- c Health Practice numbers have been impacted by lower enrolments on CAP (Competency Assessment Programme) but Bachelor of Nursing has good numbers and this intake has balanced out reduced numbers in Semester 1; lower numbers of CAP enrolments are only as a result of a lack of clinical placements.
- d Trades numbers are close to forecast – they have a large number of waitlisted applications, particularly in Automotive and Electrical; waitlists are forecast to significantly reduce as a result of being offset against early withdrawals which will offset withdrawals in Semester 2.
- e Humanities is seeing good numbers in English Language and Foundation courses and Hospitality and Service Industries look likely to exceed target – growth in Tourism numbers being offset by a slight drop in Cookery.
- f Enterprise and Digital Innovation is a concern with conversion rates of applications needing to be improved – applications are on-going throughout the academic year, so some improvement is still possible.

1.5 Semester 2 International Applications

Year Department	2019			2020		
	Converted App	Re-enrolment and Other	Total	Converted App	Re-enrolment and Other	Total
APS	23	1	24	2	2	4
CRE	2		2	3		3
EAS	55	9	64	5	1	6
EDI	70	11	81	14	19	33
HPR	89	7	96	7	6	13
HSI	34	2	36	9	6	15
HUM	44		44	18	2	20
Total	317	30	347	58	36	94

- a Although opportunities to enrol new international students in 2020 are limited, Ara now has 58 converted applications by international students to start in July. The processing of offshore international withdrawals reflects the drop in re-enrolments and other from 47 on 26 June 2020 to 26 on 10 July 2020.

1.6 Student Achievement 2019 – Ara

- a **2019 Successful Course Completion** has now been finalised and these are the overall results (including *all* courses).



- b The following areas saw an increase since 2018:
- Overall 2018: 84.9% 2019 Ara Target: 87%
 - Levels 7+ 2018: 91.1% 2019 Ara Target: 93%
 - Pacific 2018: 72.9% 2019 Ara Target: 79%

c The following areas saw a decrease since 2018:

- Levels 1-6 2018: 80.2% 2019 Ara Target: 83%
- Māori 2018: 78.8% 2019 Ara Target: 79%

d By department:

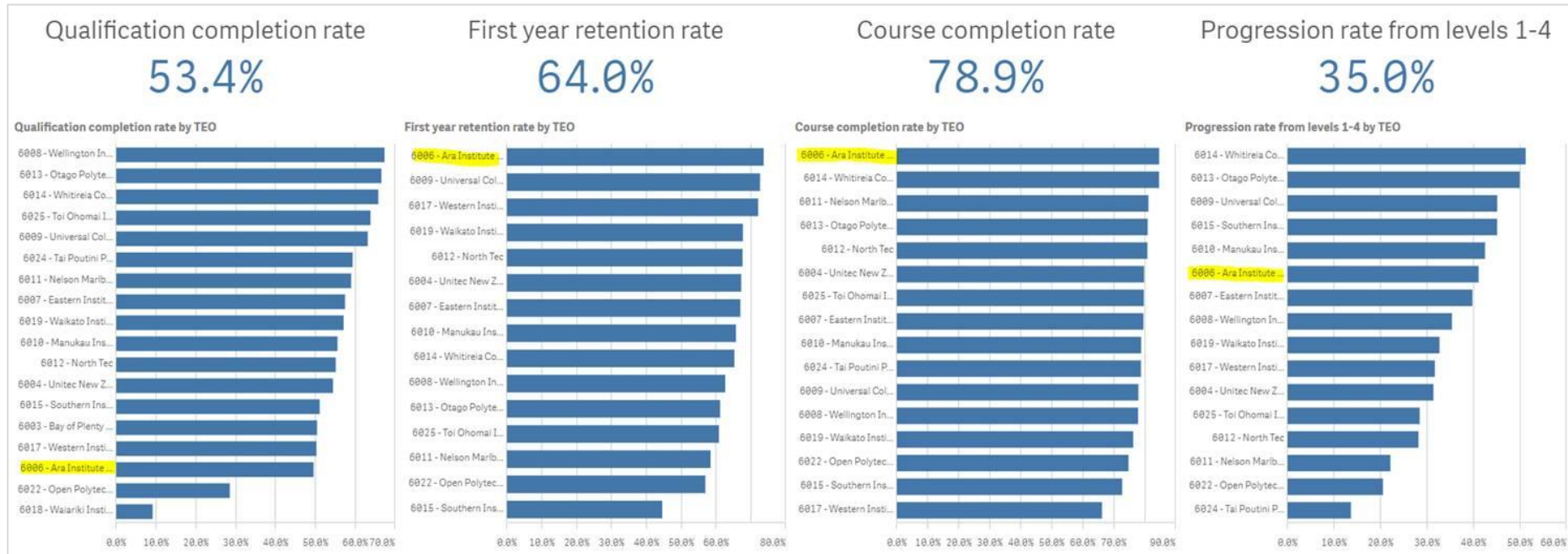
Year Owning department	2018						2019					
	Enrolled EFTS	Overall I	L1-6 All	L7+ All	Māori	Pacific	Enrolled EFTS	Overall	L1-6 All	L7+ All	Māori	Pacific
APS	613.1555	82.1%	77.2%	91.0%	72.3%	70.2%	729.76...	83.2%	78.0%	92.0%	73.5%	73.6%
ASC	12.1250	87.6%		87.6%	66.7%	50.0%	1.5000	100.0%		100.0%		
CRE	714.9867	92.7%	86.9%	93.4%	86.1%	76.1%	705.12...	92.9%	81.0%	94.3%	87.9%	83.2%
EAS	679.9775	85.6%	82.4%	90.1%	77.7%	64.8%	720.40...	89.6%	85.0%	93.6%	82.4%	66.3%
EDI	1,170.6...	82.1%	76.2%	86.9%	73.0%	69.5%	1,071....	82.2%	73.1%	87.2%	69.1%	62.0%
HPR	1,052.5...	93.5%	91.5%	93.6%	91.6%	84.4%	1,139....	93.3%	94.3%	93.2%	90.6%	85.3%
HSI	622.1475	84.5%	84.8%	75.0%	68.5%	69.5%	609.28...	81.1%	80.6%	91.4%	64.1%	71.1%
HUM	693.1761	76.7%	75.2%	84.8%	66.6%	69.2%	788.24...	74.8%	72.8%	86.3%	69.9%	69.4%
NMA	48.3443	76.8%	69.6%	89.9%	39.3%	35.2%						
SPI	1.3998	89.3%	89.3%			67.9%						
TRA	1,135.7...	82.6%	82.6%		75.5%	76.8%	1,045....	83.1%	83.1%		73.8%	80.9%
ZTE	101.1162	71.3%	71.3%		51.0%	58.5%	157.50...	80.5%	80.5%		68.1%	56.1%
Total	6,845....	84.9%	80.2%	91.1%	75.8%	72.6%	6,968...	85.1%	79.5%	91.8%	75.6%	74.2%

1.7 Student Achievement 2019 – ITP Sector Snapshot

a All Funds Combined 2019 (Note the bold # is the sector average)



b **SAC Funding 2019** (Note the bold # is the sector average)



c **Youth Guarantee (YG) 2019** (Note the bold # is the sector average)

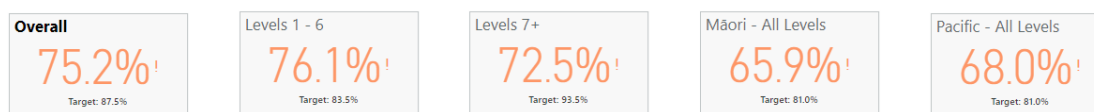


d **What are the high level changes from 2018 to 2019**

ITP Sector Shifts (% avgs) 2018 & 2019					
All reported SoF Nga Kete					
	QC	First Year Ret	CC	Progression L1-4	
2018	57.5	63.1	81.0	34.0	
2019	54.6	65.9	80.8	35.0	
variance	-2.9	2.8	-0.2	1.0	
SAC Funding					
2018	51.8	61.8	79.2	34.0	
2019	53.4	64.0	78.9	35.0	
variance	1.6	2.2	-0.3	1.0	
YG Funding					
2018	64.4		71.4	41.6	
2019	65.6		72.1	44.5	
variance	1.2		0.7	2.9	
Ara Shifts 2018 - 2019					
All reported SoF Nga Kete					
2018	44.1	68.3	84.6	38.1	
2019	49.3	73.8	85.1	41.1	
variance	5.2	5.5	0.5	3.0	
SAC Funding					
2018	47.3	68	84.4	38.1	
2019	49.5	73.7	84.7	41.1	
variance	2.2	5.7	0.3	3.0	
YG Funding					
2018	57.5		77.1	54.8	
2019	59.3		73.0	62.0	
variance	1.8		-4.1	7.2	

1.8 Student Achievement 2020

- a To date in 2020, 628.7 EFTS of results have become due. These are courses that have finished three weeks or more ago. ~ 99 EFTS are currently showing as unsuccessful due to results pending.



2 Financial Performance Report

2.1 Financial Statements – June 2020

- a As of 30 June 2020, the reported deficit before abnormal items is \$1.93m, compared to an expected surplus of \$0.42m. The year-to-date deficit after abnormal items (i.e. transformation and C Block demolition costs) is \$3.29m compared to an expected deficit of \$1.34m. The variance to budget is due to lower than budgeted income.
- b A reforecast of the 2020 year-end position is included in the statements presented in this report. A separate reforecast section later in this report explains the expected outcomes and rationale.
- c EFTS delivery overall is below budget to date, the same level as the prior month. Overall enrolment for the full year is only 3.6% below expectation for the year to date. This is due to some Semester 2 enrolments occurring earlier than usual, increasing 2020 EFTS in total but not increasing Semester 1 EFTS.
- d Overall, Government Funding year-to-date is \$28.49m, \$1.87m under the year to date budget. The variances in Government Funding types is in line with the variance in EFTS delivery. However, as TEC has guaranteed SAC funding for the year in response to COVID-19, this shortfall will not be present at year end.
- e Domestic Fee Income is under budget due to lower SAC Level 3-7 enrolments. This shortfall is to a lesser degree than SAC Level 3-7 Income itself. As noted last month, lower EFTS enrolments have been in areas of lower fee courses. The current shortfall in domestic fees is partly offset by low usage of related scholarships and discounts.
- f International Fee Income is close to budget as EFTS enrolments and delivery to date have been in line with budget. However, with border closures affecting Semester 2 intakes this will not remain the case.
- g Overall, Student Tuition Fees Income less related scholarships and discounts is under budget by \$0.87m, essentially the same level of variance as the prior month.
- h Other Teaching Income is below budget year-to-date, as to be expected given the campus closure during Levels 3 and 4 lockdown.
- i Interest income is currently outperforming budget by \$104k, a similar variance to the prior two months. This is due to a mix of higher cash reserves and interest rates to date higher than those anticipated in the budget. This has remained a positive variance as term deposits were locked in at higher rates. However, any new deposits will be at much lower rates due to the substantial cut to the OCR in response to COVID-19.
- j Other Revenue is \$0.63m below budget. Most of this variance occurred during the campus closure.
- k Teaching Staffing is 2.1% over budget year to date and Non-Teaching Staffing 2.8% over. 0.8% of these variances is due to there being an additional working day year to date compared to 2019 (on which the monthly budget phasing was based) so these variances should be regarded as 1.3% and 2.0% respectively. The budget for 2020 included several savings to be made and the lockdown period has delayed this process in some areas.

- l Both Teaching and Non-Teaching Annual Leave are a notable net expense at this stage, representing an accumulation of annual leave. This is higher than usual due to low annual leave occurring this year around Easter. Teaching annual leave should reduce during July with high leave taken during the mid-semester break. Managers are being kept aware of leave balances and the desire for colleagues to use their entitlement.
- m Occupancy Costs are \$0.65m under budget year to date from lower costs during the campus lockdown. This variance is similar to the prior month. Occupancy Costs includes \$0.16m of costs related to the COVID-19 response.
- n General Operating Expenditure is \$2.16m below budget at present. The most significant savings are in sub-contracted delivery (\$320k), staff travel (\$279k), teaching materials (\$163k), printing (\$200k) and other services (\$419k). Costs include \$73k of expenditure related to Ara's COVID-19 response. This figure is expected to increase as costs are still being identified.
- o The Finance Lease Charge and Depreciation are in line with budget.
- p Transformation Costs are \$494k below budget year-to-date while Demolition Costs are \$97k over budget. The latter is due to the higher costs dealing with asbestos in the building which came to light after the 2020 budget was prepared.
- q There are no items of note in Financial Position or Cash Flows for June.

Statement of Financial Performance
for the year to 30 June 2020

	2020 Year to date			Full Year		
	Actual	Budget	% var	2020 Budget	2020 Forecast	2019 Actual
Government Funding						
SAC Funding Level 3-7	24,450,712	26,743,239	-8.6%	53,851,021	53,645,330	52,194,906
SAC Funding Level 1-2	591,806	503,743	17.5%	1,020,917	1,906,808	1,351,157
ACE Funding	126,026	193,262	-34.8%	395,428	578,954	471,640
Youth Guarantee Funding	446,797	473,783	-5.7%	1,137,359	2,671,776	1,341,690
CTC funding	1,252,219	1,153,830	8.5%	2,237,954	2,448,650	2,126,447
Other Non-EFTS grants	1,619,358	1,293,464	25.2%	2,473,532	2,680,005	2,778,692
Total	28,486,918	30,361,321	-6.2%	61,116,211	63,931,522	60,264,531
Student Tuition Fees						
Domestic Fee Income	14,890,124	15,928,882	-6.5%	32,202,262	31,482,418	29,964,498
less Scholarships/Discounts	(1,151,011)	(1,687,225)	-31.8%	(2,370,950)	(1,623,106)	(1,598,728)
International Fee Income	8,115,650	8,189,433	-0.9%	17,067,052	13,335,140	16,957,644
less Commissions/Discounts	(1,189,016)	(894,778)	32.9%	(1,804,246)	(1,409,726)	(2,152,945)
Total	20,665,747	21,536,312	-4.0%	45,094,118	41,784,726	43,170,470
Other Teaching Income	450,971	947,071	-52.4%	2,341,608	1,839,524	2,395,624
Other Income						
Interest	933,495	829,706	12.5%	1,625,000	1,490,784	2,264,772
Other Revenue	2,050,590	2,676,618	-23.4%	5,812,149	5,186,121	6,070,910
Total	2,984,085	3,506,324	-14.9%	7,437,149	6,676,905	8,335,682
Total Revenue	52,587,721	56,351,028	-6.7%	115,989,086	114,232,677	114,166,307
Personnel Costs						
Teaching	17,438,724	17,087,381	2.1%	35,417,746	35,417,746	35,414,954
Net Annual Leave - Teaching	347,162	55,207	528.8%	-	-	106,183
Non-Teaching	17,691,995	17,217,978	2.8%	36,058,972	36,058,972	34,961,718
Net Annual Leave - Non-Teaching	313,999	40,197	681.1%	-	-	17,301
Total	35,791,879	34,400,762	4.0%	71,476,717	71,476,717	70,500,157
as % of Revenue	68.1%	61.0%		61.6%	62.6%	61.8%
Other Costs (except Depreciation)						
Occupancy/Property costs	4,534,231	5,181,864	-12.5%	10,244,983	9,688,811	9,884,995
Finance Lease Charge	696,716	696,718	0.0%	1,390,000	1,390,000	1,403,792
General Operating Expenditure	7,354,061	9,511,215	-22.7%	20,277,911	18,377,911	17,804,588
Total other costs	12,585,008	15,389,797	-18.2%	31,912,894	29,456,722	29,093,376
Depreciation						
All Depreciation	6,136,552	6,139,254	0.0%	12,150,000	12,150,000	11,783,245
Total Expenses	54,513,439	55,929,813	-2.5%	115,539,611	113,083,439	111,376,777
Surplus/(Deficit) excl Abnormal	(1,925,719)	421,215	-557.2%	449,475	1,149,238	2,789,530
as % of Revenue	-3.7%	0.7%		0.4%	1.0%	2.4%
Abnormal Items						
Transformation Costs	(787,131)	(1,280,723)	-38.5%	(2,349,191)	(2,349,191)	(2,324,093)
Demolition Costs	(580,282)	(483,057)	20.1%	(483,057)	(984,555)	(378,938)
Share of Associate Surplus/(Deficit)	-	-		-	-	-
Total Abnormal Items	(1,367,413)	(1,763,780)	-22.5%	(2,832,248)	(3,333,746)	(2,703,031)
Total Surplus/(Deficit)	(3,293,132)	(1,342,565)	145.3%	(2,382,773)	(2,184,508)	86,499
as % of Revenue	-6.3%	-2.4%		-2.1%	-1.9%	0.1%

Statement of Financial Position as at 30 June 2020

	Actual 30-Jun-20 \$000	Budget 31-Dec-20 \$000	Forecast 31-Dec-20 \$000	Actual 31-Dec-19 \$000
ASSETS				
Current Assets				
Cash and Cash Equivalents	12,777	5,132	4,231	12,438
Loans and Receivables	2,981	2,670	2,002	2,002
Inventories	723	1,321	1,027	1,027
Prepayments	1,487	1,794	2,291	2,291
Short Term Investments	38,319	27,135	35,135	32,419
Residual Insurance Proceeds	28,281	25,865	25,865	28,281
Total Current Assets	84,568	63,917	70,552	78,459
Non-Current Assets				
Property Plant and Equipment	307,392	311,435	310,001	311,053
Intangible Assets	2,090	1,952	1,867	2,348
Investment in Associate	1,151	1,209	1,151	1,151
Total Non-Current Assets	310,633	314,596	313,019	314,553
TOTAL ASSETS	395,201	378,513	383,571	393,011
LIABILITIES				
Current Liabilities				
Trade and other payables	5,310	5,000	5,000	6,831
Finance leases	753	1,239	1,239	763
Employee Benefit Liabilities	3,242	2,462	2,462	2,576
Revenue Received in Advance	24,361	9,149	11,800	17,805
Total Current Liabilities	33,666	17,850	20,501	27,976
Non-Current Liabilities				
Finance leases	25,075	25,402	25,402	25,266
Employee Benefit Liabilities	238	238	238	238
Total Non-Current Liabilities	25,313	25,640	25,640	25,504
TOTAL LIABILITIES	58,979	43,490	46,141	53,480
NET ASSETS	336,221	335,023	337,430	339,532
EQUITY				
Retained Earnings	232,440	231,241	233,648	235,750
Asset Revaluation Reserve	103,782	103,782	103,782	103,782
TOTAL EQUITY	336,221	335,023	337,430	339,532

Statement of Cash Flows for the year to 30 June 2020

	Year to Jun 2020 \$000	2020 Budget \$000	2020 Forecast \$000	2019 Final \$000
Cash Flows from Operating Activities				
Cash was Provided from:				
Government Grants	28,918	61,116	63,932	63,357
Student Tuition Fees	25,899	45,094	35,780	50,501
Other Teaching Revenue	451	2,342	1,840	2,396
Other Revenue	1,922	5,812	5,136	5,020
Interest	931	1,625	1,491	2,165
Total	<u>58,121</u>	<u>115,989</u>	<u>108,179</u>	<u>123,438</u>
Cash was Applied to:				
Employees and Suppliers	47,444	101,530	101,489	99,690
Net Cash Effect of Abnormal Items	1,367	2,832	3,333	2,324
Total	<u>48,812</u>	<u>104,362</u>	<u>104,822</u>	<u>102,014</u>
Net Cash Flows from Operating Activities	9,309	11,627	3,357	21,424
Cash Flows from Investing Activities				
Cash was Provided from:				
Sale of Fixed Assets	19	-	50	53
Total	<u>19</u>	<u>-</u>	<u>50</u>	<u>53</u>
Cash was Applied to:				
Purchase of Other Financial Assets	-	-	-	-
Purchase of Fixed Assets	840	5,014	5,014	5,903
Campus Capital Plan Spending	1,137	6,376	3,950	3,761
Total	<u>1,977</u>	<u>11,390</u>	<u>8,964</u>	<u>9,664</u>
Net Cash Flows from Investing Activities	(1,959)	(11,390)	(8,914)	(9,612)
Cash Flows from Financing Activities				
Cash was Provided from:				
Equity	25	-	25	-
Total	<u>25</u>	<u>-</u>	<u>25</u>	<u>-</u>
Cash was Applied to:				
Finance Lease Payments	1,137	2,374	2,374	2,217
Total	<u>1,137</u>	<u>2,374</u>	<u>2,374</u>	<u>2,217</u>
Net Cash Flows from Financing Activities	(1,112)	(2,374)	(2,349)	(2,217)
Total Net Cash Flows	6,239	(2,137)	(7,906)	9,595
Opening Cash, Bank & Short Term Investments	73,138	60,269	73,138	63,543
Closing Cash, Bank & Short Term Investments	<u>79,377</u>	<u>58,132</u>	<u>65,231</u>	<u>73,138</u>

2.2 Reforecast

a Financial Performance

- i Despite the COVID-19 challenges, Ara is reforecasting a better financial outcome this year than budget. This is occurring because of a combination of Government funding support and lower costs offsetting the anticipated loss of international student revenue.
- ii The TEC have guaranteed their funding for 2020. Not only does this mean Ara receives funding for any lost delivery, it equates to additional income in some funding types where Ara had not budgeted to the level of the full funding allocation available due to maintaining a conservative approach to expected enrolment levels.
- iii In expenditure, the campus lockdown has reduced some areas of spend, despite some spend involved in the response to COVID-19. The main areas of saving though are due to lower delivery of TANZ eCampus EFTS, which reduces subcontracting costs, and costs associated with travel where activity has been significantly curtailed.
- iv Given that TEC funding for the year is guaranteed, Government grants have been forecast based on the current payment schedule from TEC (see below). In addition, non-EFTS grants include some grants which are non-TEC sourced (e.g. childcare funding). These have been estimated as are not guaranteed. Overall Government grants is forecast to be \$2.82m greater than budget.

Remaining Government Funding to Year-End

Fund	Total to date incl July Payment	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Total
Student Achievement Component Levels 3 and above	31,303,123	4,468,441	4,468,441	4,468,441	4,468,441	4,468,441	53,645,330
Student Achievement Component Levels 1 and 2	1,112,305	158,901	158,901	158,901	158,901	158,901	1,906,808
ACE in TElS	337,723	48,246	48,246	48,246	48,246	48,246	578,954
Youth Guarantee	1,557,037	222,948	222,948	222,948	222,948	222,948	2,671,776
Secondary-Tertiary Interface	1,428,398	204,051	204,051	204,051	204,051	204,050	2,448,650
Total EFTS related	35,738,585	5,102,586	5,102,586	5,102,586	5,102,586	5,102,586	61,251,517
Equity Funding	171,249	24,464	24,464	24,464	24,464	24,464	293,570
ESOL - Intensive Literacy and Numeracy	94,609	14,673	14,673	14,673	14,673	14,673	167,973
ESOL - Refugee English Fund	87,572	12,951	12,951	12,951	12,951	12,951	152,327
LN - Intensive Literacy and Numeracy	96,290	13,756	13,756	13,756	13,756	13,756	165,069
MPTT (Brokerage)	76,475	10,925	10,925	10,925	10,925	10,925	131,100
MPTT Consortium	76,258	10,180	10,180	10,180	10,180	10,180	127,157
MPTT Fees Top-Up	379,633	54,233	54,233	54,233	54,233	54,233	650,800
Performance Based Research Fund	311,881	44,554	44,554	44,554	44,554	44,554	534,653
Total Non-EFTS related	1,293,967	185,736	185,736	185,736	185,736	185,736	2,222,648

- v There is still some possible variability due to the Fees Free Grant. This has been guaranteed along with other income, so any of this funding which is not used to cover student enrolments becomes additional Ara income. At present the forecast anticipates full usage of the fund.
- vi Domestic Fee Income has been based on actual income from existing enrolments, plus an estimate of fees to come based on the July-December 2019 enrolment pattern. At time of writing this report there is nothing significant in the lead into Semester 2 suggesting we would experience any significant downturn in enrolments relative to the prior year. Offsetting Scholarships/Discounts has been

estimated on the same basis. Depending on actual enrolment levels, these figures may vary. This will be monitored and updated in future reports as needed.

- vii International Fee Income has been based on actual income for existing enrolments, working on the assumption that with the current border closure, any additional enrolments achieved would be minimal. Any additional enrolments will improve this figure. Offsetting Commissions/Discounts are based on the same proportion of International Fee Income as was used for the budget.
- viii Overall, Student Tuition Fees are forecast to be \$3.31m under budget, all of which can be attributed to the expected shortfall in International students arising from COVID-19.
- ix Other Teaching Income and Other Revenue are both based on actual income received to end of June, plus the actual achieved in July-December last year, effectively locking in the loss of income that occurred during the campus lockdown, but assuming Semester 2 activity will be relatively normal. This impacts these areas by reducing forecast income by \$0.50m and \$0.63m respectively.
- x Interest Revenue is based on the current portfolio of term deposits, and assuming further deposits will be at the current rate. Should there be further change in the Official Cash Rate this year this income could decline. Interest Income to date has been ahead of budget such that the forecast year-end is only \$134k under budget.
- xi The total of the various income impacts is a forecast of \$1.76m below budget.
- xii Staffing is assumed to remain to budget. As identified earlier in the report, the budget includes a number of savings yet to be achieved; however, there is also expected to be some savings from delays in appointing new staff due to the general level of disruption. This will be monitored and updated in future reports as needed. The net annual leave components of staffing cost are also assumed to be zero, on the basis of annual leave being used normally by staff and being neither accumulated nor reduced by year end. This is a focus area for management over the remainder of the year.
- xiii Occupancy/Property Costs have been based on actual spend to date plus costs for the remainder of the year being equivalent to 2019 (allowing for inflation).
- xiv The Finance Lease Charge remains as per original budget.
- xv General Operating Expenditure is forecast to be below budget by \$1.9m. This has been determined by reviewing costs at the level of type of spend to determine to what degree current savings will continue, will increase, or will be offset by higher future spend i.e. have been delayed by lockdown rather than reduced. The areas which are assumed will be fully spent by year-end despite being currently under budget are:
 - Marketing
 - Media Resources
 - Clinical Fees
 - Student Accreditation and Exam fees
 - Insurance

- xvi The areas where savings are anticipated to increase are Sub-Contracted Course Delivery and Staff Travel. Together these categories account for \$1.5m of the \$1.9m saving expected.
- xvii Other types of expenditure with savings year-to-date are expected to lock in 50% of their savings to date with the remainder being assumed to be delayed spend.
- xviii Timing of General Operating Expenditure tends to vary even in normal years and given the unprecedented nature of the disruption this year, prediction is more difficult than usual. This expenditure is likely to vary but has potential to both increase or decrease from forecast. This will be monitored and updated in future reports as needed.
- xix Depreciation has been tracking closely to budget and is forecast to remain at original budget.
- xx Transformation costs are forecast to remain at the original budget level.
- xxi C Block Demolition Costs are forecast to be \$0.5m greater than budget. \$0.4m of this is an overall increase, and due to the issues discovered in the process of demolition and previously notified to the Ara Council. The remaining \$0.1m of this increase is not an overall increase in cost but rather is work that at time of budget preparation was expected to occur in 2019 but ultimately occurred in 2020 instead.

b Financial Position and Cash Flows

- i In Cash Flows, forecast Campus Capital Plan Spending has reduced by \$2.4m to \$3.95m, a similar level of spend to 2019. This impacts the expected forecast of Property Plant and Equipment in Financial Position.
- ii There is also a change in the Revenue Received in Advance figure. Typically, this would be forecast to be equivalent to the prior year-end, in that case \$17.8m. However, this is anticipated to be lower due to two factors. Firstly, there will be no TEC funding carried forward from 2020 to 2021 as all funding will be recognised as income due to the funding guarantee. Additionally, there would normally be a high level of International payments made in December in preparation for the new year. At this stage, due to the assumption there will be only continuing international students and no fresh intake immediately in the new year, these funds will be lower than 2019. The expected net reduction from the 2019 year-end is \$6.0m. This also impacts the 2020 forecast Cash Flow.
- iii After consideration of each of these factors the net impact on expected closing cash balance at year end is an improvement of \$7.6m.
- iv Other than these changes, movements in Financial Position and Net Cash Flows are based on changes to Financial Performance. The forecast year end Cash and Investments position is higher than the original budget; however, this reflects an improvement in the 2019 closing position rather than 2020 improvements. The 2019 closing position was higher than anticipated at the time of preparation of the 2020 budget, with a large part of the movement being revenue received in advance (a position that has effectively reversed in 2020) with some additional improvements from lower 2019 capital spending and higher 2019 financial performance.

- v The Financial Position and Cash Flows may vary depending on final Financial Performance, and any timing factors at year-end, and particularly the degree to which payments for 2021 fees are received in late 2020 vs early 2021.
- vi Any known or reasonably expected changes will be factored into future forecasts provided this year.

2.3 2021 Budget Process and Timeline

- a The 2021 budget process will begin soon. The process is different this year as budgets are to be submitted to NZIST and on an earlier timeline than usual – by the latest at the end of October rather than a year-end deadline as previously. The intention of Management is to submit a budget for Board approval at the 29 September 2020 meeting with the 27 October 2020 meeting as backup in the event of issues in preparation of the budget or if additional work is requested by the Board at the September meeting.
- b In addition to this, NZIST require Board consideration and approval of the broad assumptions that will underlie the budget setting process. These are to be submitted to NZIST by 7 August 2020 and will be approved by them on 8 September 2020 (or earlier by special meeting).
- c NZIST have advised the following items are to be considered:

Budget Parameter	NZIST 2021 Parameters
International Commission Setting	<ul style="list-style-type: none"> • Subsidiaries to advise their current commission settings and any proposed changes for 2021. • Seek international working group to provide an agreed set of operating principles.
International Border Assumption	<ul style="list-style-type: none"> • Q2 Border Assumption.
EFTS and Revenue Volume and Assumption Parameters	<ul style="list-style-type: none"> • N/A – subsidiary driven parameter.
Salary Increase Parameters	<ul style="list-style-type: none"> • Maximum 2% increase to baseline cost structure allowing for inherent scale increases.
Other Cost Increases	<ul style="list-style-type: none"> • NZIST has an expectation of heightened cost control. However, actual cost assumptions will need to be developed by subsidiaries based on current contract positions.
2021 Capital Budget	<ul style="list-style-type: none"> • Subsidiary driven parameter. • However, a general expectation is that the 2021 Capital expenditure budget should be managed within net operating cash flows available, unless ring-fenced funds are available or there is a strategic imperative for a higher level of capital expenditure.

d Management's proposed assumptions in these areas are as follows:

Budget Parameter	Ara proposed 2021 Parameters
International Commission Setting	Commissions as a % of income vary each year as not all international enrolments attract a commission payment, only the first year. Based on the expected number of continuing students vs new students in 2021, Ara proposes budgeting for international commissions at 10% of overall International Income.
International Border Assumption	To be conservative Ara proposes budgeting International EFTS on the assumption of the border not being open until Semester 2, i.e. Q3 2021.
EFT and Revenue Volume and Assumption Parameters	Ara proposes that EFTS volumes will remain within the TEC indicative allocation allowing for over delivery within established TEC guidelines, i.e. not requiring special TEC approval. International EFTS to be based on the border assumption above and Other EFTS based on normal departmental advice on the mix of provision.
Salary Increase Parameters	Ara agrees with the 2% maximum stated by NZIST and proposes to budget on the basis of a 2% increase in average salaries.
Other Cost Increases	Ara proposes budgeting on a 2% inflation expectation on General Operating Expenditure and Occupancy Costs. Depreciation is to be calculated on the basis of the most recent asset information to hand and allowing for depreciation on 2021 capital purchasing.
2021 Capital Budget	Holding to the expectation of Capital expenditure being within net operating cash flows is not valid in Ara's case due to the ongoing Capital Works Programme which includes earthquake refurbishment and repair work which is funded from historical insurance payments. The specific figure for ring fenced funds is still being established. Ara proposes a 2021 Capital Budget where business as usual capital purchasing is accommodated within 2021 operating cash flows as per NZIST guidelines and a 2021 Capital Works Programme budget which remains within Residual Insurance Proceeds.

3 Health, Safety and Wellbeing – June 2020

3.1 Overview – Key Issues

- a The COVID-19 Management Group (CMG) met weekly during June. No significant COVID-19 related health and safety issues have arisen during that time. One of our students, a qualified nurse, has a part time job working in an isolation accommodation facility. Advice was sought from the Public Health Unit to determine if this posed a significant risk to the Ara community. Appropriate guidance has been passed on to the student. No other action is necessary. Information continues to be collected to inform a review of our Incident Management practice during COVID-19 so that we can incorporate those learnings into our procedures.
- b An engineering student suffered a notifiable injury while filing a steel part. The file slipped during the forward stroke and the student's finger struck the item being filed. This resulted in a deep cut to the back of the student's index finger causing damage to a tendon. The finger and tendon have been stitched and the finger is now in a splint, and the student is recovering well. Since this has resulted in a loss of bodily function, WorkSafe have been notified. No response from WorkSafe had been received at the time of writing this report. The preliminary investigation, completed by the Health and Safety Manager, found no equipment or process failures. The department manager has been asked to submit a more detailed report following the internal investigation.
- c Both the Health, Safety and Wellbeing Leadership Group (HSWLG) and the Health and Safety Working Group (HSWG) met during June where the Department of Trades health and safety audit analysis and recommendations and actions were shared and endorsed. The thematic findings and recommendations from the COVID-19 Wellbeing check-ins were also tabled at the HSWLG and a subgroup was established to prioritise the actioning of the recommendations. The HSWG is reviewing Ara's process involving the evacuation of persons with disabilities and is finalising their work to provide information to the HSWLG around controlling the risks presented by vehicles on campuses. The minutes of the Health, Safety and Wellbeing Leadership Group are provided for information – refer Board agenda item 10.1a.
- d A building contractor suffered a small bone fracture in their arm as a result of a trip and fall. This injury did not meet the threshold to be notified. The contractor is making a good recovery.
- e Nine colleague injuries were reported in June. A technician rolled his ankle, resulting in a minor bone fracture in his foot. The remaining incidents resulted in no or minor injury. Several suffered trips and falls, and three suffered muscular strain, and several suffered bumps and cuts. Three were at the City/Madras campus and four at Woolston (Trades) and two in Timaru. Student incidents included two health related events, eight cuts, one needle stick in a hospital environment, several bumps and knocks, all minor. Nine events occurred at our Woolston campus, four at City/Madras, five at Timaru, and one each at Ashburton and Oamaru campuses.
- f More safety observations and near miss incidents are being reported. These involved electrical cable damage, table saw mechanical issues, an intoxicated student, a small fire from grinder sparks, an electrical short in a steam iron, and a number of reports from one colleague relating to the failure of dual enrolment students to wear PPE. These matters have all been attended to by department and other managers.

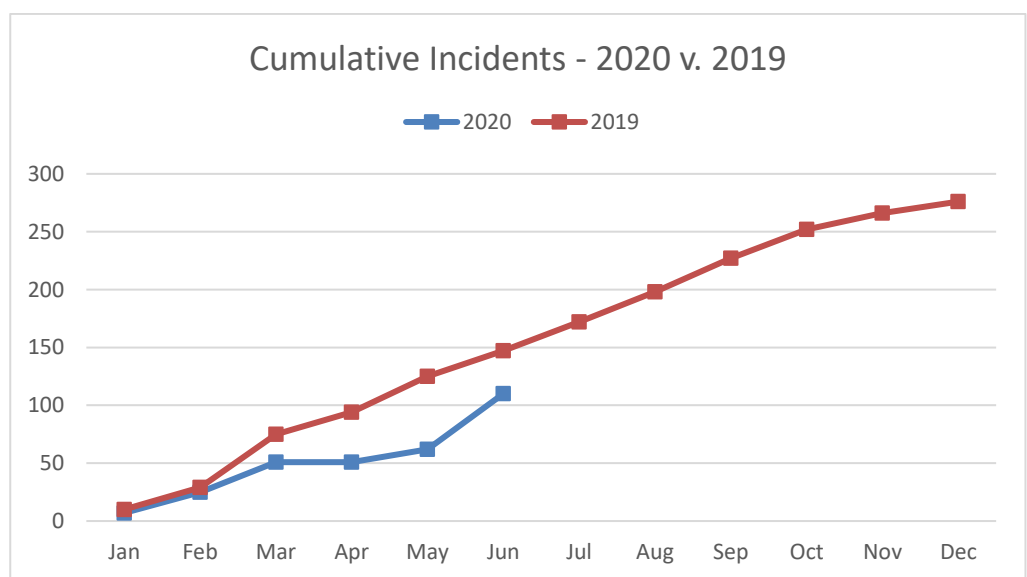
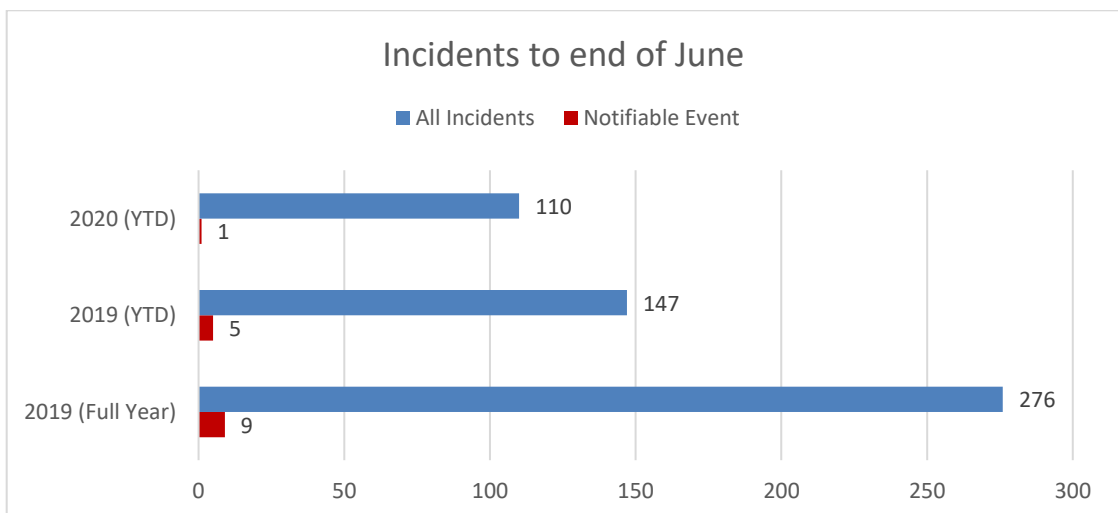
- g The contractor who we engage to test small electrical appliances refused to certify several bench and pedestal grinders because a safety feature, the face shield, had been removed. These face shields become dirty and scratched and this introduces the danger of the operator removing them to see more clearly. Ara sought advice on this and a WorkSafe inspector verbally agreed that an alternate control would be the wearing of eye and face protection, which has been our practice. The Health and Safety Manager sought written confirmation of this solution from WorkSafe and the advice changed to the following: PPE is not an acceptable substitute for a physical control at source. All department managers who have such equipment have been advised to reinstate or retrofit the grinder face shields.
- h The Wellbeing Action Group (WAG) met in late June to plan the resumption of their annual schedule of wellbeing events. Upcoming events include a wellbeing quiz, cookie baking competition, Mental Health Awareness Week (which will be run over four weeks) beginning in late September, and Pink Shirt Day in mid-October.
- i A MoU has been signed with Blueprint for Learning, who will deliver their one-day MH101 workshop at the City/Madras campus. Twenty-two colleagues are registered to attend the first face- to- face workshop on 14 July 2020. MH101 is a workshop designed to better equip colleagues to respond to people experiencing mental health challenges – both at work and in everyday life.
- j In collaboration with ANZ we are offering colleagues at the City/Madras campus a ‘financial fitness’ seminar in mid-August.
- k Ara’s regular schedule of onsite physical activity classes for colleagues has now resumed. This includes the following weekly classes – yoga, gym circuits, tai chi, boxing and Zumba.
- l Planning is underway for the annual Wellbeing Survey which runs alongside the colleague Engagement Survey over two weeks in August.
- m The ‘Pathways to Wellbeing’ section of the InfoWeb (colleague intranet) continues to be regularly updated with evidence-based resources specifically related to supporting colleague wellbeing and resilience through COVID-19.

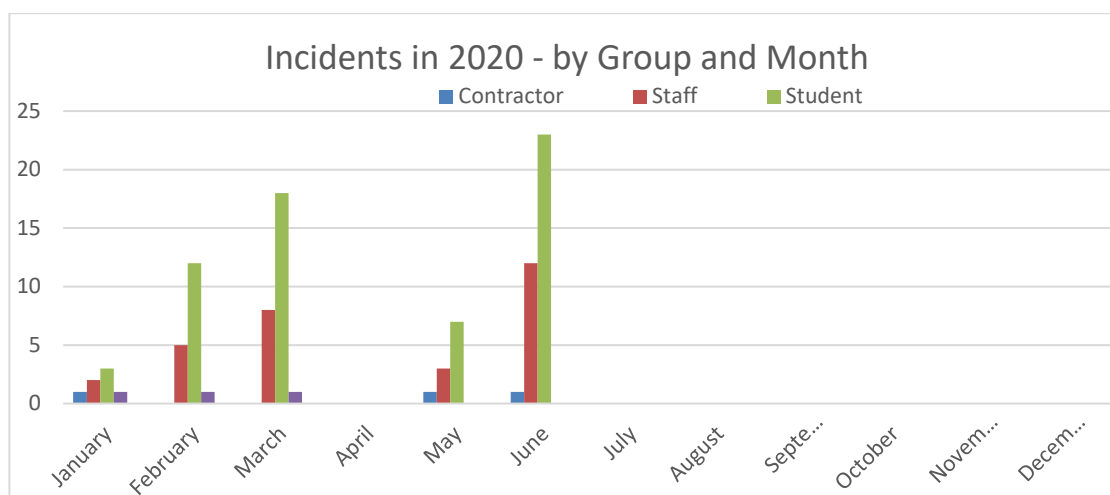
3.2 Health and Safety

a Performance

INCIDENT SUMMARY – MONTH AND YEAR TO DATE						
Person Type	Notifiable Injury or Illness		Notifiable Incident		All Incidents	
	This month	YTD	This Month	YTD	This Month	YTD
Colleagues	0	0	0	0	12	27
Learners	0	0	1	1	23	58
Contractors	0	0	0	0	1	3
Visitors	0	0	0	0	0	3
Capital Works	0	0	0	0	0	0
Safety observations	NA	NA	NA	NA	9	19
Total	0	0	1	1	45	110

INCIDENT DETAIL (SINCE LAST REPORT)





b Leadership

Leadership training that covers the 'why' of health, safety and wellbeing leadership and the 'how' of leading investigations, risk assessment and hazard management has been designed. This leadership training will coincide with the implementation of 'SafePlace' which has inbuilt accountability to leaders in its workflow. We are in negotiation with the preferred trainer with an expectation that the training of approximately 120 leaders will be completed by the end of the first week in September.

c Critical Risks

The HSWG has compiled a list of Ara's critical risks and current controls. Funding has been approved to engage an external consultant to review these findings and provide additional advice as required. We are meeting with some preferred providers to determine who will best meet our needs.

d Health and Safety Systems

HEALTH AND SAFETY SYSTEMS AND PROCESSES		
Number of audits and inspections.	0	
Colleagues participating in Health and Safety Oversight	36	Health and Safety Coordinators
Number of new permanent colleagues that completed the online health and safety induction process in June.	10 out of 10	100% completion rate. YTD - 45 permanent colleagues started in 2020, 36 have completed induction (78%) Any outstanding inductions are followed up immediately.

3 fire alarm events occurred in June	12 – YTD
30 contractors were inducted during June	80 – YTD
0 workstation assessments completed in June	5 – YTD
5 colleagues received first aid training in June	11 – YTD

e Health and Safety Auditing

i Objective

Evolve our auditing approach to be “leader led” and include both internal and external auditing, in a planned way, which aims to continuously improve Ara health and safety systems but also our health and safety capability and engagement across all levels.

ii External Auditing Schedule:

When	Topic	Status
August 2020	Risk Management <ul style="list-style-type: none"> Critical Risks - How they are defined, and the rigor associated with their management. Tracking of risk management strategies into the frontline of the organisation – following risks and their controls into the business. 	Internal review complete. Engaging an external consultant that has expertise in Critical Risks is underway now that funding has been approved.
February/March 2020	Incident Management <ul style="list-style-type: none"> Data collection and reporting via actionable insights. Approach taken to incident management. 	Review: originally timed with the view that SafePlace would be in place. Potentially shift to early 2021.
June/July 2020	Investigation Practices <ul style="list-style-type: none"> Processes and quality. How learnings of investigations are shared across the organisation. 	Complete: covered in February - External audit of Trades.
September/October 2020	Safety Culture <ul style="list-style-type: none"> Leadership Colleague and Learner Engagement Contractor Engagement 	Complete: covered in February - External audit of Trades (with the exception of contractor engagement).
February/March 2021	Governance and Strategy <ul style="list-style-type: none"> Planning and Focus Strategy – context appropriate 	

- **Safety Culture | Investigation Practices – External Audit in Trades February 2020** –The insights and actions that resulted from the analysis of the audit against the health and safety actions for 2020 have been added below for tracking purposes.
- **Risk Management** – The Health and Safety Manager will work with a health and safety consultant to provide a proposal to review our internal critical risk audit and provide recommendations on implementation.

iii **Internal Auditing Approach:**

- Shift from health and safety committees auditing departments to teams (led by their leader) 'auditing' other departments/teams. The team will consist of a manager from the department/area and 2-3 team members (revised each time). The 'audit' (we intend changing the name) would end with the visiting team debriefing the Manager and Health and Safety Coordinator with their findings.
- The audit will be designed by the Health and Safety Manager and the Health, Safety and Wellbeing Leadership Group with items such as safety behaviours, team member understanding and engagement in health and safety, and systems (eg risk registers, first aid kits, information on emergency procedures).

f **Health and Safety Actions**

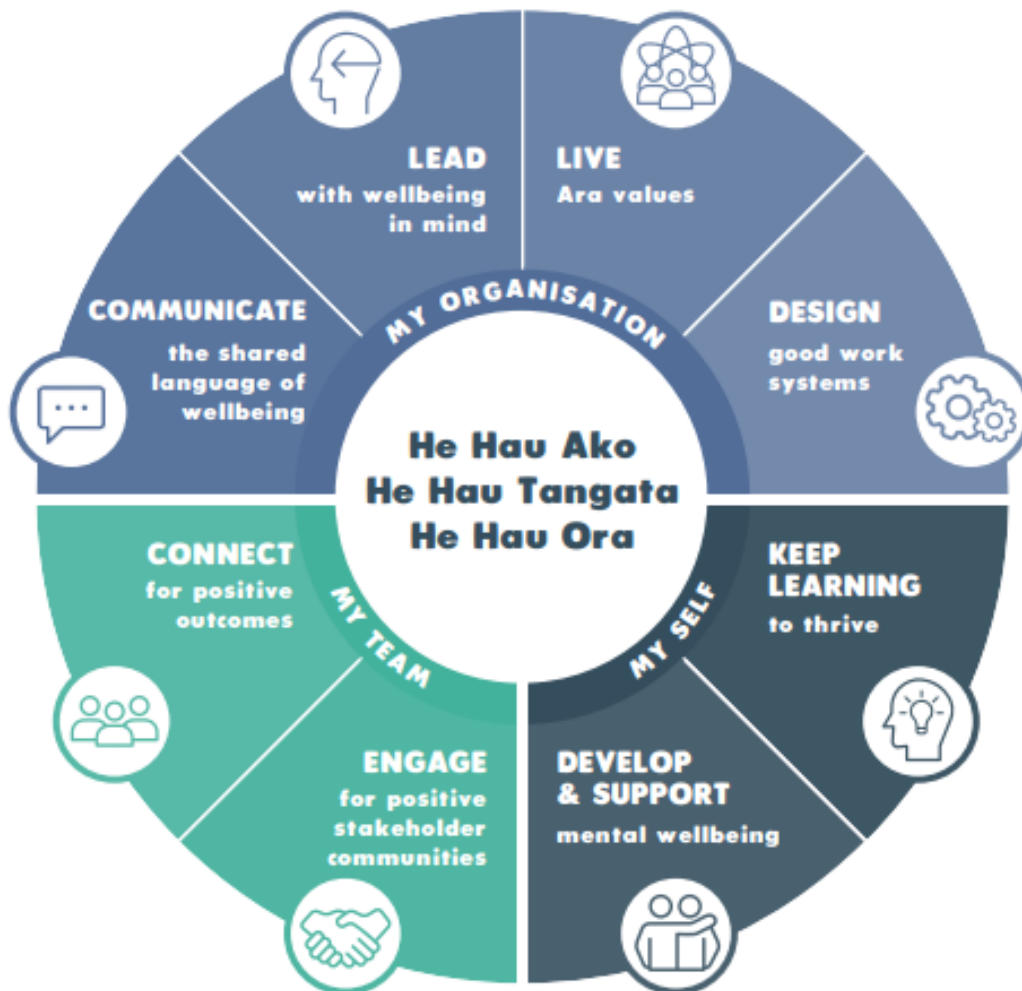
HEALTH AND SAFETY ACTIONS UNDERWAY			
Action Description	Owner	Due Date	% Complete
External Audit of Department of Trades	H&S Manager HoD Trades	Mar 2020	100% The resulting findings and objectives are to be shared with our Trades colleagues.
<ul style="list-style-type: none"> • Identify top critical risks at Ara • Report on controls and measure reduction in risk 	H&S Manager HSWG Subgroup	Mar 2020	90% HSWG subgroup review completed. Audit report tabled at HSWLG March 2020. An external consultant to be engaged to review Ara's findings.
Promote increased reporting of near miss incidents	H&S Manager	Ongoing	Started at HSWG. Near miss incidents are a distinct category in SafePlace. Near miss and safety observations reporting is increasing.
Develop and implement a Health and Safety Communications Plan	H&S Manager Internal Comms Lead	Nov 2019	80% Internal Comms Lead has met with H&S Manager. A draft plan has been developed.
Implement the new SafePlace health and safety management system	H&S Manager Project Team	September 2020	80% Final configuration continuing. Populating with existing Ara data. Pilot has begun at Trades. Will be extended to SOEP and Hospitality. Leadership and user training to be completed in August.
Review rehabilitation guidelines as they relate to experience rating	People & Culture Business Partner H&S Manager	Mar 2020	95% Final draft out for consultation.

g **Trades External audit actions Summary**

TRADES HEALTH AND SAFETY EXTERNAL AUDIT ACTIONS			
Action	Accountability	Priority	Status
Resourcing of the health and safety function. Business case for appropriate resourcing to be finalised by the DCE P&C recruitment to commence.	DCE P&C	High	Underway Business Case completed and approved by CE.
Provide costing for health and safety leadership training for CE and DCE COO consideration.	DCE P&C Manager Capability	High	Complete Costing provided and approved by CE.
P&C Business Partner for Trades to interview tutors who have undergone new Induction process to determine extent of health and safety training provided	DCE P&C Manager Capability	Medium	Pending
Share findings of the health and safety audit and further considerations with Internal Communications Lead.	H&S Manager DCE P&C	High/Medium	Complete
A technology solution for competency recording. Explore the possibility of a common tool (an App) that is adaptable to diverse needs.	DCE COO ICT Director	Low (but moving to Medium in 2021)	Pending
Instigate a cross department best practice sharing mechanism where teams "host" other teams. Also look for Section Teams to instigate sharing as part of their teams' meeting agenda.	DCE AIR HoD Trades	Medium	Pending
Schedule of Ara Board health and safety walks to be reinstated. Suggest a shift to individual/pairs hosted by the Divisional Leader of that Department.	CE	High/Medium	Pending
Share findings of Health and Safety Audit to Recognition project team so they can consider health and safety recognition in their design.	DCE P&C	Medium	Pending
A communication to Trades colleagues reminding them of the opportunity to elevate health and safety concerns if they feel they cannot eliminate or mitigate the risk.	DCE AIR HoD Trades	Low	Pending
A review to be undertaken of how aggressive student misconduct process outcomes are linked back into managing health and safety risk.	DCE COO	Low	Pending
Communicate findings of Health and Safety Audit Report to teams/Working Groups.	HSWLG members	Medium	Underway (HSWG complete)
Present findings to the Department of Trades.	CE, DCE P&C, HoD Trades, H&S Manager	High	Meeting scheduled

3.3 Wellbeing

He Ara Hauora Pathways To Wellbeing



a Introduction

Ara's focus on colleague health and wellbeing has moved from being a key element of the Transformation Programme to being embedded into our way of working in 2020. The focus and direction of the programme is based on the strategic framework, *He Ara Hauora – Pathways to Wellbeing*.

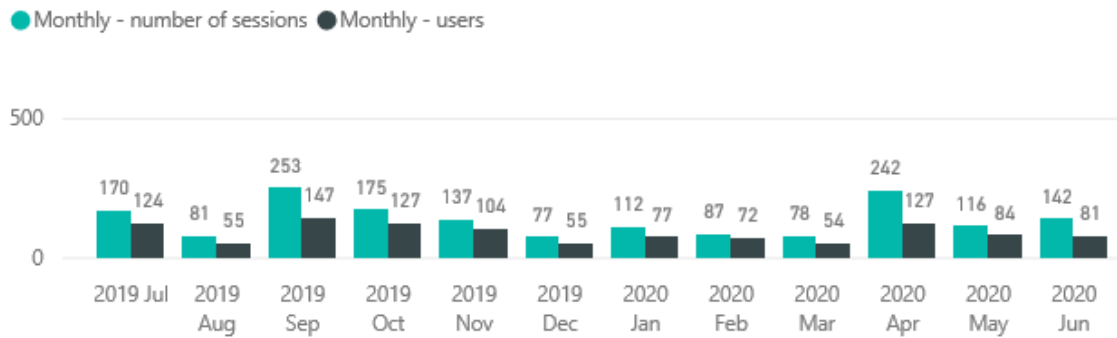
b Performance

The following graphs track lead and lag wellbeing metrics.

i Infoweb Hits

In April 2020 a new wellbeing Infoweb site went live, specifically designed around content for COVID-19. It is a key wellbeing communication channel and information repository.

Wellbeing Infoweb Page Hits



ii Employee Assistance Programme

Ara’s EAP service is provided by OCP. Colleagues (and their immediate family members) can access up to three confidential counselling sessions for personal and/or work issues. This service continues to be regularly promoted via ‘Ara News’ emails to all colleagues. Numbers dropped markedly in April but picked up in May, and then doubled in June, to a level not seen since April 2019 (immediately following the Christchurch mosque attacks – see additional table below). Managers continue to be encouraged to undertake wellbeing check-ins with their team members so they are better placed to identify and assist with mental health challenges.

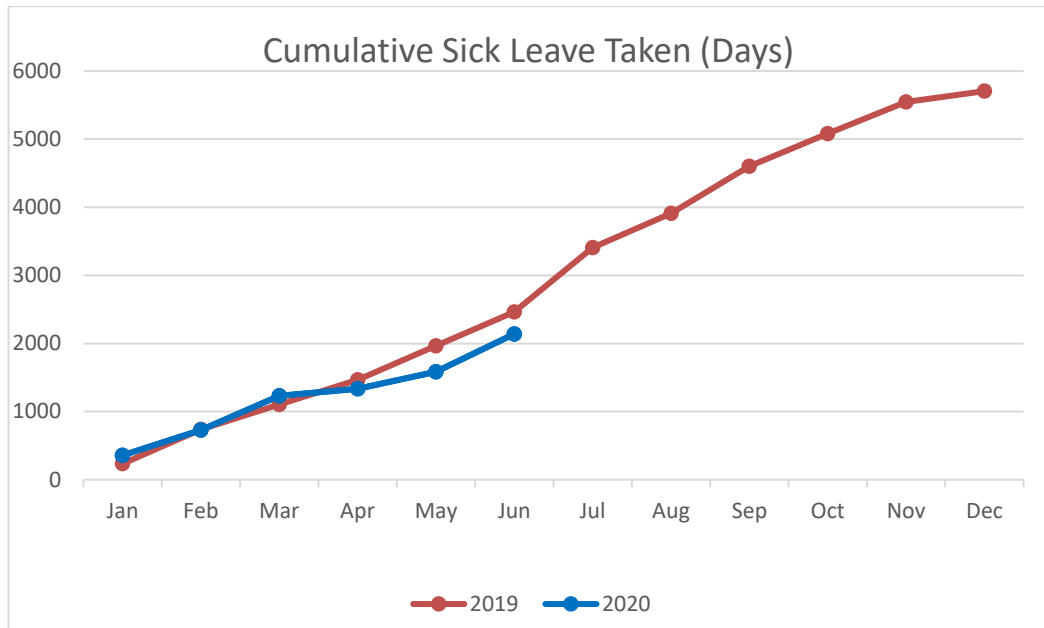
OCP Counselling

Year	2019						2020					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
OCP												
Number of colleagues attending (new)	7	7	7	8	10	4	4	6	3	1	7	12
Total number of colleagues attending	14	12	10	10	15	8	4	8	8	1	8	18
Total number of sessions	28	27	17	23	27	15	8	14	15	3	15	37

Additional table below showing EAP usage after the March Mosque attacks 2019

Year	2019		
	Apr	May	Jun
OCP			
Number of colleagues attending (new)	15	9	11
Total number of colleagues attending	19	15	14
Total number of sessions	42	27	21

iii Sick Leave



COLLEAGUE WELLBEING		
Lost days due to sickness in June	508 days initiated in June <ul style="list-style-type: none"> • 398 – City/Madras • 12 – Manawa • 63 – Woolston • 0 – Hornby • 1 – Rangiora • 4 – Ashburton • 30 – Timaru • 0 – Oamaru 	<ul style="list-style-type: none"> • YTD – 2,140 days. Includes some in advance. • YTD sick leave of more than 5 days – 585 by 42 people
June ACC leave YTD ACC leave	0 days 78 days	<ul style="list-style-type: none"> • YTD Work related ACC – 25 days • YTD Non-work related ACC – 53 days
Number of colleagues on a return to work plan	1 colleague – shortened hours	Not related to a work injury

4 Technology Assisted Fund for Learners (TAFL)

4.1 National Context

- a A survey completed in April 2020 by the Tertiary Education Commission (TEC) and New Zealand Qualifications Authority (NZQA) showed approximately 11,150 learners at Tertiary Education Providers across NZ did not have the right devices to engage in online/remote learning in lockdown, and at least 11,350 learners did not have access to broadband internet at home.
- b In response to the above survey results Minister of Education, Hon Chris Hipkins, announced a \$20 million fund to help eligible tertiary learners continue their education disrupted by COVID-19.
- c The fund, called the Technology Access Fund for Learners (TAFL), made digital devices and internet connections available to eligible learners who required them to continue their learning in lockdown.
- d “While online learning is being undertaken by tertiary organisations in response to COVID-19, many students don’t have the appropriate devices, internet connections and related support to access technology-enabled learning,” says Minister Hipkins.
- e “The Government wants to ensure students in need can access support for online learning as soon as possible so they can continue their studies with minimal disruption,” Minister Hipkins says.

4.2 Allocation of Funds across the Sector

Nationally, TAFL allocations were made to 86 tertiary education providers to a value of \$12.6 million. As at 1 July 2020 they have expended \$5.4 million with 5,187 learners receiving support from the fund and over 6,400 hardware, software and connection support provided. Funding has provided support to 1,073 Māori learners, 831 Pacific learners, and 419 learners with disabilities.

4.3 Ara Context

- a During lockdown Ara gathered detailed information on learners who were unable to engage due to not having a device, internet connection issues, and other challenges. Ara made the decision to bring forward term break, so we had some time to gather the information before learning recommenced on 15 April 2020.
- b During this period Ara identified 240 individuals who needed a device and/or internet to engage in remote learning.
- c Purchasing devices and equipment to meet these learner needs was not an option as the COVID-19 pandemic had increased global demand for devices and equipment. The lead times were long, and the delivery times even longer. The only solution was to re-image existing stocks of laptops from learning spaces and libraries. In total 155 existing devices were prepared for delivery to the 240 identified learners. The delivery needed to be contactless, and a time and address agreed with the learner. We were so proud when the first device was delivered on 20 April 2020, another 12 in April, 84 in May, and 12 in June. To date none have been delivered in July. The total number of devices delivered during Alert Level 4 lockdown under TAFL was 113 devices.

Note: More than 100 learners we contacted to arrange delivery of a loan device declined as they no longer had a need.

- d In early May Ara received a TAFL allocation of \$230,000. To access this funding we submitted a Learner Technology Support Strategy (LTSS), the purpose of which was to inform TEC and NZIST how we intended to support our learners using this funding, and provide assurance that assistance would reach the learners who needed it the most.
- e Reporting to NZIST on the devices issued commenced on 8 May 2020 and continues fortnightly until the end of October 2020. The TAFL funds are ringfenced and are required to be returned if unused. The final report is due on 20 October 2020.
- f As at 13 July 2020, \$103,000 of TAFL funding has been reported as replacement value of the devices issued:

Total Learners receiving a TAFL device - 113		
Total TAFL - \$103,000		
Percentage who identified as:		
Māori	29	26%
Pacific	13	12%
NZ European	55	49%
Other	16	14%
Disability	24	21%
Female	74	65%
Males	39	35%

4.4 Return of Devices

- a We are now in the process of asking learners who meet one of the following three criteria to return the devices:
 - i Completed their programme of study
 - ii Learning has resumed on-campus
 - iii They have withdrawn or are not engaged in learning
- b To date 23 devices have been returned. We are waiting on confirmation of a further 43 returns from ICT. This process will continue over the coming weeks.

4.5 Opportunity

With the returned devices, Ara now has an opportunity to change how we might meet the needs of learners and support them going forward with a device. One option is providing learners with a device for the duration of their programme of study with us. This solution, as well as other options, are being investigated by the ICT Director and HoD Enterprise and Digital Innovation who are working with the Ara Whakapiki Ako Centre for Educational Development team to define what will meet learner and teaching and learning needs post lockdown.

PARTNERSHIP REPORT

01 JUNE - 17 JULY 2020



MOA
Ministry
of Awesome

 **Ara**
Institute of Canterbury
Ara rau, taumata rau

EXECUTIVE SUMMARY

13 July 2020

Since returning to Te Ōhaka after lockdown, our team has been hard at work getting a number of student focused initiatives together the first of which was the Smart City Hackathon@Ara which we have just completed with ICT learners from EDI.

This programme was a collaboration between the Smart City team at Christchurch City Council, Ministry of Awesome, and some very talented learners from Ara's Department of Enterprise and Digital Innovation. Not only did the learners have the opportunity to solve real world problems using tech and develop those solutions as viable startup initiatives, they also got to present them directly to city leadership and global influencers.

Following on from the Hackathon the winning team had the opportunity to present their solution directly to Christchurch City Council's Three Waters team and are now working with Te Ōhaka to develop their venture to the point where it can get funding from CCC's Smart City initiative as well as from other groups including support from Ara Foundation. We are working closely with the winning team but also with the other talent we've managed to identify as a result of the programme.

Another significant development is the collaboration we have formed between one of Te Ōhaka's most exciting startups - EClean Envirowaste - and Ara's Dept of Applied Science faculty and learners who will be working together to develop and grow the environmental innovation product. This is a unique opportunity for Ara science learners and colleagues to be part of an innovation in the making and gain significant applied learning at the same time.

Ngā manaakitanga,

Marian Johnson
Chief Awesome Officer

KPI #1: STUDENT IMPACT

300*

learners engaged since Feb 2020
*including planned interactions in July.

126

learners participating in startup and innovation programmes since Feb 2020

28

Applied learning opportunities and internships for Ara learners

LEARNERS ENGAGED

In June 15 Masters in Sustainability learners attended our Sustainability Kōrero with Hon James Shaw.

In July 22nd we will spend a day engaging with health practice learners in Timaru.

LEARNER PROGRAMMES

In June and July 2020, we delivered the Smart City Hackathon@Ara with Ara's ICT learners and Christchurch City Council's Smart City team and selected industry mentors.

45 ICT students took part in the programme which culminated in an online pitch competition judged by industry leadership.

APPLIED LEARNING

In April, we prepared learners for and inducted them into 6 applied learning opportunities with Te Ōhaka startups.

This brings us to a total of 28 Ara students completing their Capstone Projects alongside Te Ōhaka startups since Oct 2019. These students are completing their projects and we will onboard a new batch in second semester.

PROGRAMME DETAIL

THE SMART CITY HACKATHON COMES TO ARA INSTITUTE

The 'Smart Christchurch Hackathon' was the collaborative effort of Ara Institute of Canterbury, Ministry of Awesome, Te Ōhaka and Christchurch City Council's Smart Cities Programme. The programme was designed to attract the input of Ara EDI learners who were challenged to come up with concepts, designs and prototypes for smart technology solutions to help solve issues that Christchurch city faces.

Although considered as part of their course work, the programme asked learners to take on real-world challenges that cities face rather than just hypothetical problems.



Te Ōhaka - the Centre for Growth and Innovation
Published by Tri Phung [?] · July 7 at 12:06 PM · 🌐

It's great to see the Flowwatch Team, Winner of Smart Christchurch Hackathon @Ara, having a discussion with the Water and Smart Cities team at [Christchurch City Council](#).

We hope that this discussion can lead to more opportunities to advance the amazing innovation that this team came up with and have real positive impacts on the city.

[Ara Institute of Canterbury](#)



“Participating in a hackathon is a must-do for any IT student from Ara, especially with Te Ōhaka. Getting guided and given such a professional level of mentorship through the intensive process of ideating in a short time is an important experience as a student.”, said Farran R. the team lead of Prescriptive.
Farran R - ICT Student, Ara Institute

KPI #2: STUDENT INCUBATOR

4

Student startups @ The Nest

THE NEST

The Nest is the student incubator at Te Ōhaka. Learners have bi-weekly 1:1's with startup mentors as well as peer support and inspiration from the Te Ōhaka startup community which includes experts such as EY, Wynn Williams., and BNZ.

LEARNERS PARTICIPATING IN THE NEST

Term 4, 2019 to now

Mia Hopping (Architecture): Mia has launched an online opshop and is now working to grow her business.

Douglas Donaldson (Construction Management): Doug's Kicks is a specialty store for men and women with larger shoe sizes.

Term 1, 2, 2020 to now

Moataz Kadada and Tom Rauto: Both Moataz and Tom are working on developing sustainable and fire resistant acoustic insulation made using DNA from beer waste.

FlowWatch Team (5 learners) : John, Daniel, Chung, Manpreet, and Matt are working alongside Amit Sarkar from EDI and Jacob Varghese to commercialise their winning idea from Smart Christchurch Hacakthon@Ara.

KPI #3: STAFF IMPACT

6/20

Departments engaged - June

DEPARTMENT ENGAGEMENT

We are currently working closely with:
EDI - Engineering - Creative Industries - Applied Science - Nursing, Midwifery, and Medical Imaging - Sustainability and Outdoor Education

Planned activities for July - August

- Tour of Te Ōhaka and engagement with Ara Whakipiki Ako.
 - Hackathon for Ara colleagues as a professional development opportunity as part of Kickoff.
 - Outreach to Ara colleagues across EDI, Engineering, Applied Sciences and School of Nursing, Midwifery and Medical Imaging to participate in the NZ HealthTech Supernode Challenge, including Timaru students.
-

KPI #4: DRIVING ARA'S PROFILE

8

National media features

NATIONAL MEDIA FEATURES

We've had 1 new national media feature and one international media in May talking about Te Ōhaka - Centre for Growth & Innovation, the work that is taking place there, and our partnership with Ara Institute of Canterbury Limited.

4

High profile national sponsors

NATIONAL PARTNERS

We are finalising negotiations with ChristchurchNZ to become co-partner in the Te Ōhaka startup hub which will formalise our role as the official startup hub of Christchurch and Canterbury with excellent positive impact for the Ara learning community.

592

Combined followers since May launch

SOCIAL MEDIA FOLLOWERS

14,473 post impressions

INTERNATIONAL MEDIA



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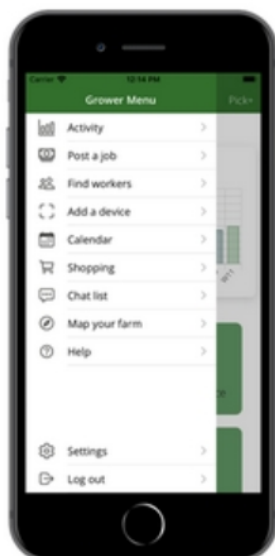
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Automated picking bins set to help New Zealand growers save labour costs

services or subscribed to our platform will be able to see that and negotiate dates, times, wages and locations," he said. "When they come into the orchard, they will then utilise the Smart Bags which will record the performance and the timesheet as well. So, there is a whole range of automation around using the YieldTec solutions; from sourcing reliable workers to automate yield mapping, monitor logistics, and harvesting."



YieldTec hopes that the mobile bins can be used across a wide range of horticulture products that require the intensive labour, hand picking in outdoor harvesting, from grapes to jalapenos and berries.



"We should be thinking out of the box and realise the issue of integrating automation into agriculture," Dr Salah said. "So, there are some areas where (full) automation might sound like the solution, but looking at it we still have to work with the human element. It would really help if we could introduce a collaborative system, and that's how YieldTec came about."

NZ Primary Industry's investment team has also supported YieldTec through Te Ōhaka's Startup Incubation Program. Ara university is also supporting YieldTec through their Capstone

internship program. YieldTec currently is working with Laurance Gresham who is a web full stack developer final year intern.

NATIONAL MEDIA

stuff ☰

life & style

well & good

Focus on the now to ease anxiety around coronavirus, mindfulness coach says

Wanderble co-founder Kris Herbert said mindfulness was "one of the most powerful tools" to fight anxiety, and hoped her guided audio programme would help people do so by honing in on the present.



Wanderble [earlier released a series of tracks](#) accessible through the [company's website](#), linked to locations around Christchurch, encouraging "location specific experiences".

One experience instructs listeners to stand in an alcove on the first floor of the Christchurch Art Gallery, acknowledge that people walking outside had just as many issues as you, and "zap" them with positive energy.

People could explore a similar concept on screen, by sending "good vibes" to people on their social media feeds, Herbert said.

Another at-home mindfulness exercise could be done while drinking a flat white, by appreciating the string of people involved in your daily cuppa.

Wanderble is one of 25 Christchurch start-ups to be part of Te Ohaka - the Centre for Growth and Innovation. It is working with the University of Canterbury to study the impacts of workplace mindfulness.

Stuff



KPI #5: DELIVERING NEW RECRUITMENT

Entrepreneurship & Innovation Education

With Ara as the lead provider we are working to deliver two new educational offerings for ambitious learners around entrepreneurship and innovation to support their work and job readiness.

1) Graduate Diploma of Innovation & Entrepreneurship (Bachelor of Applied Management)

Available from January 2021, this is an existing diploma at Ara which is being refreshed with a new component of applied learning. Each student's Capstone Project (300 hours) is the development of their own startup as part of Te Ōhaka accelerator programme.

2) Distributed Accelerator

Micro credential/ Training Scheme
(Level & Credits to be confirmed)

This is a key ambition and need for the city. This course will target professionals who are - post COVID-19-exploring future career opportunities and will be looking for end to end 'startup training' as well as one off courses based on areas of need.

Ara Board 28 July 2020	Agenda Item	6.2
		Information Item
PUBLIC	Presented by	Darren Mitchell

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Corporate Services Division: July Report for the Ara Board
BACKGROUND AND PURPOSE	To provide the Ara Board with monthly insights and information pertaining to the Corporate Services Division for July 2020.
RECOMMENDATION(S)	Review and receive the information as provided in the report.
LINK TO ARA STRATEGY	<ul style="list-style-type: none"> • Learners at the heart of everything we do • Dynamic delivery of contemporary programmes and research • High performing customer focused teams • Innovative and sustainable practice.
KEY ISSUES IDENTIFIED	Nil.
FINANCIAL IMPLICATIONS FOR ARA	Nil. Noting: <ul style="list-style-type: none"> • Division is \$1.08m favourable to budget.
RISK IMPLICATIONS FOR ARA	
RATIONALE FOR EXCLUDING PUBLIC	N/A.



CORPORATE SERVICES – REPORT FOR ARA BOARD

Executive Summary

Key focus areas this month

- Te Kahui Manukura and the Planning team have been working on the development of the Transformation Investment plan for the Board arising from the June Board meeting.
- The Planning team have been working through closing out planning support for the Ara Covid-19 response, the focus is on lessons learned and a closure report.
- The Transformation Programme continues to progress well with 3 major initiatives: Online Enrolments; new Web Platform; which are both underpinned and enhanced by the transfer of all programme and course repository data into the Tribal Student Management System; all 3 initiatives are continuing User Acceptance Testing (UAT), with the Web and Product data initiatives targeting late July / early August and Online Enrolments late August 2020.
- Providing project management and business analysis support to the Transformation Programme:
 - People and Culture projects – Induction Refresh, Talent Growth Cycle, High Performing Teams and the Health and Safety system
 - Student focused projects – Student Retention and Achievement, Online Enrolments, Web Re-platforming and Student Case Management Tool enhancements for learner support
 - High Performing Organisation projects – Transfer of Programme and Course Repository functionality to Tribal and replacement of InfoWeb (internal communications, reporting and staff productivity platform)
- Business Analysis and Project Management support for compliance changes to the Finance system for handling free fees and a roadmap for potential development of the existing Customer Relationship Management (CRM).
- Regional Master Plan – Preparation of implementation plan and business cases for TKM and Board consideration. Reference document covering current status, plans and decisions is being developed to support the newly reformed Campus Redevelopment Committee (CRC).
- Business case development for restoration of Te Aranga House and potential common facilities for Ōtautahi House.
- Development of the Strategic Capital Asset Management Plan is underway as per recommendation from CAMS assessment.
- The ICT team have been working on a number of post COVID-19 lockdown pieces which include:
 - A review and reconfirmation of Transformation projects
 - The reimplementing of on-site facilities
- Over the semester break the ICT team have been working on refurbishment and software upgrade processes.
- The Organisational Performance team have completed the 2021 Mix of Provision.
- Ara Corporate Policies are being reviewed. The Organisational Performance team has been making adjustments to the policies which makes them more reflective of terminology and delegation shifts connected to the establishment of the subsidiary.

Learners at the heart of everything we do	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Online enrolments and new Ara website delivered for UAT • The tender has now closed for the Te Puna Wanaka refurbishment with Farrell Construction being the successful tenderers. They started on site the week of the 6th July 2020. • The demolition of C block is continuing with an expected completion this month (July). • Landscaping around the C block demolition site has started using a combination of our onsite contractors GSL and Truline. The landscaping will be completed in August 2020 • The Facilities Management team have been involved in operationalising the Regional Master Plan and they are looking at the timelines of the projects yet to be approved. • The Facilities Management and Planning team are working together in developing a Business case for the restoration of Te Aranga House. Work is currently being undertaken to determine the feasibility and cost of repair. • There has been a minor facilities shift of Osteopathy occurring to manage for increased numbers of students in 2021. • The timetabling team are meeting with all departments to offer help in achieving the 2021 timetabling deadline. • A request for additional funding under ESOL-ILN was made to the TEC to support semester two enrolments. This request was declined. Ara have been advised there is no extra money left in this fund for 2020. Ara is now looking at alternative funding sources to support student/ community demand. We will seek additional funding allocations in 2021.
Dynamic delivery of contemporary programmes and research	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • ICT have been working on the configuration and delivery of Semester 2 software portfolio.
High performing customer focused teams	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Development of new internal website completed, testing and training underway. • ICT have received and delivered a record number of service requests over the last month, primarily due to post lockdown and other activities. • ICT have been part of the NZIST National Security practitioner's forum (recently established). • Targeted Training Apprenticeship Fund (TTAF) – the Organisational Performance team have been supporting the TEC to roll out this fund and mitigate any operational/implementation concerns.

	<ul style="list-style-type: none"> • Understanding Managed Apprenticeships – subsidiary sector view. The organisational performance team have been supporting the TEC and MSD connected to the recent announcement of the apprenticeship support scheme (which starts in August). This support has focused on sector definitions, operational reporting, and sector ability to respond. Identifying parameters and the agility of subsidiaries.
Innovative and sustainable practice	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Closed out business case for potential participation in the Performing Arts Precinct by NASDA and NZBS • ICT have renegotiated the Ara telephony service contracts. These negotiations have seen some services added and some reduced costs. • The NZIST Chief Information Officer forum has met with the NZIST (establishment) Deputy Chief Executive • Organisational Performance reporting – unique to departmental audiences and the global Ara reports. This is completed on a fortnightly basis and shows enrolment and application data.
Summary of financial performance	
<p>Transformation Programme is progressing within approved budget.</p> <p>As at 30 June 2020, Corporate Services were \$1.08m favourable to budget. At budget setting it was anticipated that the net deficit for the Division would be \$15.62m in comparison to the actual deficit of \$14.5m. Year to date revenue exceeded budget by \$59k, attributable to higher interest on investments. Staffing was on track to budget, being \$5k under budget. General expenses and occupancy costs were underspent year to date by \$365k and \$642k respectively. Favourable variances within general expenses were largely in software and printing costs while in occupancy costs the most significant favourable variances were long-term property hire and energy costs.</p>	

Ara Board	Agenda Item	6.2
		For Information
PUBLIC	Presented by	Karen Te Puke

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Customer Experience and Engagement Division Board Report.
BACKGROUND AND PURPOSE	To provide the Board with a monthly update on the progression of the Division towards achieving Ara's four strategic focus areas including financial performance.
RECOMMENDATION(S)	That the Board note the contents of the report.
LINK TO ARA STRATEGY	Division activity that links to the key focus areas of: <ul style="list-style-type: none"> • learners at the heart of everything we do • dynamic delivery of contemporary programmes and research • high performing customer focused teams • innovative and sustainable practice
KEY ISSUES IDENTIFIED	Nil.
FINANCIAL IMPLICATIONS FOR ARA	Overall financial performance continues to exceed bottom-line target.
RISK IMPLICATIONS FOR ARA	Nil.
RATIONALE FOR EXCLUDING PUBLIC	Not applicable.



CUSTOMER EXPERIENCE AND ENGAGEMENT – REPORT FOR ARA BOARD

Executive Summary

Key focus areas this month – Madras, Woolston, Manawa, Ashburton, Timaru and Oamaru

- Continued focus on Semester Two Recruitment.
- Career Assessment and Guidance for prospective students including virtual workshops.
- Development and implementation of COVID-19 Hardship and Scholarships.
- Significant work input into the development of a new Online Enrolment environment.
- Increased engagement and connections with community agencies and partnership arrangements.
- Student Academic and Pastoral support.

Learners at the heart of everything we do

Outcomes delivered during current reporting period

International Services

- Deferral of international students who are still offshore unable to return in time for Semester 2 to 2021 intakes.
- Enrolling/Re-enrolling international students who are already in NZ while the border remains closed. Onshore recruitment market becoming highly competitive with other providers offering discounts and scholarships.
- Offering NZCEL scholarship for onshore students for September intake who successfully pathway to a 2-year Diploma and 3-year Bachelor Degrees in 2021.

Engagement Team

- Young Enterprise Scheme - COVID-19 has impacted the participation in the YES initiative in 2020 – with numbers confirmed 444 students (112 teams over 18 schools) a reduction of approx. 20 teams. However contributing schools have committed to involvement in 2021. YES Pitch events held in early June with fantastic support from industry i.e. Chair of Chartered Accounts Australia and NZ – Kelvin Mason hosting the CFO

workshop supported by 42 CFO's and 44 other key industry stakeholders from businesses throughout the wider Canterbury and South Canterbury district providing support as judges and mentors to participants.

- Engagement with secondary schools has increased significantly in the later part of the month as schools return to normal business.

Student Support

- MPTT Wednesday Wananga and End of Semester Celebration
- Continuation of support for MPTT students to access the Learner Support Funds (LSF)
- Work rights letters for International students to work during semester break
- 30+ applications for International Students COVID-19 Hardship Support – 10 approved.
- Working with Red Cross to promote financial support and assist the International students with ongoing hardship support
- Created COVID-19 hardship support and scholarship processes. Hardship is available to students needing assistance. Applications for up to 50 x \$2500.00 Study and Living expenses scholarships closes on the 22 of July
- Supporting many students with concerns about online study – working with Departments to assist the students to find resolutions.

Student Transition, Accommodation, and Activities

Recreation Centre and Services

- Re-opened the Centre at Level 2 – Tuesday 2nd June
- Level 2 Health & Safety measures in place
- Group Fitness Classes re-started 15th June
- External hire groups re-started 22nd June

Student Events and Activities

- 'Ask Us Anything'. e.g.: Matariki event 'Ask Us Anything: Maori'. coordinated input from key colleagues and new student project also based around this initiative.
- Support to MPTT programme for end of semester one events

- Organised post lockdown wellbeing initiatives for Ōtautahi House community including private event at He Puna Taimoana (New Brighton hot pools) and created and executed 'Let's have a Kiki'. Colleagues visited each flat over five nights to talk to students in their own space about their experiences. This was a great success and will be repeated again next Semester.

Apprenticeship, employment and MPTT engagement

- Met with Blockhouse who specialize in recruiting construction staff
- Catapult provide a one-on-one service to help job seekers gain employment – particularly focussing on those that need additional support due to mental illness, numeracy or literacy issues or disability.
- 2 He Toki electrical students have gained apprenticeships. This is a great achievement – especially in these uncertain times.

Plan and deliver activities for Wednesday Wananga events

- CV workshop
- Employability workshop
- Goal setting / planning workshop with Canterbury Crusader players in attendance to tell their story and to answer questions

Needs identification and allocation of Learner Support Fund for MPTT students

- Total LSF allocations to end of June = \$20,895.76

Driver Licensing

- Total Driver Licence spend as of end June = \$4,104.70
- 13 students currently having driving lessons

Careers and Employment

- Of the 182 total appointments, prospective students looking for new directions represented 80%. The team noted an increase in people looking to take advantage of the upskilling opportunities available through TTAF Govt funded courses. These included both those who had been made redundant (eg hospitality industry) as well as those currently employed looking for a career change by retraining.
- Planning underway for Volunteer & Career Expos.

Accommodation

- 20 new applications and agreements signed and residents moving in.
- New onsite Ōtautahi House office and reception proposal agreed to and refurbishment of ground floor room underway.

Registry

- SMS team contributing significant resource into current Ara projects (Web platform development, OLE)

Marketing

- **Web platform development:** The web project is in the final stages of user acceptance testing with AIR colleagues. The project team continue to work on rectifying any fixes that are needed, addressing residual data needs and the go-live plan. The move of key product data into Tribal to be the single-source of truth for the website has been a significant undertaking and will be a big step-forward for Ara once it is all complete.
- **Advertising:** The Marketing team has continued with the Semester 2 recruitment advertising, with the addition of the Targeted Training and Apprenticeship Fund (TTAF) also now being promoted into market. Ara has advertising presence on two high-profile sites – one opposite KahuKura on Moorhouse Avenue, behind the skate park, and the other a new digital billboard (the only one of its kind) in Timaru.
- **Graduation:** Spring graduation has now been confirmed for Friday, 18 September. There will be two ceremonies and parades – one in the morning and the afternoon – and will include those graduands who missed out on the cancelled Autumn (March) graduation who indicated they would like to graduate in person.

Academic Support

- Disability Services is working with Library to purchase “Bookshare” licences for print disabled students. This gives them access to audio and reformatted titles from the US.
- Disability Services is working with Workbridge to provide students with assistive technology that they require.
- Library colleagues are developing an app to help students to find physical resources on the shelves.

	<p>Health Centre</p> <ul style="list-style-type: none"> • Significant numbers of student accessing mental health support. Currently 1 week wait for counselling appointments. • Flu and meningococcal vaccination programme continue. • COVID screening performed on 6 students meeting the Ministry of Health case definition regarding symptoms. All negative results. <p>Pacific Development</p> <ul style="list-style-type: none"> • Supporting PISA colleagues, and students with Ara Foundation applications • Working through the Pacific student support plan to better help departments understand what our Pacific student may need - collaboration with Pacific student advisory and Pacific learning support. • DCE CEE and AIR Leadership to be the first to take part of the new culture awareness workshop. • PTT numbers are full and have a waitlist attach to most of the trade's courses, taking steps to decrease the waitlist for our Pacific students. • Ara Pacific colleagues to take advantage of the new Pacific culture awareness workshop. 		
Dynamic delivery of contemporary programmes and research			
Outcomes delivered during current reporting period	Engagement Team		
	Activity	Engagement	Commentary
	Canterbury Cricket Webinars	4 Webinars with a total of 105 attendees	Support for Canterbury Cricket to deliver webinars to players through Ara and Canterbury Cricket community partnership agreement.
	Business Breakfast	22 attendees	
	CAPL information evenings	4 events 25 attendees	
	EDI Dept business workshops	5 workshops 30 participants	
Student referrals	59 prospective students	Across a range of Ara programmes focused on 2 nd semester recruitment	

	Campus Tours	7 tours 51 students	2 x tours focused on Woolston campus specifically with 5 x general Ara campus tours
	12 general school presentations 3 x Maori and Pacific school presentations	301 students in attendance	6 x Sth Canterbury 9 x Christchurch
	School drop-in sessions	4 schools 50 students	
	Experience Ara	1 NZBS workshop 18 attendees	Experience Ara offerings were rescheduled to 2 nd semester as a result of COVID 19 restrictions. Demand is high for 2 nd semester activities across the region. Year to date 1223 participants in Experience Ara activities.
	Virtual Open Week	32 workshops 428 participants	This was the first attempt at a Virtual Open Week experience at Ara in response to restrictions imposed by COVID – 19. Registrations for the event were consistent with the traditional onsite mid-year Open Day event held annually. Sessions were recorded for the purpose of being able to be used in the future with a focus on targeting out of region students. The event is supported by onsite campus tours throughout the July semester break.
	Whānau Transition Evening	50 enquiries	Focus on supporting whānau and rangitahi in decision making with the transition from secondary school to further training at Ara.
	<p>Student Support</p> <ul style="list-style-type: none"> • Collaborative effort with MPTT end of Semester Celebration resulted in good participation and an event enjoyed by all. Quote ‘you have set a new standard for events that work at Woolston. <p>Student Transition, Accommodation and Activities <i>Events and Activities</i></p>		

	<ul style="list-style-type: none"> • Exploration with engagement manager of sponsorship for key events, and of revenue generating events to add value to the 'student life' for future students. <p><i>Careers and Employment</i></p> <ul style="list-style-type: none"> • Workshops delivered: Career assessment & Planning and 2x Preparation for placement <p>Early Learning Centre</p> <ul style="list-style-type: none"> • We have welcomed our tamariki who have been immersing themselves in legends and stories of Aotearoa, learning not only about how the earth and sky were formed, but why the days get shorter and the nights get longer. • Matariki is celebrated from the 13th July to 16th July and this year tamariki are passionate about not only the travel of the sun to change the season, but who each of the individual stars of Matariki are. The legends and stories are important as cultural narratives that build connection and belonging to our environment and the world around us.
High performing customer focused teams	
Outcomes delivered during current reporting period	<p>International Services</p> <ul style="list-style-type: none"> • Workshop being planned for International Directors, Managers and secondary school students in term 3 to introduce them to further study options at Ara in 2021. • Ongoing participation in virtual recruitment events and agent webinars to update students/offshore agents about the status in NZ and what this means for current and potential students. • Production of International Study Guide to promote Ara in 2021 and beyond. <p>Engagement Team</p> <ul style="list-style-type: none"> • Review of Implementation Plan to monitor progress – on track despite COVID – 19. The wider Engagement Team have brought some creative and innovative ideas due to the success of activations trialled during lockdown to enhance the plan for the 2nd semester and 2021 recruitment. <p>Student Support</p> <ul style="list-style-type: none"> • Full team day – reviewed progress on the 2020 Student Support Plan and updated for the next period and adjust team structure to respond to changing student needs • Two new Student Voice staff are fully inducted and productive (Student Wellbeing Strategy & Student Clubs) • 11 staff working through Performance Recognition process - this includes a review of some job descriptions

- 2020 second VCs all booked.
- Flexible working arrangements requirements have been outlined to all staff. Some have returned completed forms.

Student Transition, Accommodation, and Activities

Events and Activities

- Created and executed 'Let's have a Kiki' event at Ōtautahi House involving colleagues visiting each flat over five nights to talk to residents in their space about their experiences. Was a great success and will repeat again next semester.

Central Administration

- Processing of new enrolments for semester two.
- Processing of re-enrolments for semester two.
- Communications to international students around deferring to 2021 and sending deferred offers for 2021.
- Finalising enrolments for onshore international students for semester two.
- Investigation is underway to enable electronic sign off for departmental results prior to sending to CAR for publication; this will eliminate paper end expediate the process of approval.
- Revised job descriptions have been prepared for administrators within for Health Practice Department and Applied Science & Social Practice Department to support the new management structures within these two new departments.
- Flexible working arrangements – two staff within the Contact Centre have had approval to work from home for part of their working week.

Marketing

- The Marketing team review has been now been finalised and the team notified of the outcome. Notably, the outcome has involved the establishment of a new Marketing Promotions Manager role.

Academic Support

- Despite the lockdown, Disability services are supporting more students this year than last.

Health Centre

- Recruitment activity throughout June resulting in successful appointment of new practice nurse.

	<p>Early Learning Centre</p> <ul style="list-style-type: none"> We have appointed an administrator in a maternity leave position. <p>Pacific Development</p> <ul style="list-style-type: none"> Developing ways to enhance cultural identity through Ara – Pacific staff clothing, Pacific artwork and a bigger Pacific study room that is visible to the public. NZIST Pacific Advisory Group – working together on common themes that would support Pacific students into Health, Aged Care and running a Pacific Bachelor of Nursing were two that were acknowledged as potential courses that would support our Pacific peoples into career paths that would be high demand. Creating new options for reporting through PowerBI.
Innovative and sustainable practice	
Outcomes delivered during current reporting period	<p>International Services</p> <ul style="list-style-type: none"> Discussion with Aspire 2 to accept their students due to planned closure of their English language programmes. Conducted a campus tour and information session to students who will be affected by the closure. The International Opportunities workstream has formed a working group to investigate the viability of on-line delivery of the Bachelor of Applied Management Year 1 offshore. Other departments also looking into on-line courses in regard to offshore approvals required from NZQA and the viability of the options. Department of HPR developing a joint curriculum for China MoE approved joint programme in BN. First intake starting in China Sep 2020. Ara will send academic colleagues to China to deliver the joint curriculum from Feb 2021 onwards. <p>Engagement Team</p> <ul style="list-style-type: none"> Planning for Dual Enrolment offerings to schools finalised with Departments ready to support students and schools with subject selection for 2021. Planning tool for Marketing and Engagement activity implemented with departments (Plan Discs) – this tool will provide department colleagues and the Marketing and Engagement teams to readily share ideas and keep track of what is planned in order to manage resourcing and support a positive experience for prospective students.

Student Support

- Developing coaching support programme for students (in collaboration with Maui te Taura project).

Student Transition, Accommodation, and Activities*Events and Activities*

- Conversations with engagement team to leverage agreements with the likes of Fonterra to be a presenting partner when it comes to Orientation activities.
- Investigations into the diversification of income especially using paying 'public' to offset costs of events such as comedy night, music gigs etc.

Accommodation

- Ōtautahi House at full capacity from semester two onwards, replacing Semester 1 losses as a result of repatriation and other changes to circumstances brought about by the pandemic situation.

Central Administration

- Application Portal for Agents project - some initial testing had been completed prior to lockdown but any further work has been put on hold due to the impact of COVID-19. Timing for completion will be informed by the progress with the border openings and the return of international students to NZ. Technical preparation will be rescheduled once this becomes clearer.
- On-Line Enrolments project – functional testing is commencing week beginning 6 July 2020. Resource for testing is tight given peak enrolment processing time period.

Academic Support

- All teams have now instigated workload allocation plans to ensure that staff are sensible in their workloads during the busy times and we see less staff taking sick leave during these periods.

Health Centre

- Memorandum of Understanding signed with Otago School of Physiotherapy to provide discounted service fees for Ara staff and students at their Oxford Terrace practice.

Early Learning Centre

- We have a Matariki Celebration on Wednesday 15th July 4.45-6.15pm.

	<ul style="list-style-type: none"> • This is a time to connect, share, celebrate and remember and the children and Kaiako will prepare soup and bread for the families attending. <p>Pacific Development</p> <ul style="list-style-type: none"> • Looking to simplify our scholarship process – adding requirements within the Pacific Scholarship winners to give back to Ara, potential student, or Ara students • NZIST Pacific Advisory Group – collaboration with other institutions around Pacific Mentoring programmes & Pacific Talent pool for Pacific recruitment.
<p>Summary of financial performance</p>	
<p>CEE continues to outperform bottom line target due to the delay in recruitment of vacant positions compensating for a hold on expected staff budget adjustments, and a significant decrease in GEG expenditure during the April-May lockdown period. The division will retain the GEG savings that have been made and continue to manage in a fiscally prudent way.</p>	

Ara Board 28 July 2020	Agenda Item	6.2
		Information Item
PUBLIC	Presented by	Tony Gray

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Academic, Innovation and Research Report to the Ara Board.
BACKGROUND AND PURPOSE	To provide the Ara Board with a summary of the AIR Division monthly activities and outcomes linked to the Ara Strategic focus areas.
RECOMMENDATION(S)	<ol style="list-style-type: none"> 1. That the Ara Board receive and note the contents of this report; and 2. That the Ara Board notes the completion of two key initiatives – Promotions system and approved Teaching and Learning framework.
LINK TO ARA STRATEGY	Full report linked to strategic focus areas.
KEY ISSUES IDENTIFIED	<ul style="list-style-type: none"> • On-going impact of COVID-19 on international enrolments, with some evidence of increasing domestic enrolments emerging. • Further development of Learning and Teaching capability activity as part of Strategic Focus Areas and Priorities; this includes the Ara Learning and Teaching framework
FINANCIAL IMPLICATIONS FOR ARA	Loss of international learners for the foreseeable future – need to focus on domestic opportunities.
RISK IMPLICATIONS FOR ARA	Wellbeing of learners and colleagues post COVID-19 and during winter months.
RATIONALE FOR EXCLUDING PUBLIC	None.



ACADEMIC, INNOVATION AND RESEARCH (AIR) – REPORT FOR ARA BOARD

Executive Summary

Colleague Changes

- Hazel Barrer has been appointed to the role of Head of Department, Creative Industries.

Key focus areas this month

- Return to campus and preparation for Semester 2.

Learners at the heart of everything we do	
Outcomes delivered during current reporting period	<p>Scholarships Semester 2 Scholarships have been advertised. A new scholarship has been provided by Graduate Women Canterbury. \$25,000 (in total) is available for learners who are women who incur additional costs related to placement.</p> <p>Class Session Recording and Release Policy (APP515) A new policy providing clarification regarding the creation, editing, and sharing of recorded class sessions. Addresses issues of Learner privacy.</p> <p>Research Te Kete has been updated to serve as a repository for learner theses.</p>
Dynamic delivery of contemporary programmes and research	
Outcomes delivered during current reporting period	<p>Learning and Teaching Framework The Framework has been revised to align with the Ara strategic goals and has been approved by the Academic Committee. This Framework enables: shared goals for learning, teaching and capability development; Learning environments which reflects diversity and experience; contemporary, future-focused learning experiences supporting learner success; ethical use of data; scholarship which enriches learning and teaching; and collaboration with stakeholders which drives innovation and excellence.</p>

	<p>Ara Whakapiki Ako (AWA) is working to ensure the Framework is embedded in processes/programmes/products.</p> <p>Extended Reality Lab The Lab is equipped and ready for use. Colleagues can book the Extended Reality Lab and AWA is developing a Moodle-based introductory course for augmented reality, virtual reality, and other forms of extended reality within a learning and teaching context.</p> <p>Lightboard Video Creation Studio The Studio is now up and running again. The studio allows colleagues to develop instructional video resources. Additional resources, and support for colleagues using the lab are in development.</p> <p>Academic Literacies Poutama (Toolkit) This is recommended by the Learning and Teaching Committee that the Academic Committee approve the Toolkit. This resource supports inquiry and research processes across a range of learners and will support colleagues to embed academic literacies into courses.</p> <p>Te Ōhaka Please refer to the separate report to the board on the Ministry of Awesome and Ara partnership (Agenda Item 6.1d) for activities and events relating to Te Ōhaka for this period.</p>
High performing customer focused teams	
Outcomes delivered during current reporting period	<p>Teaching Excellence Awards These Awards have been adjusted, and the process simplified. The Awards are to be promoted in the coming weeks. A new category - The Lighthouse Award - has been added to recognise colleagues who have gone above and beyond to support their team.</p> <p>Kick Off Series This replaces Kick off day for Semester 2 – series of professional development opportunities across the semester. Three keynote speakers, and a range of workshops are being prepared. There are three themes - Diversity, Future Focus and Collaboration.</p>

Innovative and sustainable practice

Outcomes delivered during current reporting period

Academic Promotions Process

Te Kāhui Manukura (TKM) has approved a new process for Academic Promotions and progression. It is designed for colleagues seeking promotion from Academic Staff Member (ASM) to Senior Academic Staff Member (SASM), and for progression with SASM. The process reflects the Learning and Teaching, and Capability Frameworks. The process has a clear connection to Valuable Conversations and includes a Portfolio of Evidence. People and Culture have been tasked with progressing the process, so it is available 2021.

Summary of financial performance (as of 13/7/2020)

Year Dept - Programme owning	2020 MOP target	EFTS/ Enrolments/ Students	% of target met
APS	763.7	861.1	112.8%
ASC		0.0	
CRE	703.1	709.8	100.9%
EAS	743.1	648.0	87.2%
EDI	1,112.8	977.7	87.9%
HPR	1,145.3	1,120.3	97.8%
HIS	623.6	675.1	108.2%
HUM	887.3	779.5	87.8%
ZTE	220.0	142.5	64.8%
TRA	1,079.7	1,019.9	94.5%
	7,278.7	6,933.8	95.3%

Department	Commentary
APS	<p>On track to exceed EFTS targets in 2020 by a significant margin. Most, not all, programmes are meeting or exceeding targets. Maintaining and improving on numbers in Bachelor of Applied Science [BAppSci] and Bachelor of Social Work [BSW] is a focus in Semester 2, as Year 1 enrolments 2020 have been lower than projected. BAppSci Semester 2 intake is showing promise with 22 new enrolments. Study and Career Preparation Level 4 and Health and Wellbeing Level 4 continue to grow. Staffing has been increased to meet the demand with two part-time colleagues recently recruited for each programme. Semester 2 enrolments in Post Graduate Certificate in Professional Supervision are disappointing (6), and the team will be working with Marketing on a strategy to attract a wider range of professionals moving forward. Overall staffing is under-budget by \$95k and the department is achieving a surplus of \$280k. Supporting the health and wellbeing of colleagues and managers is a focus to ensure the success does not come at the expense of our people. Another focus will be supporting academic achievement and positive learning experiences, particularly for Māori learners in the two Level 4 programmes.</p>
CRE	<p>Total EFTS sit at 678 against a target of 703 (with potential EFTS included the total figure is 710.3). The Graduate Certificate in Information Design was identified for a fee waiver for Semester 2, this has been offered to increase awareness to provide a base-level number of learners. 36 applications have been received in the first week of the offer. Semester 2 intakes for Level 4 programmes are tracking ahead of target. The Department Management team is working with Customer Experience and Engagement, and the Office of the Kaiārahi to develop a campaign to attract Māori and Pacific learners for 2021. This initiative includes a radio advertisement in Te Reo – a first for the New Zealand Broadcasting School.</p>
EAS	<p>Overall EFTS are lower than expected year to date due to the loss of international EFTS in Semester 2 (normally an additional 65 – 70 EFTS) This will be at least partially compensated due to a doubling in mid-year domestic applications, likely due to the Targeted Trades and Apprenticeship Funding (TTAF) for New Zealand Diplomas in Engineering, Construction and Architectural Studies. Current projections for end of year EFTS of 650 (against target of 743). The increase of domestic EFTS due to the TTAF funding, and a potential resurgence in international enrolments in Semester 2, 2021, there is a good chance that the departments EFTS will return to previous levels in 2021. In order to support this recovery, we need to:</p> <ol style="list-style-type: none"> 1) Continue with sustained marketing of the opportunities provided by TTAF and other programmes 2) Use Semester 1 2021 to redevelop programmes with high international numbers to prepare for expected resurgence. 3) Prepare to take a higher than normal international intake in Semester 2,2021. This will require maintaining current staffing levels.
EDI	<p>EFTS continue to sit around 80% target as at the end of June. Numbers are expected to rise during July as semester one results are published and students reenrol (as at 14/7 target now 90%). There has been an increased focus, with support from the engagement and marketing teams, to raise domestic enrolments.</p>
HPR	<p>EFTS are tracking at 932 (target 1145). The Competency Assessment Programme (CAP) mainly utilised by international learners remains a concern moving forward, and work is underway to establish how we might be able to address this. There is on-going work looking into opportunities to increase clinical placements. The Lioaning University (China) joint venture is gaining momentum. Draft</p>

	<p>curriculum and course descriptors are almost complete. A zoom meeting is planned with our Chinese partners. Scoping work is underway to explore further opportunities with VR technology. Colleagues report being tired due to extra work resulting from the impact of COVID –19. I have encouraged people to take leave where that is possible and thank you cards (with a coffee voucher) have been distributed to full time colleagues as a small token of appreciation.</p>
HSI	<p>EFTS are tracking at 600 (target 623), a year to date growth of 7.2% on same time last year. Domestic numbers are on track with a decline in international students. Trades Academy, Youth Guarantee and ITO EFTS are tracking ahead with the growth in Beauty Therapy, Bakery, Hairdressing and Cookery Level 3. Cookery Level 4 applications have declined with two rather than three intakes. Colleagues are being redeployed to workplace programmes in Kaikoura, and on the development of further workplace programmes in the Southern region for 2021. ‘Catch up’ sessions have been timetabled for highly practical programmes to support learner success post-lockdown. Staffing remains under budget. The Department is on target to meet overall budget notwithstanding a COVID-19 related revenue decrease in the training restaurant and an unprecedented increase in international agent fees.</p>
HUM	<p>EFTS are tracking at 647.8 EFTS (target 887). This is 9.6 EFTS down on same time last year. International EFTS are down by 50 against same time last year which is in part offset by Domestic EFTS up 40.7 on 2019. English language is the most effected by the reduction in international EFTS. Where possible English Language colleagues are supporting areas that have experienced growth in enrolments, providing additional resource for these areas. No additional staffing has been required.</p>
TRA	<p>A notable proportion of undershot EFTS can be attributed to Industry Training Organisation (ITO) delivery which was cancelled as a result of COVID-19. The department has worked closely with ITO’s across the portfolio to ensure that cancelled occurrences are rescheduled Semester 2. The department does not anticipate a shortfall of ITO EFTS as a result of closure. This will lead to a busy semester with higher levels of ITO activity as well as the planned SAC and Dual Enrolment delivery. The attendance tracking and monitoring initiative in Term 1 in association with Student Services, aimed at addressing retention issues. Closure had an impact on the ability to fully monitor the success of the initiative. This approach will be re-initiated in Semester 2 with mid-year starts. Mid-year applications and enrolments across most programmes are strong with plans for additional occurrences to meet demand in Collision Repair and Plumbing, Gasfitting and Drainlaying.</p>

Ara Board 28 JULY 2020	Agenda Item	6.2
		Information Item
PUBLIC	Presented by	Belinda de Zwart

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	People and Culture Division – Report for the Ara Board
BACKGROUND AND PURPOSE	<ul style="list-style-type: none"> To provide the Ara Board with data and information as to how we are ensuring our colleagues are engaged, capable, safe, feel good and are functioning well. To highlight to the Ara Board areas of opportunity in relating to people and culture (including change leadership) that need to be optimised or addressed and provide recommendations.
RECOMMENDATION(S)	That the Ara Council note the contents of this report, in particular the sharp rise in EAP counselling and the growing transformation work, including growing collaborative forums across the ITP's.
LINK TO ARA STRATEGY	<p>Across all four focus areas:</p> <ul style="list-style-type: none"> Learners at the heart of everything we do Dynamic delivery of contemporary programmes and research High performing customer focused teams Innovative and sustainable practice.
KEY ISSUES IDENTIFIED	<ul style="list-style-type: none"> Health, Safety and Wellbeing resourcing – approval has been provided to address this; Change Readiness and Leadership development in the NZIST and current Covid-19 uncertain world context.
FINANCIAL IMPLICATIONS FOR ARA	<ul style="list-style-type: none"> No significant or immediate financial risks to Ara. However, ongoing capability lifts for leadership and people around building adaptability, resilience and change leadership are not part of BAU budgeting.
RISK IMPLICATIONS FOR ARA	<ul style="list-style-type: none"> Ongoing internal change (eg Transformation, NZIST etc) layered on a Covid-19 change context without a focus on capability and change leadership could potentially impact on service outcomes.
RATIONALE FOR EXCLUDING PUBLIC	N/A



PEOPLE AND CULTURE – REPORT FOR ARA BOARD

Executive Summary

Key focus areas this month

- Training of leaders in the new Mahi Tahī system (recruitment workflow tool) is complete. Feedback has been resoundingly positive with the ‘go live’ date achieved with a minimum of disruption.
- Resourcing decisions around a Safety and Wellbeing structure that enable further embedding of our approaches in this area have been finalised. With the Health and Safety Manager transitioning to retirement and the Wellbeing Manager role finishing at the end of September, recruiting into the new structure will be a priority.
- The Eureka project team (utilising the Design Thinking framework) handed over the revised Academic Promotions and Progression process to the People and Culture team. Whilst bringing life to the new process for 2021, an interim process will be available for in the last quarter of 2020.
- In preparing claims for three collective agreement negotiations (NZEI and E’tu and now TIASA who recently initiated bargaining), we are also engaging with NZIST ensuring we are aligned with their expectations of us as a subsidiary.
- A Flexible Work arrangement application has been designed and a presentation for leaders is being disseminated by P&C Business Partners. Each arrangement is a trial and we will be gathering learnings from these to inform our ongoing approach.
- Our Internal Communications Strategy has been refreshed to reflect ways of working post COVID-19. Our information distribution channels have increased clarity and the development of digital channels to support collaborative dialogue is progressing as planned.
- Transformation project work has continued with work commencing on e-personnel files. Additionally, activity is building with collaborative working groups informing the further design for our Talent Growth Cycle and Leadership community activities.
- The Diversity Inclusion Working Group is now confirmed and onboarded, and the inaugural meeting has occurred.
- Collaboration with our colleagues in other subsidiary polytechnics around change and capability leadership for NZIST development is increasing.

Health Safety and Wellbeing	
Performance during current reporting period	<ul style="list-style-type: none"> • With the Incident Management Team being ‘stood-down’, the Coronavirus Management Group met weekly to provide Covid-19 oversight. With no major matters arising, this group has also now been ‘stood-down’ and the TKM will ensure a watching brief in its weekly meetings. • An engineering student had a slip whilst filing steel causing a tendon cut injury to his finger. This incident was notified to Worksafe and we are yet to receive a response. The department manager is conducting an in-depth investigation but a preliminary overview of the incident by the H&S Manager found no equipment or process failures.

	<ul style="list-style-type: none"> • With the majority of learning and working activity occurring again on Campus', H&S reported incidents increased. Access to confidential counselling via our EAP programme more than doubled from May to June, with high numbers similar to April 2019 (post the March Mosque attacks).
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • The scope, budget and provider of the safety culture training for leaders that will be delivered in conjunction with the H&S IS tool SafePlace rollout has been approved. Work is now underway with the consultant to finalise the programme and align the technical training. This has an expected delivery date of the first week of September. • Both the HSWLG (Health Safety Wellbeing Leadership Group) and the HSWG (Health and Safety Working Group) met in June. Key topics for discussion were: external H&S audit analysis report, Wellbeing Check-in's and the two Health and Safety Working Group project updates (leadership engagement and critical risk identification). • A subgroup from the HSWLG is reviewing the themes and recommendations from the individual Wellbeing Check-in's that were conducted during Covid-19 lockdown and prioritising them with a view to action. • An external consultant on critical risk identification is being engaged to review the work that the HSWG has done to date.
Learners at the heart of everything we do	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Our Internal Communications resource is providing leadership by strengthening collaboration between those involved in communicating with students, colleagues, and the public. Contribution to the cross division working group exploring the revised Domestic Student Code of Practice continues. • P&C Capability support continues for the transformation projects of On-Line Enrolments and Diagnostic Analytics.
Dynamic delivery of contemporary programmes and research	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • The Capability and AWA Managers have recently joined a collaborative group of subsidiary polytechnic leaders in Learning & Teaching who are focused on sharing teaching competencies used by various ITP's. • The P&C Capability Advisors continue to influence and improve the new to teaching component of induction. Feedback has indicated we need to provide a more wholistic and structured support to enable the transition to the Level 5 teaching qualification for some of our new colleagues. • Capability collaboration across ICT, AWA, P&C and AIR continues to inform improvement in alignment of effort. • AWA and P&C capability are jointly working with assigned departments to support the lift in digital capability. • The refreshed 2020 Academic Promotions process will provide a more streamlined process for academic colleagues, and will act as a transition to a new approach in 2021 which leverages Valuable Conversations and draw evidence from an ongoing Learning & Teaching Portfolio. Already there has been significant interest from eligible academic colleagues.

	<ul style="list-style-type: none"> • Conversations continue with AIR leadership around how we can best utilise the transformation resource that is available for the rest of the year to support the further lift of capability around quality teaching.
High performing customer focused teams	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Our transformation project work in leadership, talent growth and induction has continued and activity is building through evaluative conversations around key talent mapping and further scoping the design of Manager induction. Workshops for the Manager induction will commence in August. • We continue to work collaboratively on strategic leadership and organisation support for Semester 2 capability planning; the AIR 'Kick-off' programme is the initial output of this work. • Group coaching for 35 level 400 leaders has continued as part of the Growing Inspiring Leaders (GIL) programme. The design of the leadership evaluation is continuing, with a draft survey tool developed and ready for testing and determining the way in which the data can be used to enhance leadership conversations across the organisation. • Business Support functions, 'Performance Recognition' process is well underway. • The DCE P&C continues to collaborate with the subsidiary polytechnic P&C Directors forum. Three joint initiatives have been identified by the forum as being beneficial to NZIST alignment: 1. Systems and Suppliers, 2. Leadership, and 3. Change Readiness. The Ara DCE P&C has been invited to lead the Change Readiness initiative.
Innovative and sustainable practice	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Shaping our approach to flexible working arrangements at Ara continues with a Working Group having been established and an interim solution designed and shared with Managers. We will seek insight from external parties to help us explore the future world of work and how others are adapting their approach to ways of working. • Investment in professional development of colleagues in P&C over the next few months includes mediation training (bringing that capability inhouse reduces our cost on using external providers), Strategic Pay job evaluation training (strengthening our inhouse capability), and attendance at a Communications conference gaining learning around emerging best practice. • We are supporting the organisation with HRIS data for finance budgeting and leave liability reporting. We are also working with our HRIS provider Ascender to develop a more efficient leave liability reporting process.
Summary of financial performance	
<ul style="list-style-type: none"> • The June financial position for P&C is over budget. Leave liability is impacting as is an overspend in "other expenditure", primarily due to unbudgeted spend in Health and Safety consultancy fees. 	

Ara Institute of Canterbury Ltd

Board of Directors

2020 Work Programme

as at 28 July 2020

Month	Topics	Notified Non-availability
January	28 Council Meeting (Christchurch)	
February	11 RoVE Response Programme Committee (RRPC)	
	13 Graduation (Timaru – Parade 12 noon, Ceremony 2 pm)	
	17 Council Audit and Risk Committee	
	18 Chief Executive Remuneration and Performance Review Committee	
	24 RoVE Response Programme Committee (RRPC)	
	25 Council Meeting (Christchurch)	
March	9 Council Audit and Risk Committee	
	17 Council Campus Redevelopment Committee	
	24 Council Audit and Risk Committee	
	27 Christchurch Autumn Graduation (10.00 am and 2.00 pm ceremonies) CANCELLED	
	31 Council Meeting (Christchurch)	
April	2 Ara Institute of Canterbury Ltd inaugural Board Meeting (via Zoom)	
	17 Ara Board Interim Catch-up Meeting (via Zoom)	
	28 Board Meeting (via Zoom) • Regional Master Plan Presentation	
May	7 Full Academic Board	
	26 Board Meeting (Christchurch) • Tribal Group : Performance Benchmarking Presentation • Report on Affixing of Common Seal	
June	29 Audit and Risk Committee Meeting	
	30 BOARD WORKSHOP – “FUTURE OF THE SECTOR”	
July	24 Chief Executive Remuneration Committee	
	28 Board Meeting (Christchurch) • Board Orientation (City Campus) • Fee Setting	
August	5 Campus Redevelopment Committee Meeting	
	25 Board Meeting (Timaru) • Pasifika Strategy Report • Board Orientation (Timaru Campus) • NZIST Council Policies	
September	Audit and Risk Committee Meeting	
	18 Spring Graduation Ceremony (10am and 2pm)	
	29 Board WORKSHOP – note: 28 Sept S Canterbury Anniversary Day	

October		Chief Executive Remuneration and Performance Review Committee	
		Campus Redevelopment Committee Meeting	
	27	Board Meeting (Christchurch) note: 26 October Labour Day <ul style="list-style-type: none"> • Report on Affixing of Common Seal • Annual Report 2019 – content/format 	
November		Full Academic Board	
		Audit and Risk Committee Meeting	
	24	Board Meeting (Christchurch) <ul style="list-style-type: none"> • 2019 Budget sign-off • Pasifika Strategy Report 	
December		Audit and Risk Committee Meeting (if required)	
	15	Board Meeting (Christchurch) (if required) 2019 Budget – Sign off	

Ara Board meeting timings

9.00am – 9.30 am Board only time

9.30 am – 1.30 pm Board meeting

Ara Board and Committee meeting venues

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

Timaru – Room TA210, Council Room, Timaru Campus

Waitangi Day – Thursday 6 February

Otago Anniversary – Monday 23 March

Good Friday – 10 April

Easter Monday – 13 April

Easter Tuesday – 23 April

ANZAC Day observance – Monday 27 April

Queen's Birthday – Monday 1 June

South Canterbury Anniversary Day (Timaru campus closed) – Monday 28 September

Labour Day – Monday 26 October

Canterbury Anniversary/Show Day (Christchurch campuses closed) – Friday 13 November

Ara Media Report May-June 2020

EXTERNAL / INDEPENDENT MEDIA:

30 June

New Zealand: New baking business a success in Timaru

foreignaffairs.co.nz/2020/06/30/mil-osi-new-zealand-new-baking-business-a-success-in-timaru/

29 June

Best tech-driven solutions for healthcare problems wanted

techregister.co.uk/best-tech-driven-solutions-for-healthcare-problems-wanted/

29 June

NASDA's latest play finds hope in adversity

- thebigidea.nz/stories/media-releases/227383-nasdas-latest-play-finds-hope-in-adversity
- voxy.co.nz/entertainment/5/368115
- christchurch.scoop.co.nz/?p=51249

29 June

\$340k in prizes on offer in Chch innovation challenge

odt.co.nz/star-news/star-christchurch/340k-prizes-offer-chch-innovation-challenge

28 June

Why You Won't Miss Your Ethnic Food in Timaru

owniche.com/why-you-wont-miss-your-ethnic-food-in-timaru/

26 June

Ara applauds Education New Zealand's Innovation Healthcare Challenge winners

- dunedin.scoop.co.nz/?p=30106
- community.scoop.co.nz/2020/06/ara-applauds-education-new-zealands-innovation-healthcare-challenge-winners/
- infodigest.com.ng/ara-applauds-education-new-zealands-innovation-healthcare-challenge-winners/
- <https://foreignaffairs.co.nz/2020/06/26/mil-osi-new-zealand-ara-applauds-education-new-zealands-innovation-healthcare-challenge-winners/>
- [http://www.voxy.co.nz/national/5/367975](https://www.voxy.co.nz/national/5/367975)

25 June

RECOVER INITIATIVE COVID 19 Offer Results in Over 18,000 Veterinary Student Registrations Worldwide for Evidence-Based CPR Training

recoverinitiative.org/press-release-covid-19-student-course-access/

25 June

Ara Helps Light Up Christchurch's City At Night This July

<https://www.thebigidea.nz/stories/media-releases/227345-ara-helps-light-up-christchurchs-city-at-night-this-july>

28 June

The search is on for NZ's next top butcher

hospitalitybusiness.co.nz/the-search-is-on-for-nzs-next-top-butcher-2/

14 June

Virtual expo for high school students

<https://www.stuff.co.nz/timaru-herald/news/121806559/virtual-expo-for-high-school-students>

12 June

The Court Theatre and Ara Institute of Canterbury Announce Partnership

<https://www.broadwayworld.com/new-zealand/article/The-Court-Theatre-and-Ara-Institute-of-Canterbury-Announce-Partnership-20200612>

11 June

Ara Institute's new Head of Department appointment

<http://www.voxy.co.nz/national/5/366798>

08 June

Ara sends NZ's only attendee to International Osteopathic Research fellowship

<http://www.voxy.co.nz/health/5/366198>

08 June

Ara, Ashburton District Council and MSD offer support for jobseekers

<http://www.voxy.co.nz/national/5/366528>

08 June

Retraining leads to rewarding new careers - ADVERTORIAL

<https://www.stuff.co.nz/national/education/121656511/retraining-leads-to-rewarding-new-careers>

08 June

PMA Scholar: Caring for grandmother, the inspiration for nursing career

<https://www.nzdoctor.co.nz/article/undoctored/pma-scholar-caring-grandmother-inspiration-nursing-career>

06 June

F1 world champ's company accused of being Māori 'culture vultures'

https://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=12337673

28 May

Miranda Easten Single Premiere!

<https://rhythms.com.au/miranda-easten-single-premiere/>

28 May

Zoom meetings, masks and minimal client time: Making sense of midwifery in a pandemic

<https://www.nzdoctor.co.nz/article/news/zoom-meetings-masks-and-minimal-client-time-making-sense-midwifery-pandemic>

25 May

NZBS graduates shine at Voyager Media Awards 2020

<http://www.voxy.co.nz/entertainment/5/365594>

21 May

\$600k boost for transport and logistics training

<https://www.stuff.co.nz/timaru-herald/news/121569195/600k-boost-for-transport-and-logistics-training>

19 May

Outdoor education important to Aotearoa schools - research

<http://www.voxy.co.nz/national/5/365191>

19 May

Digital idea could put free healthcare in the community

<https://www.odt.co.nz/star-news/star-christchurch/digital-idea-could-put-free-healthcare-community>

15 May

Tertiary sector welcomes \$1.6b for free vocational training for the unemployed

<https://www.stuff.co.nz/national/education/121522622/tertiary-sector-welcomes-16b-for-free-vocational-training-for-the-unemployed>

15 May

The Practice Of Maori Performing Arts At Ara Connects Students To Their Language And Culture

- <https://www.scoop.co.nz/stories/CU2005/S00095/the-practice-of-maori-performing-arts-at-ara-connects-students-to-their-language-and-culture.htm>
- <https://www.teaomaori.news/weekly-zui-serve-safe-space-trades-students>
- + AIRED ON MAORI TELEVISION MAY 14th

08 May

Recreation Aotearoa welcomes new research

<http://www.voxy.co.nz/lifestyle/5/364413>

08 May

Canterbury District Health Board Welcomes Return Of Nursing Students To Placements

<https://www.scoop.co.nz/stories/GE2005/S00043/canterbury-district-health-board-welcomes-return-of-nursing-students-to-placements.htm>

06 May

Covid 19 coronavirus: Hairdressers brace for post-lockdown frenzy

https://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=12329938

ARA MAIN SITE:

30 June

New baking business a success in Timaru

<https://www.ara.ac.nz/news-and-events/news/new-baking-business-a-success-in-timaru>

25 June

Ara applauds Education New Zealand's Innovation Healthcare Challenge winners

<https://www.ara.ac.nz/news-and-events/news/ara-applauds-education-new-zealands-innovation-healthcare-challenge-winners>

24 June

Art & Design tutor in 'CHCH IS LIT'

<https://www.ara.ac.nz/news-and-events/news/art-and-design-tutor-in-chch-is-lit>

18 June

Secondary students experience Ara's NZ Broadcasting School

<https://www.ara.ac.nz/news-and-events/news/secondary-students-experience-aras-nz-broadcasting-school>

18 June

Business graduate says Te Ōhaka is a gold-mine for students

<https://www.ara.ac.nz/news-and-events/news/business-graduate-says-te-Ohaka-is-a-gold-mine-for-students>

16 June

Smart Christchurch Hackathon succeeds in making Christchurch a smarter city

<https://www.ara.ac.nz/news-and-events/news/smart-christchurch-hackathon-succeeds-in-making-christchurch-a-smarter-city>

12 June

ICT students thrive working with industry

<https://www.ara.ac.nz/news-and-events/news/ict-students-thrive-working-with-industry>

11 June

Ara student's trash-based artwork wins 'Speaking 4 the Planet' competition

<https://www.ara.ac.nz/news-and-events/news/ara-students-trash-based-artwork-wins-speaking-4-the-planet-competition>

09 June

Employment Advisor at Ara tackles learning Samoan language

<https://www.ara.ac.nz/news-and-events/news/careers-advisor-at-ara-tackles-learning-samoan-language>

09 June

Staff recognised in Queen's Birthday Honours 2020

<https://www.ara.ac.nz/news-and-events/news/staff-recognised-in-queens-birthday-honours-list>

08 June

Ara, Ashburton District Council and the MSD Offer Support For Jobseekers

<https://www.ara.ac.nz/news-and-events/news/ara,-ashburton-district-council-and-the-msd-offer-support-for-jobseekers>

03 June

Academic selected for internationally-acclaimed osteopathic research leadership programme

<https://www.ara.ac.nz/news-and-events/news/academic-selected-for-internationally-acclaimed-osteopathic-research-leadership-programme>

02 June

Support for trades training great news for Ara

<https://www.ara.ac.nz/news-and-events/news/support-for-trades-training-great-news-for-ara>

29 May

Boost in funding for Commercial Road Transport

<https://www.ara.ac.nz/news-and-events/news/boost-in-funding-for-commercial-road-transport>

28 May

Waiata provides connection for school students

<https://www.ara.ac.nz/news-and-events/news/waiata-provides-connection-for-school-students>

25 May

Health Practice students help take NZ's health care into the future

https://www.ara.ac.nz/news-and-events/news?mode=results¤t_result_page=3&results_per_page=10&type=gallery

25 May

NZBS Graduates win at Voyager Media Awards

<https://www.ara.ac.nz/news-and-events/news/nzbs-graduates-win-at-voyager-media-awards>

21 May

NASDA students show us how art guides us during troubling times

<https://www.ara.ac.nz/news-and-events/news/nasda-students-show-us-how-art-guides-us-during-troubling-times>

15 May

CDHB Welcomes Return of Nursing Students to Placements

<https://www.ara.ac.nz/news-and-events/news/cdhb-welcomes-return-of-nursing-students-to-placements>

15 May

Broadcasting graduates win at 2020 NZ Radio Awards

<https://www.ara.ac.nz/news-and-events/news/broadcasting-graduates-win-at-2020-nz-radio-awards>

15 May

Education outside the classroom: It's in our nature

<https://www.ara.ac.nz/news-and-events/news/education-outside-the-classroom-its-in-our-nature>

14 May

Online learning a hit with Russian student

<https://www.ara.ac.nz/news-and-events/news/online-learning-a-hit-with-russian-student> 13 May

Industry supporting broadcasting internships to continue

<https://www.ara.ac.nz/news-and-events/news/industry-supporting-broadcasting-internships-to-continue>

12 May

New Zealand Radio Awards finalists announced

<https://www.ara.ac.nz/news-and-events/news/new-zealand-radio-awards-finalists-announced>

11 May

Selfless nursing students assisting resthome during Lockdown

<https://www.ara.ac.nz/news-and-events/news/selfless-nursing-students-assisting-resthome-during-lockdown>

08 May

Ara staff announced as NZIST Academic Board members

<https://www.ara.ac.nz/news-and-events/news/ara-staff-announced-as-nzist-academic-board-members>



MP for Rimutaka

Minister of Education

Minister of State Services

Leader of the House

Minister Responsible for Ministerial Services

26 JUN 2020

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

Dear Thérèse

Thank you for submitting the Ara Institute of Canterbury 2019 annual report. I have now presented this to the House.

It was pleasing to read of Ara's achievements and successes in 2019, including the transformation workstreams with a focus on people and culture, systems and processes, and innovation and design thinking. I note your ongoing commitment to growing cultural competency and improving parity for Māori students through the development of Ara's Framework for Māori Achievement.

I was also interested to read of Ara's growth in both domestic and international students, and the continued strong relationships and linkages Ara has with its local communities through the Adult and Community Education courses.

I want to acknowledge the work undertaken in 2019 by your managers and staff to contribute to the reform of vocational education. I appreciate your support, leadership and efforts for this once-in-a-lifetime opportunity. Through your work and the support of stakeholders, we are on the way to creating a strong, unified, and sustainable vocational education system that is fit for the future of work and delivers the skills that learners, employers and communities need to thrive.

Finally, I wish to congratulate Ara on a productive year and on the solid results it has delivered in a number of areas. I also wish Ara all the best for 2020, especially given the challenges presented by COVID-19.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'CH', with a long horizontal flourish extending to the right.

Chris Hipkins
Minister of Education

Cc Tony Gray, Chief Executive