



Ara Institute of Canterbury Limited

(the Company)

MEETING OF THE BOARD OF DIRECTORS

Date: 28 April 2020

Time: 9.30am

Venue: 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 held 2 April 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 6.2 Deputy Chief Executive Reports 6.3 Kaiārahi Report
7.	Decision Items 7.1 Ara Board Work Programme
8.	Information Items 8.1 Chair Report
9.	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	
10.	Strategic Items [TBA] 10.1 Overview current state of the sector / where to next for Ara/NZIST 10.2 Deep dive opportunities	[s9(2) (f), (i), (j)]
11.	Discussion Items 11.1 Regional Master Plan (RMP) Presentation from Chow Hill Associates - 11am to 12pm 11.2 Chief Executive Report a COVID-19 b Financial Scenarios	[s9(2) (i), (j)]
12.	Decision Items 12.1 Ara Subcommittees [Delegations and Policies]	[s9(2) (i), (j)]
13.	For Information 13.1 Meeting notes from 17 April : Ara Board Catch-Up	[s9(2) (f), (i), (j)]
14.	General Business	

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

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

2020 Register of Disclosure of Conflicts of Interest

as at 28 April 2020

Ara Board of Directors

Thérèse Arseneau [Chair]	<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) 	<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 [Deputy Chair]	<ul style="list-style-type: none"> • Tuahiwi Education Ltd (Director/Shareholder) • Tuahiwi School Board of Trustees (Member) 	<ul style="list-style-type: none"> • Taite Family Trust (Trustee) • Rangiora 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)

2 April 2020 at 1.00pm

Minutes

These are the minutes of a meeting of the board of the Company held on 2 April 2020 by videoconference (zoom).

1. Karakia

2. Welcome

Directors present: Thérèse Arseneau, Murray Bain, Jane Cartwright, Nettles Lamont, Andrea Leslie, Melanie Taite-Pitama 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), Murray Strong (Council Chair – NZIST part attendance from 1.30-1.45pm) and Christina Yeates (Ara Executive Officer); and Jill Millburn and Marlene Rohan (public attendees).

Apologies

Apologies were received for: Maryann Geddes.

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

The following items were raised and discussed:

- a) **Induction schedule for the new Board of Directors** – this is already in progress and phasing is different to encompass the CoVID-19 environment; currently rejigging the idea of physical site visits to each campus; dedicated software training on Diligent Board Books will be arranged; one-on-one meetings to be arranged via zoom for the Chair and individual board members and with key senior management colleagues.
- b) **Future meeting schedule for the new Board of Directors** – the Chair advised that the previous Ara Council met monthly and twice a year held workshops and “deep dives” which

were of strategic value and importance. It was agreed to follow a similar pattern and the board secretary would arrange these.

5. Items under “Noted” in First Board Meeting Resolutions

The directors considered and discussed the items under “Noted” in the First Board Meeting Resolutions attached as a Schedule to these minutes.

In particular, the directors made note of the following:

- a) That the Ara Executive Officer, as the Nominated Individual for the Company will act as the Board Secretary in conjunction with the Ara Chief Financial Officer to update the Company’s statutory records and fulfil the Company’s obligations.
- b) That the board members have not been through a full induction as yet and that to this end, confirmed they are comfortable with the proposed resolutions and that there were no queries raised to the Chief Executive or the Chief Financial Officer.
- c) The NZIST Council Chair provided assurance to the Board, Chief Executive and Chief Financial Officer that as of the 1 April 2020, all the current existing statutes, regulations and delegations remain in place to novate across from Ara Institute of Canterbury to the Ara Institute of Canterbury Ltd Board and Chief Executive of the Company. There is no difference to the existing delegated authorities for the Chief Executive.
- d) As indicated previously to the new Board members, the NZIST Council Chair confirmed that there will be future inductions planned throughout 2020 and that the NZIST parent company is there to support all subsidiaries.
- e) Existing Council Committees and Sub-Committees – the Board noted this list as detailed; the Chair signalled that these are to be reviewed in the future to ensure they are fit for purpose.
- f) Indemnities and Insurance – the NZIST Council Chair provided a brief overview of the group insurance scheme taken on by the Parent which covers all of the ITP subsidiaries.
- g) Disclosure of Interests – the Board noted that a template has been distributed for all members to return to the Board Secretary who will compile the central register.
- h) Each agreed that the First Board Meeting Resolutions and other documents approved in such First Board Meeting Resolutions which require signature by one or more directors (**Approved Documents**) may be signed through the application of an individual director’s electronic signature; and
- i) Each expressly authorised the use of his or her electronic signature (as previously provided by the director) for the purposes of signing the First Board Meeting Resolutions and the Approved Documents.

6. Resolved

The directors resolved, as resolutions in writing, the matters set out in Resolutions 1 to 12 in the First Board Meeting Resolutions attached as a Schedule to these minutes. The Board also resolved to approve Appendix A, Directors’ Certificate relating to payment of remuneration or benefits to directors; and the Form of Deed of Indemnity (Annexure 1) as provided for in the Notice of Approval from NZIST dated 2 April 2020.

7. CoVID-19 Update

- a) The Chief Executive provided a brief summary of the Ara response to CoVID-19 to date. This included information on the preparation for the Alert 4 lockdown and for the resumption of future activity, which would be led by the TKM and Incident Management Team (IMT):
 - a significant number of colleagues across the Institute have been set up with the remote technology required for engaging in student learning and teaching/student support and are further developing programmes for on-line/distance and remote delivery;
 - regular communications with students, colleagues and stakeholders;
 - at the forefront of our thinking and work is supporting the wellbeing of colleagues and students;
 - managing engagement remotely with colleagues is taking place through each Deputy Chief Executive and Level 300 tier management – regular communications and follow up with colleagues is happening across all Departments and Divisions.
- b) The Chief Executive confirmed that one of the biggest areas of risk relates to the continued engagement of students for whom the face to face element is the main reason for wanting to study and that remote learning is not why they enrolled. There are also obvious issues to consider in terms of the practicalities of internships, work placement and clinical practice, in the immediate 'lockdown' and future COVID environment.
- c) EPI completions and funding were also discussed. The Chief Executive confirmed that Ara will receive the SAC funding guarantee for the 2020 academic year and EPI's are still being discussed; claw back will not occur in 2020. The Chief Executive advised he represents NZIST as a member of a Peak Bodies group set up in the sector and that the actions being followed up by the MoE, TEC and NZQA are now starting to make a difference.
- d) The impact to our learners and programmes from CoVID-19 was raised and discussed. The Chief Executive confirmed that, at the time of reporting, 70% of Ara programmes can be delivered remotely but will still require further and on-going development. Before the current lockdown, 15% of programmes were delivered wholly online which has now increased by a further 10%. Currently, learners are on the Easter term break which was bought forward. The aim is that Ara will be ready to deliver learning again on 15 April 2020.
- e) The IMT have now moved to the business continuity and resumption phase, which includes the move to new modes of delivery to achieve the delivery of Ara programmes as detailed above. The IMT meet every second day and TKM on days either side; it was agreed to continue to provide regular progress reports to the Board on a weekly basis, along with copies of communications to colleagues and students.

8. Question and Answer Session – these were incorporated into the queries as noted above in Item 7.

Closure

There being no further business the Chairperson declared the meeting closed at 2.15pm.

Dated: [insert date of next Board meeting] April 2020

Signed as a correct record

Chairperson

Schedule – First Board Meeting Resolutions

RESOLVED (as a resolution in writing) that:

Incorporation and administrative matters

Company administration matters

1. With effect from the date of this resolution, the Nominated Individual is authorised to update the Company's statutory records, as further described in these resolutions.

Directors' matters

2. In accordance with section 161(1) of the Companies Act, the Board is satisfied that the payment by the Company of the Directors' fees as set out in the Directors' Fees Approval is fair to the Company.
3. The Directors are authorised to sign a certificate for the purposes of section 161(4) of the Companies Act, in the form attached as Appendix B.
4. The Company will pay the Directors' fees as set out in the Directors' Fees Approval and any reasonable travel, accommodation and other expenses incurred by each Director in connection with their attendance at meetings, or otherwise in connection with the Company's business, and the Nominated Individual be authorised to enter the particulars of such payments into the interests register of the Company.
5. The Company enter into, execute, deliver and perform its obligations under the Deed of Indemnity, and any two or more members of the board be authorised to execute the Deed of Indemnity.
6. The Nominated Individual be authorised to enter particulars of the Deed of Indemnity in the interests register in accordance with section 162(7) of the Companies Act and report this to the Shareholder for the purposes of section 152(1)(E) of the CE Act.
7. The Nominated Individual be authorised to enter in the Company's interests register any interests declared by the Directors in writing to the Board in relation to the matters the subject of this meeting.

Existing Statutes and Regulations

8. The Company will (and will procure that all and any Crown entity subsidiaries of the Company will) comply with, and confirms the continued application of, all existing delegations, rules, policies, procedures and any other documents of the Existing Polytechnic, to the extent they are not inconsistent with:
 - (i) the Education Act and the CE Act (each as amended by the Amendment Act);
 - (ii) the Companies Act 1993; and

- (iii) the Constitution (including, in particular, the Reserved Matters in Schedule 2) and any OFP Direction provided by NZIST to the Company as contemplated by the Constitution.

Existing delegations, policies, etc.

9. The Company will (and will procure that all and any Crown entity subsidiaries of the Company will) update and amend all existing delegations, rules, policies, procedures and any other documents of the Existing Polytechnic as required to reflect:
- (i) the Education Act and the CE Act (each as amended by the Amendment Act);
 - (ii) the Companies Act 1993; and
 - (iii) the Constitution (including, in particular, the Reserved Matters in Schedule 2) and any OFP Direction provided by NZIST to the Company as contemplated by the Constitution.

Academic Committee

10. The former:
- (i) Academic Board of the Existing Polytechnic will continue as the Academic Committee of the Board, and the former members of such Academic Board will continue as the members of the new Academic Committee.

Board committees/sub-committees

11. The **sub-Committees** of the Council of the Existing Polytechnic listed in paragraph U above will continue as committees of the Board with the name(s) and purposes set out in that paragraph, on the basis that the Board will appoint the new members of each committee and/or subcommittee (as the case may be) at the next Board meeting.

Execution of written resolutions and Approved Documents by counterpart and electronic signature

12. These resolutions and the Approved Documents may be signed:
- (i) through the application of an individual signatory's electronic signature, where the individual has expressly authorised such use of his or her electronic signature; and/or
 - (ii) in any number of counterparts, including by PDF copy, each of which is be deemed to be an original and, when taken together, constitutes the same document.

DATED 2 April 2020

Signed by

Chairperson (D T Arseneau)

Deputy Chairperson (M Taite-Pitama)

Director (B Thompson)

Director (A Leslie)

Director (J Cartwright)

Director (N Lamont)

Director (M Bain)

Director (M Geddes)

Appendix A - Directors of the Company

	Name of Director
1.	<i>Dr Thérèse Arseneau (Chairperson)</i>
2.	<i>Melanie Taite-Pitama (Deputy Chairperson)</i>
3.	<i>Murray Bain</i>
4.	<i>Jane Cartwright</i>
5.	<i>Maryann Geddes</i>
6.	<i>Nettles Lamont</i>
7.	<i>Andrea Leslie</i>
8.	<i>Bryn Thompson</i>

Appendix B – Certificate**Ara Institute of Canterbury Limited**

(the Company)

Directors' certificate relating to payment of remuneration or benefits to directors

(Section 161(4) Companies Act 1993)

Payment of remuneration or benefits to directors

The persons named below, being all of the directors of the Company who voted in favour of resolutions dated on or about the date of this certificate (the **Board Resolutions**) authorising, amongst other things, the Company to pay directors fees as follows (with effect from 1 April 2020 for each financial year):

	Name of Director	Remuneration
1.	<i>Dr Thérèse Arseneau (Chairperson)</i>	<i>\$39,855 per annum</i>
2.	<i>Melanie Taite-Pitama (Deputy Chairperson)</i>	<i>\$24,906 per annum</i>
3.	<i>Murray Bain</i>	<i>\$19,925 per annum</i>
4.	<i>Jane Cartwright</i>	<i>\$19,925 per annum</i>
5.	<i>Maryann Geddes</i>	<i>\$19,925 per annum</i>
6.	<i>Nettles Lamont</i>	<i>\$19,925 per annum</i>
7.	<i>Andrea Leslie</i>	<i>\$19,925 per annum</i>
8.	<i>Bryn Thompson</i>	<i>\$19,925 per annum</i>

certify that, in their opinion the provision of such remuneration is fair to the Company, upon the following grounds:

- (a) the remuneration has been determined by the Shareholder in accordance with the Fees Framework (as defined in the Crown Entities Act 2004) and has been approved by the Shareholder;
- (b) the remuneration is reasonable and fair to the Company and is appropriate;
- (c) the fees appropriately reflect the time and effort devoted to the Company by the directors, taking into account their role on the board;
- (d) the directors have extensive expertise and experience in the industry in which the Company operates, or otherwise relevant to the industry in which the Company operates; and
- (e) it is beneficial to the Company and its shareholders to remunerate and incentivise directors to encourage and motivate performance by the directors, and align individual director goals with Company goals.

Execution of certificate by counterpart and electronic signature

This certificate may be signed:

- (a) through the application of an individual signatory's electronic signature, where the individual has expressly authorised such use of his or her electronic signature; and/or
- (b) in any number of counterparts, including by PDF copy, each of which is be deemed to be an original and, when taken together, constitutes the same document.

DATED 2 April 2020

Signed

Chairperson (D T Arseneau)

Deputy Chairperson (M Taite-Pitama)

Director (B Thompson)

Director (A Leslie)

Director (J Cartwright)

Director (N Lamont)

Director (M Bain)

Director (M Geddes)

(being all the directors of the Company)

Ara Board 28 April 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 COVID-19 Update

The update below reflects the position as at 22 April 2020.

1.1 COVID-19 Communications and Business Resumption

- a Communication updates have been provided to all Ara colleagues with reference to national COVID-19 issues as well as developments specific to Ara up to and including Friday 21 April 2020. This included an early indication of the context and impact of different Alert Levels, tips for keeping safe while working remotely, good news stories about learner success and resources explaining COVID-19. Communications continue to include links to all key national websites and all Ara internal sites.
- b Further comms have been developed and circulated this week to **ensure learners are reminded and assured of plans being made to support them to continue and complete their learning**
- c The IMT has been working through the implications of and Ara's decisions around the transition from Alert Level 4 to Alert Level 3. **This document is now at a stage where it will be finalised and released to colleagues on Thursday 23 April 2020.** A similar document will be developed for the transition from Alert Level 3 to Alert Level 2 thus ensuring that any changes the Government may make can be properly assessed and articulated; some of our challenges exist with certain levels of ambiguity in Government messaging
- d Emphasis will be on a **planned and staged process based in the first instance on learner priority** – that includes: finishing mid-year intakes, practical (final) assessment, and any learners who are at risk of not being able to successfully complete their studies, due to remote/distance delivery.
- e **Our Alert Level 3 will be based on Ara's and the Government's principles** of i) maintaining the safety, health and wellbeing of all our people; ii) tertiary study to continue to be delivered remotely; and iii) 'stay in your bubble and where possible stay at home':
 - i Learning will continue to be delivered remotely with **only Facilities Management (FM) and ICT having access to campuses to carry out essential preparation activities** in readiness for Alert Level 2;
 - ii In some circumstances, within strict parameters, **special permission could be granted to enable other Ara staff to request access** to sites to enable them to gather resources that will enhance their capability when working or delivering learning remotely. An approval process will be refined and communicated in due course and access will be managed by the FM team;

- iii **Ōtautahi House** (Ara accommodation for learners) **will remain closed** and Ara's own Early Learning Centre will only commence operating under Alert Level 3 (from 28 April 2020) should discussion with the Ministry of Education result in a requirement for it to open; and
 - iv External tenants will not be allowed to access the campuses or commence operations.
- f Lead-in times for business resumption are being quantified and are being factored into ongoing resumption planning at a division/departmental and whole of organisation levels.

1.2 Actual/Probable COVID Cases

- a Testing of possible COVID-19 cases in learners and colleagues – **only one positive case so far.**
- b Updates to colleagues and learners in 'possible' COVID-19 case isolation; our three learners previously reported as possible cases from a Christchurch Rest Home facility have returned negative – **no issues at present; all being followed up with Ara support services.**

1.3 Remote/Distance delivery and Learner Engagement

- a Remote delivery of programmes – is working as effectively as we could have expected.
- b Learners with course completion dates at the end of May remain a key focus for any accelerated delivery and possible delivery as part of Alert Level 3 – **ongoing planning and coordination through AIR** (Academic, Innovation and Research Division) **and CEE** (Customer Experience and Engagement Division).
- c Concerns around learner access to suitable ICT equipment and internet are still being worked through. A clearer picture of the quantum of the challenge is now available and solutions being explored, including deployment of library and class sets of devices and those from our Campus Connect sites; external sourcing has not proved successful at the time of writing
- d The quantum of 'hard copy' Printery resource will be finalised, by the week ending 24 April 2020.

1.4 Business and Industry Engagement


- a Provision opportunities arising from COVID 19 – Ara Engagement Team and key cross Ara colleagues **reviewing key potential markets and also working alongside ChristchurchNZ.**
- b Centre for Assessment of Prior Learning (CAPL) increasing visibility with businesses.
- c **Regional Skills Leadership Group (RSLGs) development** to be accelerated by MBIE – still awaiting confirmation.
- d **Teleconference with Business NZ on 15 April 2020** – working on training development of i) health workforce; ii) infrastructure services; iii) maintaining/retaining businesses; iv) growth industries.
- e **NZIST Subsidiaries** are collaborating on a strategy **for delivery of skills training** in response to social and economic recovery COVID-19; I am co-ordinating this group for NZIST.

1.5 Ara Operations

- a** **Health and safety planning under COVID-19 conditions at Alert Levels 3 and 2 are now being developed** by the Manager – Health and Safety, with input from the IMT. This will document considerations for social distancing protocols, hygiene practices and safety, vulnerable staff and learners, and contact tracing.
- b** **Facilities Management and ICT will carry out essential activities under Alert Level 3** including deep cleaning and essential maintenance of facilities, and preparation of ICT equipment for resumption of learning on campuses at Alert Level 2.
- c** **Requirements for provision of PPE on campuses have been explored** – aside from being very difficult to source, they have been determined unnecessary at tertiary education sites by the Ministry of Health; expectations around this will need to be set during health and safety planning work
- d** Staff wellbeing and resilience has reached a critical point, from a timing perspective – **the People and Culture team have developed and distributed COVID-19 Wellbeing Check-ins to all Ara Leaders this week** to ensure colleagues are remaining positive, healthy and connected.
- e** Additional availability of online workshops for tutors on the use of technology – **in place throughout April, internal and external resources being used.**
- f** Ensuring we are aware of and continuing to communicate with other providers in the sector on a range of COVID-19 and transition out of Level 4 issues – **ongoing engagement through TKM and tier 300 Leaders.**
- g** **Financials** – work completed for ‘scenario’s’ forecast – update to be provided in Ara Board papers for the 28 April meeting.
- h** **HoD Health Practice (Nursing, Midwifery and Medical Imaging)** – we have made an offer for this role following an extensive recruitment process – offer now formally accepted.

2 Enrolment Performance Summary – as at 17 April 2020

Our 2020 Targets are recorded below as part of an Institute wide Performance ‘Placemat’

2020 Targets Summary			
Enrolments		Student Experience	
SAC Level 3+	5,458 EFTS	Student Satisfaction, all learners	84.0%
SAC Level 1-2	113 EFTS	Student Achievement	
ACE	87 EFTS	Successful Course Completion	
Trades Academy	138 EFTS (475 places)	All learners at levels 1-6	83.5%
Youth Guarantee	89 EFTS	All learners at levels 7-9	93.5%
ITO	96 EFTS	Māori learners at all levels	81.0%
Other	99 EFTS	Pacific learners at all levels	81.0%
Total Domestic EFTS	6,080 EFTS	Overall all learners at all levels	87.5%
Total International EFTS	979 EFTS	Financial	
Total EFTS (excluding eCampus)	7,059 EFTS	Teaching Revenue	\$108.6m
Levels 1-2	481 EFTS	Other Revenue	<u>\$7.4m</u>
Levels 3-4	2,336 EFTS	Total Revenue	\$116.0m
Levels 5-6	940 EFTS	Staffing Costs	\$71.5m
Level 7	3,240 EFTS	Other Costs	<u>\$44.1m</u>
Levels 8-9	62 EFTS	Total Expenses	\$115.5m
Participation		Surplus (excluding abnormal items)	\$0.4m
Māori Student Participation Rate	13.1%		
Pacific Student Participation Rate	4.8%		

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


2.1 Application Summary – Ara Overall

Pre App	Active App	Unsuccess... App	Converted App	Re-enrolm... and Other	Other Unsuccess...		
Ara Overall		Est. req. Apps (Full Year)	Last Year (Full Year)	Current Tracking	Last Year Tracking	Req. EFTS Growth	Actual YTD App Growth
		17,001	17,353	11,590	13,677	-2.0%	-15.3%
International/Domestic							
International		1,933	1,929	1,843	3,100	0.2%	-40.5%
Domestic		15,058	15,424	9,747	10,577	-2.4%	-7.8%
Source of funding							
⊕ SAC 3+		10,107	10,243	7,758	7,982	-1.3%	-2.8%
⊕ Intl		1,933	1,929	1,843	3,100	0.2%	-40.5%
⊕ Other		1,526	1,655	407	661	-7.8%	-38.4%
⊕ ACE		1,385	1,681	495	668	-17.6%	-25.9%
⊕ ITO		800	870	289	452	-8.1%	-36.1%
⊕ TA		442	460	459	457	-4.1%	0.4%
⊕ SAC 1-2		267	329	196	226	-19.0%	-13.3%
⊕ YG		174	186	143	131	-6.6%	9.2%
Location							
⊕ All Other		15,697	15,735	10,792	12,615	-0.2%	-14.5%
⊕ South Canterb...		1,196	1,113	598	808	7.4%	-26.0%
⊕ eCampus		0	505	200	254	-100.0%	-21.3%

Department - Programme owning	Last Year (Full Year)	Current Tracking	Last Year Tracking
Applied Sciences and Social Practice, Te Hoe Ora	1,203	1,172	1,071
Creative Industries	853	776	802
Engineering & Architectural Studies	1,116	1,069	1,372
Enterprise and Digital Innovation	3,167	2,052	2,762
Health Practice, Te Hoe Ora Ki Manawa	2,554	1,888	2,102
Hospitality & Service Industries	1,670	1,083	1,161
Humanities	2,776	1,588	1,946
TANZ eCampus	505	200	254
Trades	3,509	1,762	2,207
Total	17,353	11,590	13,677

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.

2.2 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	7,204.5	5,612.9	5,567.2	-2.0%	0.8%
International/Domestic						
Domestic	6,079.9	6,227.8	4,901.3	4,946.3	-2.4%	-0.9%
International	978.8	976.7	711.6	621.0	0.2%	14.6%
Source of funding						
+ SAC 3+	5,457.6	5,531.3	4,467.4	4,493.8	-1.3%	-0.6%
+ Intl	978.8	976.7	711.6	621.0	0.2%	14.6%
+ TA	138.1	144.0	158.4	151.8	-4.1%	4.3%
+ SAC 1-2	113.2	139.8	91.1	95.5	-19.0%	-4.6%
+ Other	98.6	106.9	34.4	45.2	-7.8%	-23.9%
+ ITO	96.0	104.5	46.3	56.7	-8.1%	-18.4%
+ YG	88.9	95.2	78.3	67.4	-6.6%	16.1%
+ ACE	87.4	106.1	25.4	35.8	-17.6%	-29.0%
Location						
+ All Other	6,672.6	6,688.4	5,230.1	5,177.4	-0.2%	1.0%
+ South Canterb...	386.1	359.4	298.9	303.0	7.4%	-1.3%
+ eCampus	0.0	156.7	83.9	86.9	-100.0%	-3.4%

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	629.2	565.5	4.7%	11.3%
CAPL Dept		0.7		0.7		-100.0%
Creative Industries	703.1	703.1	663.9	663.7	0.0%	0.0%
Engineering & Architectural Studies	743.1	720.8	548.6	602.0	3.1%	-8.9%
Enterprise and Digital Innovation	1,112.8	1,151.7	839.6	806.4	-3.4%	4.1%
Health Practice, Te Hoe Ora Ki Manawa	1,145.3	1,140.1	919.4	944.3	0.5%	-2.6%
Hospitality & Service Industries	623.6	627.1	549.4	521.4	-0.6%	5.4%
Humanities	887.3	888.9	530.8	537.0	-0.2%	-1.2%
TANZ eCampus	0.0	156.7	83.9	86.9	-100.0%	-3.4%
Trades	1,079.7	1,086.0	848.1	839.4	-0.6%	1.0%
Total	7,058.7	7,204.5	5,612.9	5,567.2	-2.0%	0.8%

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 learners can still withdraw up until the last withdrawal date of their courses).

2.3 Summary

- a This report covers the period up to the end of the adjusted Ara term break, with most delivery resuming on 15 April 2020. Between the previous report (26 March 2020) and now there has been a modest net increase in enrolment numbers, which is in line and reflects a normal position for this time of year.
- b As at 16 April 2020, 5,613 EFTS were enrolled, out of a full year target of 7,059 EFTS. This compares favourably with 5,567 EFTS at the same time last year and is an increase from 5,409 EFTS three weeks ago.
- c Over the past three weeks there have been 87 EFTS new potential enrolments, with these additional EFTS being confirmed and invoiced, and withdrawals being processed. Most of these additions relate to SAC 3+ delivery.
- d As the Semester 1 enrolments position is relatively stable (noting significant effort going in to continue delivery over the remainder of Semester 1 during and post-lockdown), the focus for enrolments now shifts to Semester 2. Based on the current EFTS numbers (5,613 enrolled, 574 potential), **a further 872 EFTS are required to achieve the full year enrolments target of 7,059 EFTS**. These will come from converted Semester 2 applications and learners re-enrolling into mid-year intakes (e.g. Year 1 starting July 2019 transitioning into Year 2 starting July 2020 in a degree).

2.4 Withdrawals

- a The numbers of processed withdrawals (pre and post last withdrawal date) are similar to the same period last year.
- b Over the past 7 weeks, 111 EFTS (1,308-1,197) were withdrawn. This compares to 158 EFTS (1,258-1,100) over the same period last year. It is also notable that 2020 enrolments continued to rise over this period.
- c This is a positive situation but will be monitored over the coming weeks as learners return to their learning after the extended term break.

	Year	12 March	19 March	26 March	2 April	9 April	16 April
Pending EFTS	2020	971	742	614	597	587	566
	2019	1,097	760	632	507	475	450
Enrolled EFTS	2020	5,025	5,294	5,428	5,493	5,527	5,558
	2019	4,720	5092	5,247	5,386	5,442	5,499
Withdrawn/ Non-Starter EFTS	2020	1,197	1,246	1,280	1,295	1,305	1,308
	2019	1,100	1,138	1,178	1,208	1,233	1,258
Total (including withdrawn)	2020	7,193	7,282	7,322	7,385	7,419	7,431
	2019	6,917	6,989	7,056	7,101	7,150	7,208

The above only includes course enrolments with a finish date between 1 March and 31 December, selected to monitor any COVID-related impacts.

2.5 International Enrolments

- a As reported previously, Ara started 2020 Semester 1 with increased numbers of international learners. This was mainly due to more learners from India which offset fewer learners from China. This has provided a strong base for Ara before COVID-19 related controls prevented further learners from travelling to New Zealand and starting their study.
- b Of the current **796 international EFTS** (including potential EFTS), **745** relate to learners that have started a course this year so are likely to remain enrolled. Based on historical patterns, these existing learners are likely to enrol in a further **75 EFTS** in 2020 Semester 2 as they progress between programmes or years within a programme (e.g. Year 1 into Year 2). This would result in a total of **820 international EFTS** from current international learners.
- c The other **51 international EFTS** currently showing relate to learners who have not yet started a course this year and given COVID will now be lost. Based on historical patterns these **51 EFTS**, plus approximately a further **210 EFTS** from new learners, would have ordinarily been starting with Ara, this will now not be the case. Without COVID this would have produced in excess of **1,000 international EFTS for 2020**.
- d The above assessment is supported by current Semester 2 application numbers for international learners, shown on the table below, with a significant drop in international learners submitting applications compared to the same time last year.

Year Country of Origin - Segments	2019				2020			
	Active App	Unsuccessful App	Converted App	Total	Active App	Unsuccessful App	Converted App	Total
Africa	20	28	1	49	27	26	1	54
China	151	77	6	234	121	86	9	216
Europe	6	6	1	13	5	5		10
India	1,376	662	46	2,084	575	471	12	1,058
India Subcontinent	94	42	4	140	56	53		109
Japan	3		1	4	4	4		8
Korea	12	6		18	16	13	1	30
Middle East	8	7	2	17	2	7		9
North America	6			6	5	1		6
Oceania	9	6	1	16	10	5	1	16
Russia	5	1		6	4	2		6
South America	3			3	1			1
South East Asia	100	233	34	367	59	63	7	129
Total	1,793	1,068	96	2,957	885	736	31	1,652

Semester 2 Applications by International Learners, by Country of Origin.

- e Based on the above, and with no new international learners for the remainder of 2020, the full year international position is currently expected to be around **820 EFTS**, compared to a budget target of **976 EFTS**; this equates to a loss of revenue of over circa \$2 million.

2.6 Semester 2 Applications and Enrolments – Domestic Learners

- a The below two tables show Semester 2 Applications and Enrolments and EFTS respectively, for domestic learners.

Year Department	2019			Total	2020			Total
	Active App	Converted App	Re-enrolment and Other		Active App	Converted App	Re-enrolment and Other	
APS	141	12	16	169	74	104	37	215
CRE	21	17	9	47	6	9	2	17
EAS	22	5	2	29	16	3		19
EDI	52	42	47	141	29	35	46	110
HPR	151	24	14	189	148	20	14	182
HSI	32	59	3	94	14	63	13	90
HUM	115	14	12	141	74	35	19	128
TRA	50	178		228	23	134	6	163
ZTE	2	2	9	13	2	1	5	8
Total	586	353	112	1,051	386	404	142	932

Year Dept - Programme owning	2019	2020
	EFTS / Enrolments / Students	EFTS / Enrolments / Students
APS	8.5	58.5
CRE	9.5	4.6
EAS	1.7	1.5
EDI	26.1	28.9
HPR	6.5	7.9
HSI	29.5	37.5
HUM	8.5	19.6
TRA	63.0	62.6
ZTE	0.6	1.1
Total	154.0	222.4

- b At this early stage (noting “Semester 2” programmes do not start until July) overall domestic numbers are similar to the same time in 2019. Several areas that have large mid-year intakes are currently tracking below last year e.g. (EDI, EAS, HPR, HUM, TRA) for applications, and these will need a lift in order to achieve full year targets.
- c As noted in the summary, 872 further EFTS are required to achieve the full year target. Noting the limited opportunities to achieve this from international learners, this will need to be met primarily through domestic enrolments, particularly learners starting new programmes. As such this will be a key area to focus on over the coming months.

- d In summary, the overall EFTS required are broken down by department below.

Department	Full Year Target	Current EFTS (including potential)	EFTS required	Current active apps
Applied Sciences & Social Practice	764	711	52	150
Creative Industries	703	691	12	9
Engineering & Architectural Studies	743	628	115	270
Enterprise & Digital Innovation	1113	912	201	367
Health Practice	1145	1007	139	284
Hospitality & Service Industries	624	615	9	96
Humanities	887	589	298	177
Trades	1080	932	147	26
TANZ eCampus	-	101		10
Total	7059	6187	872	1389

All EFTS, domestic + international, both Semesters

3 Financial Performance Report

3.1 Financial Statements – March 2020

- a As at 31 March 2020, the reported deficit before Abnormal Items is \$3.94m, close to the expected deficit of \$3.84m. The year-to-date deficit after Abnormal Items, namely Transformation Programme and C Block demolition activities, is \$4.57m. The expected deficit at budget setting time being \$4.72m.
- b The income position is based on actual Equivalent Full Time Student (EFTS) numbers delivered to the end of the month. This is different to the full year enrolment count shown in the earlier Enrolment Performance summary. The YTD Finance report does not count income on enrolments that are yet to commence. It is also taken at the prior month end whereas the Enrolment Performance Summary is a snapshot taken closer to the Board meeting date. Consequently, the Finance report tends to reflect, especially at the earlier stage of the academic delivery year, a slightly more conservative view of enrolments than the full year Enrolment Performance Summary indicates. As the year progresses any actual variability between the two is picked up and corrected in the quarterly reforecasts. The Finance report has been based on a total EFTS enrolled figure for the year of 5,533, the Enrolment report prepared two weeks later is recording 5,613. Both reports are indicating that we are tracking slightly behind expectation in our SAC 3+ enrolments.

- c With that explanation in mind, overall Government Funding year-to-date is currently reporting at \$12.1m, \$0.3m (2%) under the year-to-date budget. The main variance is in the revenue associated with Student Achievement Component (SAC) Funding Level 3 and above category. Three Departments are recording income variances to budget, one positive, two negative. None is significantly material at this stage, but close monitoring will continue. The Departments of Health Practice and Trades are \$370k and \$122k adverse to budget, whilst Creative Industries exceeds budgeted expectation by \$150k. Assuming Trades continue to enrol as planned, the dollar variance is expected to close as the year progresses. Within the Department of Health Practice the shortfall against budget year-to-date is within the Bachelor of Nursing (BN) and Nursing Competence Assessment delivery. The Department of Health Practice have indicated that they expect the numbers to recover with the second semester BN enrolments, however, this will not be the case with the Competence Assessment delivery which has experienced lower recruitment than had been expected. The New Zealand Broadcasting School within the Department of Creative Industries has the largest favourable variance within the Division; however, this is largely an income phasing issue as it is not expected to exceed enrolment numbers for the year.
- d The Tertiary Education Commission (TEC) has provide a financial guarantee with regard to SAC and Fees Free funding in response to COVID-19. Accordingly, Ara will receive its full funding allocation irrespective of actual delivery levels.
- e Domestic Fee Income is the tuition fee component that is payable by the learner. This category is under budget due to the lower SAC Level 3+ enrolments in a year-to-date sense, however, the shortfall is offset by lower than budgeted utilisation of the related scholarships and discounts budgets.
- f International Fee Income less related scholarships and discounts is in line with budget. While there is some impact expected from travel restrictions due to COVID-19, these have yet to flow through to the financial statements.
- g Overall, the combined Student Tuition Fees Income position less related scholarships and discounts is under budget by \$88k which equates to a shortfall of approximately 1% against the year-to-date budgeted amount of \$8m.
- h Other Teaching Income is equal to budget year-to-date.
- i Interest Income is currently outperforming budget by \$78k. This is due to a mix of higher cash reserves and higher interest rates to date than those anticipated during budgeting. This will not continue as there has been a substantial cut to the OCR in response to COVID-19.
- j Other Revenue is \$92k ahead of budget which is largely timing related.
- k Teaching Staffing budget is over budget by \$221k, due to two factors. Firstly, the 2020 budget phasing is based on the 2019 spending pattern, however, an additional working day in 2020 to date compared with the prior year has resulted in an additional \$125k of spend during 2020. Secondly, during March the TEU Collective Agreement increase was transacted, including backpay and amounts to \$73k.

- l Non-Teaching Staffing is \$478k over budget due to three factors. Firstly, as with Teaching Staffing, the impact of the additional working day compared to budget, amounting to \$130k of spend. Secondly, one-off costs incurred during March totalled \$150k. The 2020 budget contained provision for such costs, however, within the budget the costs are phased across the year. Finally, the 2020 budget includes Non-Teaching staffing savings targets to be realised across all Divisions. As the actions to realise the savings have not yet been completed the remaining variance is an actual overspend to date but the costs do not represent an increase in staffing levels.
- m Occupancy Costs and General Operating Expenditure are both notably below budget at present, however, it is unclear at this time whether this is a genuine saving or is simply due to processing delays arising from the business disruption that occurred in March due to COVID-19.
- n The Finance Lease Charge and Depreciation are in line with budget.
- o Transformation and Demolition costs are collectively \$252k under budget year-to-date. As with normal costs, it is anticipated that this may be due to timing of invoices entry rather than savings. The demolition of C Block was scheduled to be largely completed by now but has been delayed due to the closure of the campus.
- p In the Statement of Financial Position, Revenue Received in Advance is currently high at \$39m. A high balance is normal at this time of year as fees have been invoiced while the relevant income is spread over the duration of their course. Apart from the mid-year enrolment period, this figure will progressively decline each month as income is recognised.

**Statement of Financial Performance
for the year to 31 March 2020**

	2020 Year to date		Full Year	
	Actual	Budget	2020 Budget	2019 Actual
Government Funding				
SAC Funding Level 3-7	10,413,942	10,813,487	53,851,021	52,194,906
SAC Funding Level 1-2	262,686	211,601	1,020,917	1,351,157
ACE Funding	73,980	89,368	395,428	471,640
Youth Guarantee Funding	179,450	155,382	1,137,359	1,341,690
CTC funding	597,706	456,789	2,237,954	2,126,447
Other Non-EFTS grants	572,510	663,990	2,473,532	2,778,692
Total	12,100,273	12,390,618	61,116,211	60,264,531
Student Tuition Fees				
Domestic Fee Income	5,914,966	6,374,636	32,202,262	29,964,498
less Scholarships/Discounts	(868,843)	(1,276,990)	(2,370,950)	(1,598,728)
International Fee Income	3,497,624	3,358,583	17,067,052	16,957,644
less Commissions/Discounts	(597,939)	(422,583)	(1,804,246)	(2,152,945)
Total	7,945,808	8,033,645	45,094,118	43,170,470
Other Teaching Income	244,312	243,813	2,341,608	2,395,624
Other Income				
Interest	473,917	395,655	1,625,000	2,264,772
Other Revenue	1,293,072	1,200,891	5,812,149	6,070,910
Total	1,766,989	1,596,547	7,437,149	8,335,682
Total Revenue	22,057,381	22,264,623	115,989,086	114,166,307
Personnel Costs				
Teaching	8,398,357	8,177,288	35,417,746	35,414,954
Net Annual Leave - Teaching	(424,943)	(401,373)	-	106,183
Non-Teaching	8,916,721	8,438,719	36,058,972	34,961,718
Net Annual Leave - Non-Teaching	(103,479)	(118,432)	-	17,301
Total	16,786,656	16,096,203	71,476,717	70,500,157
as % of Revenue	76.1%	72.3%	61.6%	61.8%
Other Costs (except Depreciation)				
Occupancy/Property costs	2,070,747	2,340,401	10,244,983	9,884,995
Finance Lease Charge	348,808	348,808	1,390,000	1,403,792
General Operating Expenditure	3,718,246	4,236,570	20,277,911	17,804,588
Total other costs	6,137,801	6,925,779	31,912,894	29,093,376
Depreciation				
All Depreciation	3,071,987	3,080,844	12,150,000	11,783,245
Total Expenses	25,996,444	26,102,826	115,539,611	111,376,777
Surplus/(Deficit) excl Abnormal	(3,939,063)	(3,838,203)	449,475	2,789,530
as % of Revenue	-17.9%	-17.2%	0.4%	2.4%
Abnormal Items				
Transformation Costs	(321,263)	(631,964)	(2,349,191)	(2,324,093)
Demolition Costs	(308,738)	(250,000)	(483,057)	(378,938)
Share of Associate Surplus	-	-	-	(58,228)
Total Abnormal Items	(630,001)	(881,964)	(2,832,248)	(2,761,259)
Total Surplus/(Deficit)	(4,569,064)	(4,720,167)	(2,382,773)	28,270
as % of Revenue	-20.7%	-21.2%	-2.1%	0.0%

Statement of Financial Position as at 31 March 2020

	Actual 31-Mar-20 \$000	Budget 31-Dec-20 \$000	Actual 31-Dec-19 \$000
ASSETS			
Current Assets			
Cash and Cash Equivalents	10,623	5,132	12,438
Loans and Receivables	2,442	2,670	2,002
Inventories	737	1,321	1,027
Prepayments	2,138	1,794	2,291
Short Term Investments	49,719	27,135	32,419
Residual Insurance Proceeds	28,281	25,865	28,281
Total Current Assets	93,940	63,917	78,459
Non-Current Assets			
Property Plant and Equipment	309,660	311,435	311,053
Intangible Assets	2,246	1,952	2,348
Investment in Associate	1,151	1,209	1,151
Total Non-Current Assets	313,056	314,596	314,553
TOTAL ASSETS	406,996	378,513	393,011
LIABILITIES			
Current Liabilities			
Trade and other payables	3,626	5,000	6,831
Finance leases	773	1,239	763
Employee Benefit Liabilities	3,456	2,462	2,576
Revenue Received in Advance	38,724	9,149	17,805
Total Current Liabilities	46,580	17,850	27,976
Non-Current Liabilities			
Finance leases	25,191	25,402	25,266
Employee Benefit Liabilities	238	238	238
Total Non-Current Liabilities	25,429	25,640	25,504
TOTAL LIABILITIES	72,009	43,490	53,480
NET ASSETS	334,988	335,023	339,532
EQUITY			
Retained Earnings	231,206	231,241	235,750
Asset Revaluation Reserve	103,782	103,782	103,782
TOTAL EQUITY	334,988	335,023	339,532

Statement of Cash Flows for the year to 31 March 2020

	Year to Mar 2020 \$000	2020 Budget \$000	2019 Final \$000
Cash Flows from Operating Activities			
Cash was Provided from:			
Government Grants	15,285	61,116	63,357
Student Tuition Fees	25,701	45,094	50,501
Other Teaching Revenue	244	2,342	2,396
Other Revenue	934	5,812	5,020
Interest	372	1,625	2,165
Total	<u>42,536</u>	<u>115,989</u>	<u>123,438</u>
Cash was Applied to:			
Employees and Suppliers	24,457	101,530	99,690
Net Cash Effect of Abnormal Items	630	2,832	2,324
Total	<u>25,087</u>	<u>104,362</u>	<u>102,014</u>
Net Cash Flows from Operating Activities	17,449	11,627	21,424
Cash Flows from Investing Activities			
Cash was Provided from:			
Sale of Fixed Assets	0	-	53
Total	<u>0</u>	<u>-</u>	<u>53</u>
Cash was Applied to:			
Purchase of Other Financial Assets	-	-	-
Purchase of Fixed Assets	1,119	5,014	5,903
Campus Capital Plan Spending	300	6,376	3,761
Total	<u>1,419</u>	<u>11,390</u>	<u>9,664</u>
Net Cash Flows from Investing Activities	(1,419)	(11,390)	(9,612)
Cash Flows from Financing Activities			
Cash was Provided from:			
Equity	25	-	-
Total	<u>25</u>	<u>-</u>	<u>-</u>
Cash was Applied to:			
Finance Lease Payments	570	2,374	2,217
Total	<u>570</u>	<u>2,374</u>	<u>2,217</u>
Net Cash Flows from Financing Activities	(545)	(2,374)	(2,217)
Total Net Cash Flows	15,485	(2,137)	9,595
Opening Cash, Bank & Short Term Investments	73,138	60,269	63,543
Closing Cash, Bank & Short Term Investments	<u>88,622</u>	<u>58,132</u>	<u>73,138</u>

4 Academic Board Report

The Academic Board has not met since 20 February 2020 as the meeting scheduled for 26 March 2020 was postponed due to COVID-19 and colleagues moving into Alert Level 4 lockdown at this time.

5 Health, Safety and Wellbeing – March 2020

5.1 Overview – Key Issues

- a Ara activated its Incident Management Plan and its Pandemic Plan as the COVID-19 situation was elevated to 'pandemic' status by the World Health Organisation. In addition to the COVID-19 Management Group (CMG), established in January, the Incident Management Team (IMT) was activated on 17 March 2020. This team met every day until the lockdown occurred and continues to meet every second day by Zoom. The IMT continues to respond to the evolving situation as well as planning for business resumption.
- b The Ara community has been regularly and promptly updated on decisions made at the CMG and IMT meetings.
- c Colleagues and learners working from home have been reminded to work safely and have been provided a link to ergonomic advice including a working safely checklist.
- d Prior to entering lockdown, four mixed (online and face-to-face) workshops were run for members of Ara's Leaders' Forum. The workshops centred around how to lead effectively through this period of change and uncertainty and focussed on wellbeing and resilience at the individual and team level.
- e The Pathways to Wellbeing section of the InfoWeb (staff intranet) has been updated to include a number of new resources specifically related to supporting colleague wellbeing and resilience through COVID-19.
- f We continue to offer colleagues options to remain physically active – including online circuit classes and yoga.
- g A small number of 'check-in questions' have been developed to help Ara leaders connect with and support their team members while working remotely. The questions and feedback process are about to be socialised with leaders. Questions cover organisational communication, individual and team capability needs, clarity around role expectations, wellbeing status/support needs, and opportunities to further grow leadership capability.
- h An external consultant has just completed an audit of health and safety practices (reporting, risk assessment, risk management, safety culture) of the Department of Trades. The very detailed report (42 pages) was received at the end of March and consideration is currently being given to its findings and recommendations. The final report will be made available to the Ara Board.

- i We began piloting SafePlace (our new health and safety management system) with the Department of Trades. Training has been completed for our trainers, managers and users in the pilot. We are collating suggestions and problems experienced during the pilot and will address these before rollout across Ara which we would expect to occur by mid-year.
- j The revised Incident Management Policy and Plan and the new Drug and Alcohol Policy and Procedures were tabled at the Health, Safety and Wellbeing Leadership Group (HSWLG) meeting in early March and were subsequently ratified by Te Kāhui Manukura (TKM). The Drug and Alcohol policy will be rolled out once managers and colleagues have been informed of its purpose and appropriate training provided. Again, we will take a pilot approach, and conduct the rollout in Trades and the Outdoor Education Centre first. Copies of these documents are attached as Appendices 1-4).

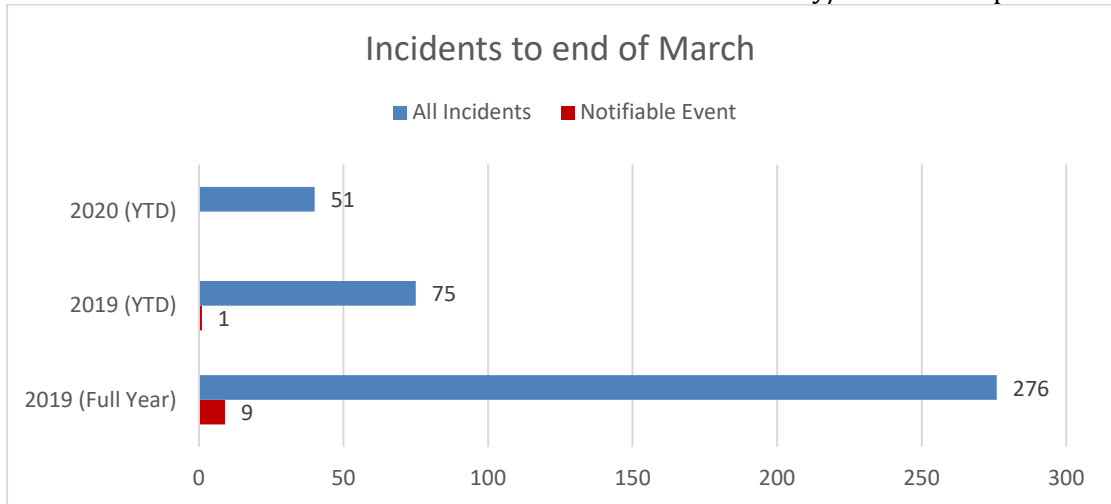
5.2 Health and Safety

a Performance

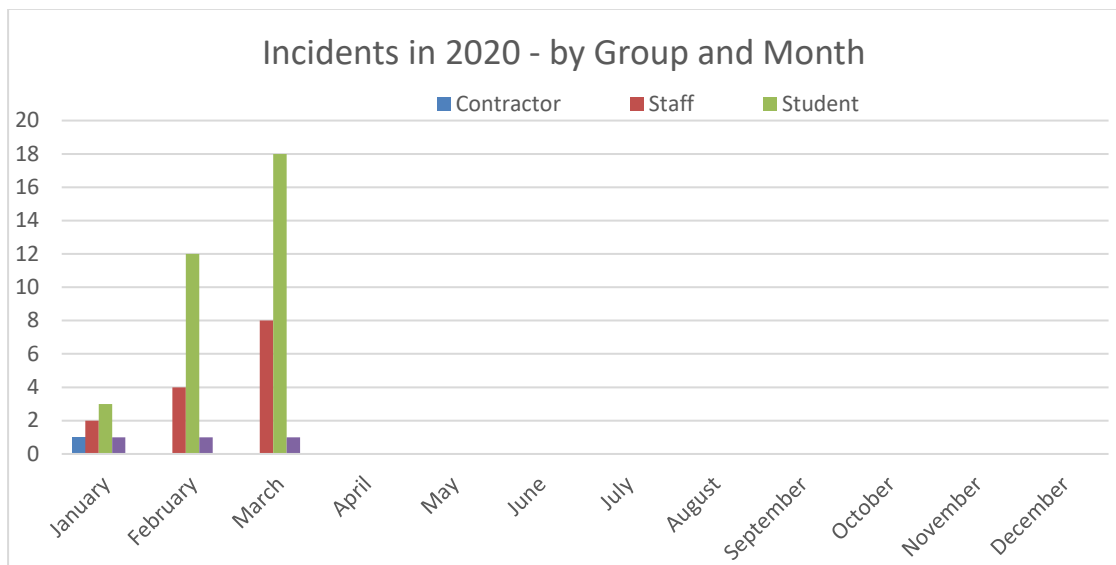
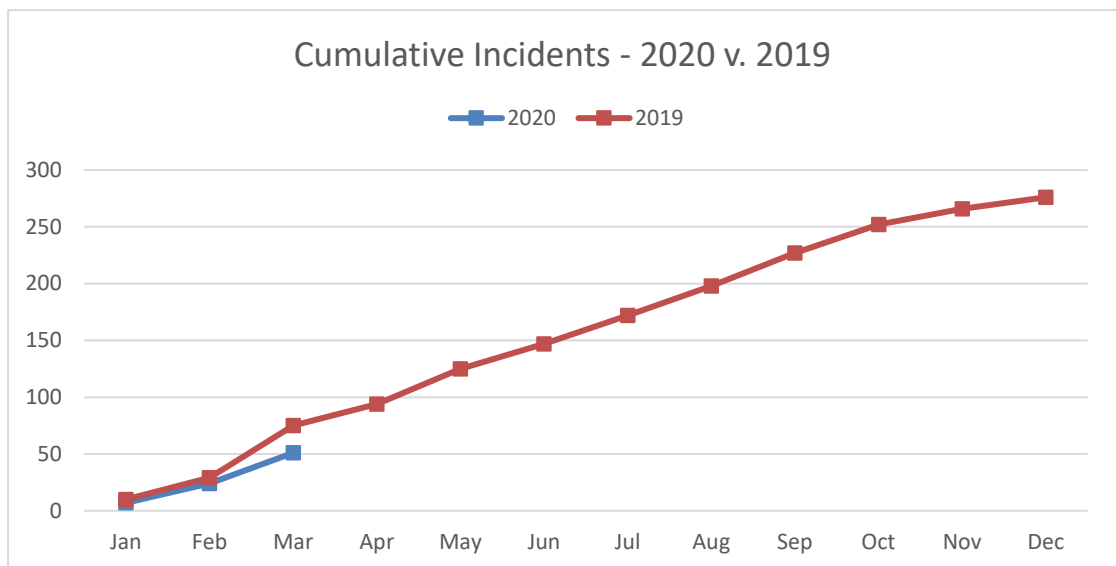
INCIDENT SUMMARY – MONTH AND YEAR TO DATE						
Person Type	Notifiable Injury or Illness		Notifiable Incident		All Incidents	
	This month	YTD	This Month	YTD	This Month	YTD
Colleagues	0	0	0	0	8	14
Learners	0	0	0	0	18	33
Contractors	0	0	0	0	0	1
Visitors	0	0	0	0	1	3
Capital Works	0	0	0	0	0	0
Total	0	0	0	0	27	51
INCIDENT DETAIL (SINCE LAST REPORT)						
Refer to commentary below for detail on incidents						

- i Eight incidents involving colleagues were reported in March. One in Timaru, involved a poor safety observation where a colleague failed to wear appropriate PPE. One involved a trip over computer charging cables in Manawa, and another involved a near miss trip (fall) on the City/Madras campus. One near miss report involved the inappropriate removal of a safety lockout system. There was a hand injury while using a handsaw, one back strain while lifting brochures into a car, and two incidents involving cuts to the hand while using a Stanley or a craft knife.
- ii 18 incidents involving learners were reported. These included a cut hand from a door handle, a cut hand while using a handsaw, several bumped heads while working on construction sites, several hand blisters from unaccustomed use of screwdrivers, a near miss from driving too fast in a workshop, a cut finger from a kitchen knife in the learner's bag. There was a health related episode where a learner in their 40's suffered chest pains from a pre-existing health condition. This person was seen by the Health Centre and sent to hospital by ambulance. Several NASDA learners bumped into each other during a class activity with one suffering mild concussion. A female learner was assaulted in an elevator by a male who attempted to put his arm around her. She has filed a complaint with Police. A learner fell during a dance move, and a learner was struck on the hand while sanding timber. All were minor or no injury. Ten were on the City/Madras campus, seven at the Woolston campus, and one in Timaru.

iii A non-enrolled visitor suffered a kitchen knife cut on the City/Madras campus.



(Prior Year excludes Capital Works incidents)



b Leadership

The Health and Safety Working Group (HSWG) subgroup is continuing progressing their four key point plan: Clarifying health and safety leadership at Ara and managers' responsibilities, aligning with the SafePlace project to inform managers of these responsibilities, designing training for managers (including risk assessment, accident investigation, auditing, etc) and a communications plan that reinforces this.

c Critical Risks

Members of the HSWG subgroup reviewed the current critical risk assessments and controls. The group reported back to the HSWLG at their meeting on 3 March 2020. To take the work that they have done to the next level, a case has been prepared for an external consultant to be engaged to review these findings and provide advice on implementation.

The HSWG is also exploring the risk and potential mitigating strategies of pedestrian and vehicle interface on the City/Madras campus.

d Health and Safety Systems

HEALTH AND SAFETY SYSTEMS AND PROCESSES		
Number of audits and inspections.	2	External auditors have completed a H&S audit at Trades A H&S audit was completed on the C Block capital works demolition site
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 March	6	3 completed induction. 50% completion rate. Reminders are being sent as per the usual process. YTD – 32 permanent colleagues started in 2020, 27 have so far completed induction. 84%.

2 fire alarm events occurred in March	8 – YTD
9 contractors were inducted during March	47 – YTD
0 workstation assessments completed in March	5 – YTD
2 colleagues received first aid training in March	6 –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
November/December 2019	Risk Management <ul style="list-style-type: none"> • Critical Risks - How they are defined, and the rigour associated with their management • Tracking of risk management strategies into the front line of the organisation – following risks and their controls into the business.
February/March 2020	Incident Management <ul style="list-style-type: none"> • Data collection and reporting via actionable insights • Approach taken to incident management
June/July 2020	Investigation Practices <ul style="list-style-type: none"> • Processes and quality • How learnings of investigations are shared across the organisation
September/October 2020	Safety Culture <ul style="list-style-type: none"> • Leadership • Colleague and Learner Engagement • Contractor engagement
February/March 2021	Governance and Strategy <ul style="list-style-type: none"> • Planning and Focus • Strategy – context appropriate

- **Risk Management** – The Health and Safety Manager has made a case for an expert to be engaged to review Ara’s internal critical risk audit and provide recommendations on implementation.
- **Incident Management** – It is expected that the audit just completed in the Department of Trades will provide some insight into how Ara undertakes Incident Management.

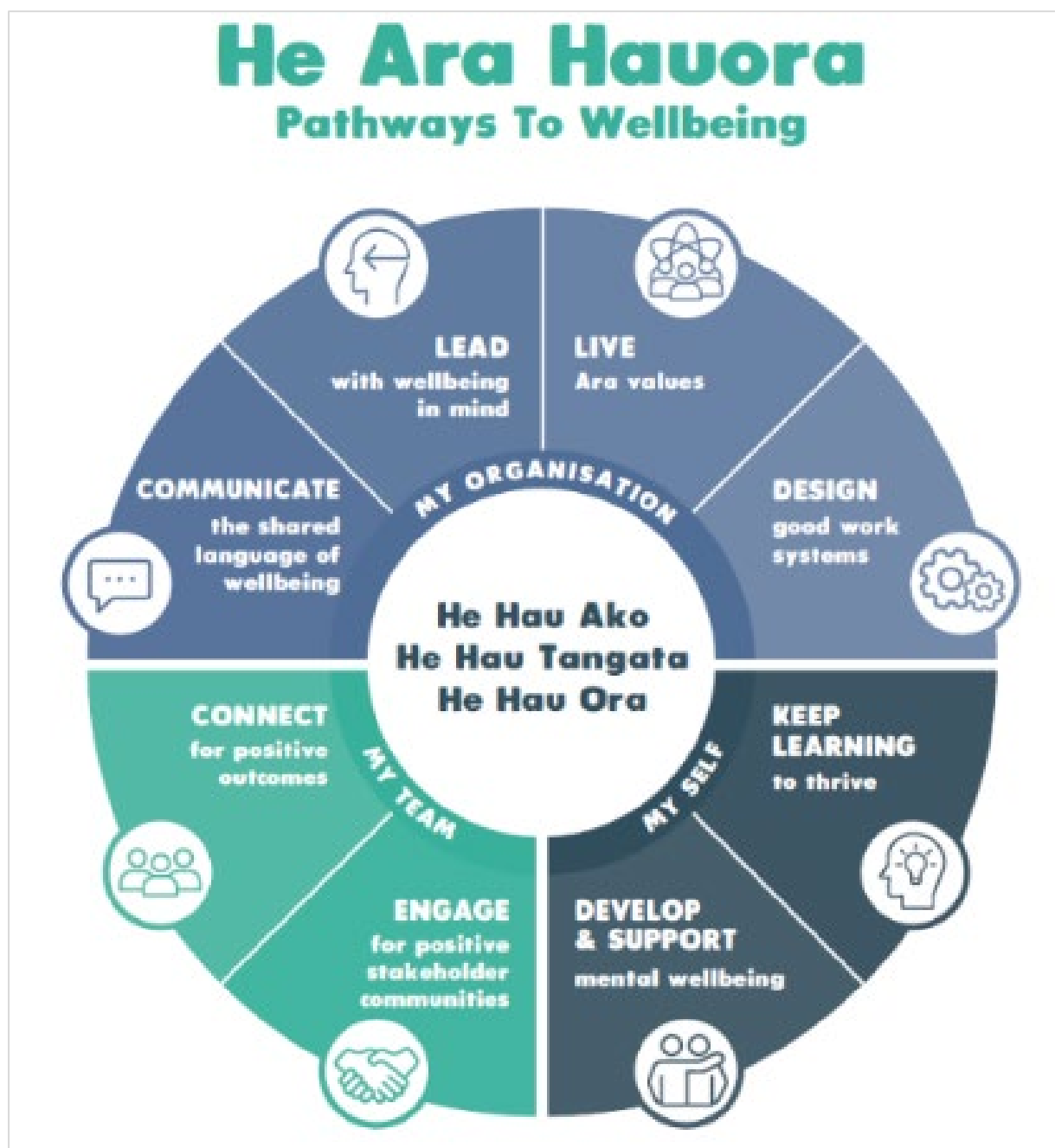
iii Internal Auditing Approach

- 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’ (suggest changing the name) would end with the visiting team debriefing the manager and Health and Safety Coordinator with their findings.
- Recommend the audit 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).
- With health and safety resources directed to the evolving COVID-19 crisis, along with the SafePlace project, there was no action on advancing a renewed Internal Auditing approach.

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	95% Auditor has provided the report. Currently under consideration by the H&S Manager and DCE P&C
Consideration of new supporting policies – Drug and Alcohol	HSWLG H&S Manager DCE People & Culture	Apr 2020	100% Consultation period completed. TKM ratified in March 2020. Will be implemented following provision of training.
Review Incident Management Policies and Plans	H&S Manager HSWLG	Mar 2020	100% Draft tabled at HSWLG March 2020. TKM ratified in March 2020.
<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 subgroups completed review. Audit report tabled at HSWLG March 2020. Considering the engagement of an external consultant to review.
Promote increased reporting of near miss incidents	H&S Manager	Ongoing	Started at HSWG. Discussed at H&S Coordinators 6 monthly meeting.
Develop and implement a Health and Safety Communications Plan	H&S Manager Internal Comms Lead	Nov 2019	60% Internal Comms lead has met with H&S Manager. Comms plan being developed.
Implement the new SafePlace health and safety management system	H&S Manager Project team	May 2020	80% Final configuration continuing. Populating with existing Ara data. Pilot has begun at Trades. Manager and user training underway. Progress of implementation will be impacted by COVID-19
Review rehabilitation guidelines as it relates to experience rating	H&S Manager People & Culture BP	Mar 2020	95% Final draft out for consultation.

5.3 Wellbeing



a Introduction

Ara's focus on colleague health and wellbeing has moved from being a key element of the Transformation Programme to be 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 several lead and lag wellbeing metrics.

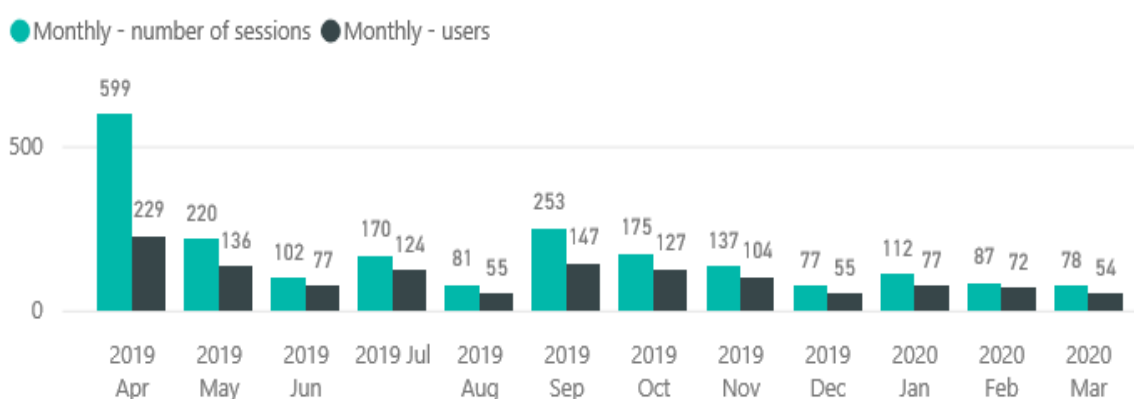
i Wellbeing Workshops:

No Wellbeing workshops were run during March 2020. However, a workshop was quickly designed and offered to 150 Ara Leaders on “Leading in Uncertainty” which focused on Resilience and Wellbeing for self and teams.

ii Infoweb Hits

In April 2019 a new wellbeing Infoweb site went live. It is a key wellbeing communication channel and information repository.

Wellbeing Infoweb Page Hits



iii Be Active

There is currently no data available for the number of colleagues who attended Be Active classes during March.

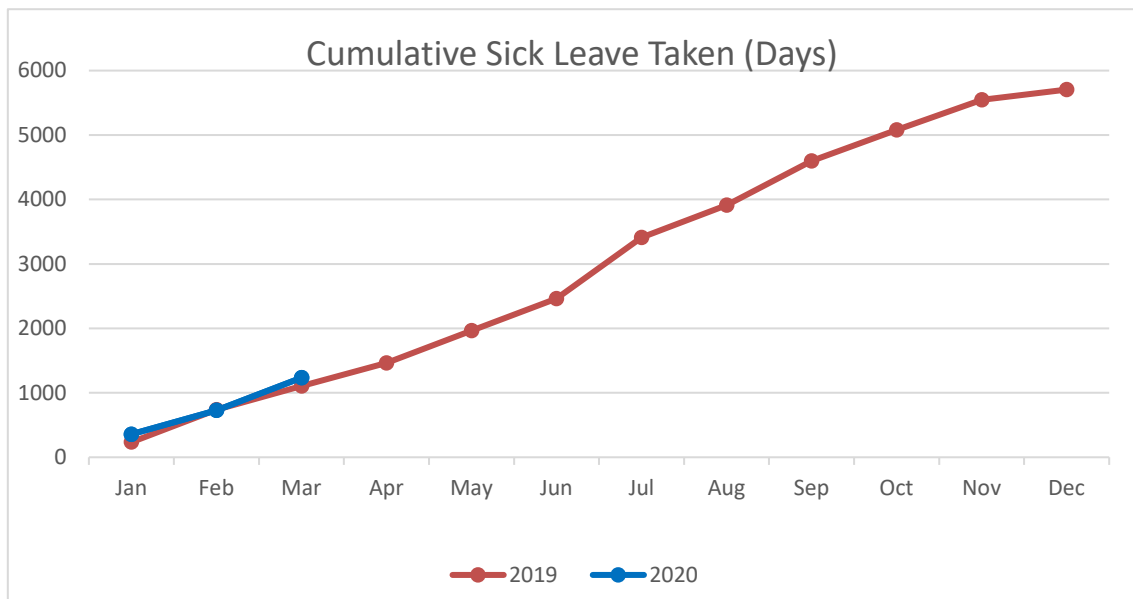
Ara has worked with providers of these programmes to make available online options for colleagues to continue to be active during lockdown.

iv 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 ‘wellbeing update’ emails to all colleagues.

Year	2019										2020		
	OCP												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of colleagues attending (new)	15	9	11	7	7	7	8	10	4	4	6	3	
Total number of colleagues attending	19	15	14	14	12	10	10	15	8	4	8	8	
Total number of sessions	42	27	21	28	27	17	23	27	15	8	14	15	

c Sick Leave



COLLEAGUE WELLBEING		
Lost days due to sickness	438 days initiated in March <ul style="list-style-type: none"> • 371 – City/Madras • 10 – Manawa • 44 – Woolston • 11 – Timaru • 1 – Oamaru • 1 – Hornby 	YTD – 1,234 days. Includes some in advance. YTD sick leave of more than 5 days – 180 by 20 people
March ACC leave YTD ACC leave	9 days 78 days	All non-work related. <ul style="list-style-type: none"> • Work related ACC – 25 days • Non-work related – 53 days
Number of colleagues on a return to work plan	1 colleague – shortened hours	Not related to a work injury.

Incident Management Policy

First Produced:	23/06/11	Authorisation:	Te Kahui Manukura
Current Version:	17/03/20	Officer Responsible:	DCE Chief Operating Officer Health and Safety Manager
Past Revisions:	26/10/11		
Review Cycle:	3 years		
Applies From:	Immediately		

1 Introduction

1.1 Purpose

This Incident Management Policy has been developed to provide a mandate for decisions that need to be taken to most appropriately and expeditiously respond to any significant unforeseen critical incident. The principle objectives of the policy are to facilitate decision making that protects life, limits damage to property, minimises business interruption and facilitates prompt business resumption.

In approving this policy, Ara Institute of Canterbury¹ endorses and adopts the Co-ordinated Incident Management System (CIMS) for the management of significant critical incidents that might arise.

The CIMS approach is used throughout the New Zealand emergency services and provides a flexible framework for the management of serious incidents, allowing a wide range of incidents to be dealt with, rather than attempting to proscriptively handle events which by their very nature are unlikely to be suitable for a scripted approach.

1.2 Scope and Application

This Policy applies to all staff, students and visitors of Ara.

1.3 Formal Delegations

- a **The Incident Management Team (IMT)** is activated by the Ara Chief Executive (CE) or delegate, The Chief Executive is responsible for making decisions which require the highest level authority in Ara; providing strategic direction for the Incident Controller; ensuring that communications with the wider campus community and the public are managed effectively; ensuring the financial short term and longer term implications are handled; and overseeing the implementation of the Incident Management Plan (Ara).
- b **The DCE Chief Operating Officer** fulfils the role of Incident Controller in the first instance. In the event that **the DCE Chief Operating Officer** is not available, delegated authority to the Incident Controller automatically passes to the DCE People and Culture. If this person is not available, any other member of the Te Kahui Manukura group will assume delegated authority until one of these persons become available.
- c **The Chief Executive** has responsibility under regulation 14 of the H&S at Work (General risk and Workplace Management) Regulations 2016 to prepare, maintain and implement Emergency Plans for dealing with emergencies at work.

¹ From herein referred to as Ara

1.4 Definitions

- a **Co-ordinated Incident Management System [CIMS]:** CIMS provides a model for command, control, and coordination of an emergency response. It is a means of coordinating the efforts of individuals and agencies as they work towards the common goal of stabilising an incident and protecting life, property, and the environment.
- b **Ara Security Services:** The Ara Security Services are active 24 hours/7 days therefore security personnel may be the immediate first responders to any event. During any incident on campus which requires activation of the Incident Management Plan (Ara), Ara Security will operate under the direction of the Incident Management Team.
- c **Critical Incident:** Any unplanned or unforeseen event that disrupts normal business and may be a threat to life, property, business systems, e.g. severe weather, bomb threat, cyber-attack, fire, flood, earthquake, tsunami, hostage or violent situation, serious injury or illness involving multiple casualties, search and rescue.
- d **Declared Emergency on Campus:** A declared emergency on campus allows for:
 - i Evacuation of non-essential people
 - ii Suspension of business activity
 - iii Closure or lockdown of all or part of the campus (Madras Street, Sullivan Avenue, Campus Connect sites, Ashburton, Timaru, or Oamaru)
 - iv Activation of the Incident Management Plan.
- e **Incident Controller:** The Incident Controller is the person who leads the Incident Management Team and has delegated operational responsibility of any significant incident affecting Ara. The Incident Controller leads a co-ordinated response leading up to, and during an emergency event and operates with the support and assistance of the Incident Management Team.
- f **Incident Management Team:** The Incident Management Team is established by the Chief Executive of Ara, (or delegate). The Chief Executive is responsible for making decisions which require the highest level authority in Ara; providing strategic direction for the Incident Controller; ensuring that communications with the wider campus community and the public are managed effectively; ensuring the financial short term and longer term implications are handled; and overseeing the implementation of the Incident Management Plan (Ara).

The Incident Management Team includes personnel carrying out the functions of incident control, operations, planning, intelligence, risk and safety management, welfare, technical and administration support, and logistics are under the direction of the Incident Controller.
- g **Incident Control Point [Ara ICP]:** The Ara location where the Incident Management Team gathers to manage the response to a critical incident/planned event. Note: The primary venue is identified as the Facilities Management building (FM block) however it may alternatively be a temporary location, or an office, depending on the nature/severity/location of the incident.
- h **Lead Agency:** In the event of an incident on any Ara campus or activity, which requires the response of a statutory agency of the NZ Government (such as the NZ Police or Fire Emergency NZ), that agency has primacy of control and the emergency response structure of Ara will act in support and by the direction of the relevant statutory agency.

All policies on InfoWeb are the current version. Please check date of this hard copy before proceeding.

- i **Business Continuity:** For the purposes of the Incident Management Plan, Business Continuity is defined in 3 levels:
- i The day to day monitoring and preventative action to ensure business continues as normal.
 - ii Management actions to ensure that business continues as much as is possible during an incident. (Refer Incident Management Plan)
 - iii Business resumption after a significant incident (Refer to the Business Resumption Plan).

<p>Related Ara Procedures (indicate if attached to policy or where they can be found)</p> <ul style="list-style-type: none"> • Incident Management Plan • Manawa Emergency Response Plan • Business Resumption Plans • Lockdown procedures • Lockdown initiation and communication procedures • Earthquake response and evacuation procedures • Ara Pandemic Plan 2020 • International student critical incident plan • Physical records disaster response plan <p>[Available under the Emergency Management Section of Infoweb: https://infoweb.ara.ac.nz/our-teams/corporate-services/facilities-management/health-and-safety/incident-management and https://infoweb.ara.ac.nz/our-teams/corporate-services/facilities-management/health-and-safety/emergency-earthquake-procedures]</p>	<p>Related Ara Policies</p> <ul style="list-style-type: none"> • CPP502 Property Closure
<p>Related Legislation or Other Documentation</p> <ul style="list-style-type: none"> • Civil Defence Emergency Management Act 2002 • Fire Safety and Evacuation of Buildings Regulations 1992 • Health & Safety at Work Act 2015 • H&S at Work (general risk & workplace management) Regs 2016 • https://www.landsartraining.nz/page/training-tools/ • 	<p>Good Practice Guidelines (indicate if attached to policy or where they can be found)</p> <ul style="list-style-type: none"> • Post-Earthquake building assessment process. • CIMS Video Training <p>[See Infoweb: https://infoweb.ara.ac.nz/our-teams/corporate-services/facilities-management/health-and-safety]</p>
<p>References</p> <ul style="list-style-type: none"> • The New Zealand Coordinated Incident Management System: 3rd edition. Teamwork in Emergency Management 	
<p>Notes: Refer Ara Incident Management Plan. This policy has been created with the amalgamation of CPP502 Business Continuity Planning Policy and CPP504 Incident Management Policy.</p>	

All policies on InfoWeb are the current version. Please check date of this hard copy before proceeding.

2 Principles

In the event of a serious incident at Ara:

- 2.1 The first responders on the scene have delegated authority from the Chief Executive to take any necessary steps to safeguard life and secure property. The first responder will control the situation until responsibility is assumed by Ara Security, Incident Management Team member or external agencies (Fire, Police, and Ambulance).
- 2.2 The Incident Controller in the Incident Management team has delegated authority from the Chief Executive to make immediate operational decisions necessary to preserve the safety and security of Ara. This may include the secondment of facilities, equipment, other resources, and expertise to expedite the response from both within and outside ARA. The Incident Controller has authority to assign tasks and delegate responsibilities within both the IMT and the wider ARA community.
- 2.3 The Incident Controller will make an “activation level” decision and if necessary, establish an Ara Incident Operations Centre (Ara IOC). See Associated Procedure 3.1 (below) for activation levels and notifications.
- 2.4 The Chief Executive has, for the duration of the response and recovery phases, approved the suspension of core responsibilities and or duties of any colleagues or students who are part of the Ara Incident Management or Business Resumption teams.
- 2.5 Where it is considered necessary to “declare a localised emergency” at Ara, the Incident Management Team will, as soon as it is feasible to do so, make a formal declaration to the Ara community. Such a declaration will include as relevant:
 - a Communication as to the nature of the incident.
 - b Closure of part or all of the campus.
 - c Evacuation of non-essential personnel.
 - d Suspension of business activity.
 - e Activation of the Business Resumption Plan.
- 2.6 The Business Resumption Plan has been prepared to follow on from the incident management plan and to assist the organisation to resume business after a serious disruptive crisis in a controlled and structured manner.

Each Department or Division is responsible for updating and maintaining their section(s) of the Business Resumption Plan.
- 2.7 Only authorised persons are to speak to the media on behalf of Ara in a planned event or serious incident. These include the Chief Executive and the Public Information Management (PIM) Manager (or designate). While the Incident Controller must not be distracted from his/her main duties, he/she is also permitted to speak publicly if it is deemed necessary by the Chief Executive or the PIM Manager.
- 2.8 In the event of a major emergency Ara acknowledges the need for non-critical staff to attend to the safety and well-being of their own families.
 - a Critical staff should consider contingency plans in advance for both themselves and for their families.
 - b Always ensure your own safety in the first instance.

All policies on InfoWeb are the current version. Please check date of this hard copy before proceeding.



Incident Management Plan

2020



Ara Incident Management Plan

Anybody identifying an emergency or crisis situation is responsible for performing each of the following actions:

1	<p>Assess the situation and determine if there are any danger or health & safety issues.</p> <p>In the event of danger or serious health & safety issues on site:</p> <p style="text-align: center;">Dial the Ara Contact Centre on 9999 during work hours.</p> <p><i>[After hours this will go directly to National Police Fire Ambulance Emergency Services]</i></p> <p>After hours Dial Security on 8076 (03 940 8076 on any phone), or 111.</p> <p>If the incident is Off-site dial the Health and Safety Manager on 027 540 8370 plus the relevant DCE or Manager.</p> <p>Follow the instructions of the appropriate emergency personnel.</p>
2	<p>Verify the credibility of the information/event as best as possible. Then immediately notify the next most relevant individuals e.g. Security, Line Manager, etc.</p> <p>If practical and safe, prevent the situation getting worse.</p>
3	<p>Undertake a rapid impact assessment to provide others with a high-level overview of the situation, including:</p> <ul style="list-style-type: none"> a What has happened? b Are there any people injured? (plus, initial estimates on how many, how badly and where they are) c Is there further risk of this event escalating or for more people to be put in danger? d Is there significant damage, if so, where, and to what?
4	<p>On dialling the Ara Contact Centre on 9999, they will notify the Health & Safety Manager when there is an incident and the H&S Manager will decide if the CE (or delegate) should be advised. The CE (or delegate) then decides if the Incident Management Team should be activated.</p> <p><u>Remember:</u> it is better to be conservative and have people ready to respond should the event escalate, than to underestimate a situation.</p>
5	<p>Record all actions taken along with names and times.</p>

Activation Levels

Activation Level	Event Type	Examples
Level 1: Full activation of the Incident Management Team	High impact event Life and/or property at risk Large area affected (City/Province) Business interruption Longer term (longer than one day)	Severe weather event Major earthquake Violent event / Active shooter on campus Major fire Pandemic
Level 2: Partial activation of the Incident Management Team	Medium impact event Life and/or property at risk Campus only affected Some outside services involved Some disruption to normal operations Medium term (typically within one day)	Marginal weather event predicted Minor/medium earthquake Off campus incident Off campus accident involving staff or students Hazardous substance alert Significant Fire Flooding Bomb threat Planned protest event of large scale Pandemic pre-notification
Level 3: Normal Day-to-Day operations (on-going monitoring)	Small impact incidents Part of campus only affected Short term (less than five hours)	Minor accidents on campus Individual medical emergency/suicide Traffic disruptions Infrastructure failure

**Dial the Ara Contact Centre, 9999 on Campus during work hours.
[After hours this will go directly to National Police Fire Ambulance
Emergency Services]**

After hours Dial Security on 8076 (03 940 8076 on any phone) or 111.

**If the incident is Off-site, also dial the Health and Safety Manager on 027
540 8370 plus the relevant Manager/DCE.**

Follow the instructions of the appropriate emergency personnel.

First Produced:	July 2011	Authorisation:	Te Kāhui Manukura
Current Version:	17 March 2020	Officer Responsible:	Health and Safety Manager (David Currie)
Past Revisions:	2017		
Review Cycle:	24 Months		
Applies From:	Immediately		

CONTENTS

1	Incident Management Principles.....	5
1.1	Adoption of Coordinated Incident Management System.....	5
1.2	Individual Responsibility.....	5
1.3	In the event of a serious incident at Ara, the Incident Management Policy states:.....	5
2	Assessing Damage and Impact	6
2.1	Determining the Status and Level of an Incident.....	6
2.2	Anybody identifying an emergency or crisis situation is responsible for performing each of the following actions:	6
2.3	Emergency Services.....	7
2.4	Incident Management Log	7
3	Activating an Incident Management Team (IMT)	8
3.1	Activation of the Incident Management Team.....	8
3.2	Roles and Functions of the Incident Management Team	8
3.3	Activation and Notification Levels for the Ara Incident Management Plan	10
4	Preparing an Incident Action Plan	11
4.1	Keeping Everyone Informed	11
5	Summary of Key Information and Emergency Procedures	12
5.1	Fire.....	12
5.2	Infrastructure Failure.....	12
5.3	Hazardous Substances Emergency	12
5.4	Severe Weather Event.....	12
5.5	Earthquake	12
5.6	Building Evaluations for Re-occupancy - Post Earthquake Events	13
5.7	Tsunami	14
5.8	Terrorism/Violent Act	15
5.9	Bomb Threat / Suspicious Package	15
5.10	Pandemic	15
5.11	Emergency Services	15
6	Resource Management in Event of a Significant or “all of site” Incident	16
6.1	Madras and Timaru campuses.....	16
6.2	Woolston Campus.....	17
7	Moving to Business Resumption Phase	18
7.1	Establishing a Business Resumption Team.....	18
7.2	Debrief	18
8	On-going Management.....	19
8.1	Testing.....	19
8.2	Keeping the Plan Up to Date.....	19
8.3	Access and Storage	19
9	Appendix 1 Incident Management Team Functions	20
	The Controller.....	20
	Technical Experts.....	21
	Risk and Safety Management.....	21
	Intelligence	22
	Planning.....	24
	Operations.....	26
	Logistics.....	28
	Public Information Management.....	30
	Welfare	34
	Recovery (in Response)	38

1 Incident Management Principles

1.1 Adoption of Coordinated Incident Management System

Ara endorses and adopts the Coordinated Incident Management System (CIMS) for the management of significant serious incidents that should arise.

Further information on CIMS can be found at the following link:

<https://www.civildefence.govt.nz/assets/Uploads/CIMS-3rd-edition-FINAL-Aug-2019.pdf>

1.2 Individual Responsibility

- a In the event of a major emergency Ara acknowledges the need for non-critical colleagues to attend to the safety and well-being of their own families.
- b Critical colleagues should consider contingency plans in advance for both themselves and for their families.
- c Always ensure your own safety in the first instance.

1.3 In the event of a serious incident at Ara, the Incident Management Policy states:

- a The first responders on the scene have delegated authority from the Chief Executive (CE) to take any necessary steps to safeguard life and secure property. The first responders will control the situation until responsibility is assumed by Ara Security, Incident Management Team member or external agencies (Fire, Police, and Ambulance).
- b The Incident Controller in the Incident Management Team (IMT) has delegated authority from the CE to make immediate operational decisions necessary to preserve the safety, security, and business operations of Ara, its colleagues, students and others. This may include the secondment of facilities, equipment, other resources, and expertise to expedite the response from both within and outside Ara. The Incident Controller has authority to assign tasks and delegate responsibilities within both the Incident Management Team (IMT) and the wider Ara community.
- c The IMT will make an “activation level” decision and if necessary, establish an Ara Incident Operations Centre (Ara IOC). See section 3.1 for activation levels and notifications.
- d The Chief Executive has, for the duration of the response and recovery stages, approved the suspension of the core responsibilities and or duties of any colleagues or students who are part of the Incident Management or Business resumption teams.
- e Where it is considered necessary to “declare a localised emergency” at Ara, the Incident Management Team will, as soon as it is feasible to do so, make a formal declaration to the Ara community.

Such a declaration will include as relevant:

- i communication as to the nature of the incident
 - ii closure of part or all of the campuses
 - iii evacuation of non-essential personnel
 - iv suspension of business activity
- f Only authorised persons are to speak to the media on behalf of Ara in a planned event or serious incident. These include the Chief Executive and the Public Information Management (PIM) Communications Manager (or designate). While the Incident Controller must not be distracted from his/her main duties, he/she is also permitted to speak publicly if it is deemed necessary by the Chief Executive or the (PIM) Communications Manager.

2 Assessing Damage and Impact

2.1 Determining the Status and Level of an Incident

One of the primary tasks in an emergency is to determine whether an actual or pending incident is likely to become sufficiently serious to warrant mobilising an Incident Management Team.

2.2 Anybody identifying an emergency or crisis situation is responsible for performing each of the following actions:

1	<p>Assess the situation and determine if there are any danger or health & safety issues.</p> <p>In the event of danger or serious health & safety issues on site:</p> <p style="text-align: center;">Dial the Ara Contact Centre on 9999 during work hours.</p> <p><i>[After hours this will go directly to National Police Fire Ambulance Emergency Services]</i></p> <p>After hours Dial Security on 8076 (03 940 8076 on any phone), or 111.</p> <p>If the incident is Off-site dial the Health and Safety Manager on 027 540 8370 plus the relevant DCE or Manager.</p> <p>Follow the instructions of the appropriate emergency personnel.</p>
2	<p>Verify the credibility of the information/event as best as possible. Then immediately notify the next most relevant individuals e.g. Security, Line Manager, etc.</p> <p>If practical and safe, prevent the situation getting worse.</p>
3	<p>Undertake a rapid impact assessment to provide others with a high-level overview of the situation, including:</p> <ol style="list-style-type: none"> a What has happened? b Are there any people injured? (plus, initial estimates on how many, how badly and where they are) c Is there further risk of this event escalating or for more people to be put in danger? d Is there significant damage, if so, where, and to what?
4	<p>On dialling the Ara Contact Centre on 9999, they will notify the Health & Safety Manager when there is an incident and the H&S Manager will decide if the CE (or delegate) should be advised. The CE (or delegate) then decides if the Incident Management Team should be activated.</p> <p><u>Remember</u>: it is better to be conservative and have people ready to respond should the event escalate, than to underestimate a situation.</p>
5	<p>Record all actions taken along with names and times.</p>

A serious incident situation can be defined as any extraordinary event that challenges the ordinary activities and/or responses of the institute's students and/or colleagues. This can include situations that cause or have the potential to cause:

- i Harm to students
- ii Harm to colleagues
- iii Disruption to the delivery of learning
- iv Litigation
- v Loss of key staff member(s)
- vi Loss of facilities, or key systems
- vii Significant financial/economic loss

These all may have medium to long-term effects and / or result in adverse publicity.

The needs of each serious incident will be different and the response to each may need to be tailored to each situation.

The first task is the assessment of the extent of the damage and impact on the organisation's key business processes.

The effect of the disaster should be reviewed by examining each area of the business that has been affected and assessing the impact on the various business activities. It is vital at this point not to overlook cross dependencies of affected processes to other processes. For each affected business process there should be a preliminary estimate of the recovery time involved with restoring normal operations.

Ara uses CQCommand, a computerised Incident Management and Communications system. CQCommand has the capacity to assist the Incident Controller to determine the incidents severity.

2.3 Emergency Services

It is likely that there will be an involvement of the public emergency services in any incident recovery situation where there is danger to human life or serious damage to property and assets. The emergency services will initially deal with the actual emergency event such as a fire, flood, accidental spillage of toxic material, etc. They will concentrate their efforts on the protection of human life and also in minimising the impact of the emergency event on premises and assets wherever possible. The emergency services will need to liaise with responsible individuals from the organisation who can provide information that they may require.

The emergency services have specialists who can provide advice on how to prepare for the outcome of such situations. Once the emergency situation is brought under control, the emergency services will hand over the situation to the responsible officials representing the organisation. This will normally be the Incident Management Team.

2.4 Incident Management Log

Incident management team members can open the CQCommand Incident Management digital system. This has the facility to record actions and a timeline for later review.

<https://connect.cqcommand.com/>

3 Activating an Incident Management Team (IMT)

3.1 Activation of the Incident Management Team

Except in the event of an immediate threat, the activation of the IMT will be at the discretion of the Chief Executive (*or designate) depending on the nature of the incident.

Note: * In accordance with the Incident Management Policy, the Incident Controller will be the DCE Chief Operating Officer or if unavailable the DCE People and Culture.

In the event that none of the two designated senior colleagues are available, a Senior Management Team (TKM) member will assume the role of Incident Controller.

On receiving any alert during working hours through the call centre 9999 phone system, an Ara call centre operator will alert the emergency services to any incident requiring their attendance. In the case of Fire, most buildings contain fire safety systems which automatically alert Fire and Emergency, although this only supports our early emergency notification.

All but the most minor emergency incidents will be reported by call centre colleagues to the H&S Manager and relevant Health Centre, Security or Facilities Management colleagues. The H&S Manager will advise the CE and appropriate senior management where necessary.

The Incident Management team will be activated using our CIMS communication system on the advice of the CE.

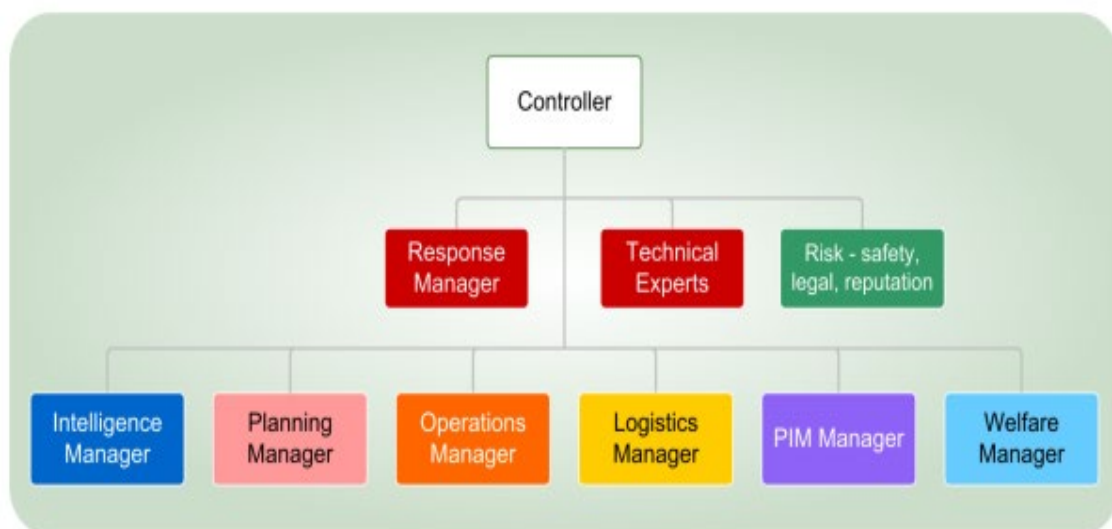
3.2 Roles and Functions of the Incident Management Team

Incident response involves a range of activities to be carried out. CIMS divides the responsibilities for these activities into CIMS functions, which are established as required, and then operate in a networked hierarchy.

The CIMS functions do not represent a default response structure — depending on the incident objectives some functions may not be required, and some functions may be combined or condensed or even amended to suit the requirements. They can be carried out by a single person or by teams of dedicated personnel. The functions that are required are then represented in the response structure.

While all the CIMS functions report to the Controller, they operate in a networked approach with each other. For instance, all the functions need to be involved in Planning, Intelligence needs input from all the functions, Logistics supports the resource requirements of all the functions, Operations tasks all the functions and receives implementation reports from them, etc.

Ara CIMS Team Structure



Role	Primary CIMS Team	Backup to Primary CIMS Team Member	Reserve Team Members
Incident Controller	Darren Mitchell	Belinda De Zwart	Grant McPhail
Response Manager (aka support to IC) (if required)	Kathryn Fraser	Christina Yeates	Mandy Jones
Technical Experts	<i>Event Specific</i>	<i>Event Specific</i>	<i>Event Specific</i>
Risk and Safety Management	David Currie	Andy Hearn	Sean Gray
Intelligence Manager	Dean Patfield	Emma Henshall	Hazel Barrer
Planning Manager	Colin King	Tim Maxwell	Sally Harb
Operations Manager	Hayley Devoy	Hemi Hoskins	Orleana Lancaster
Logistics Manager	Grant McPhail	Rob Terry	Murray Johnson
PIM Manager	Warren Rosser	Tim Kerr	tba
Welfare Manager	Belinda De Zwart	Karen Te Puke	Andy Hearn

	Woolston	Madras	Student Accommodation	Timaru	Ashburton	Oamaru	Hubs	Manawa*
Site Co-ordinators	Dennis Taylor	Grant McPhail	Debbie Evans	Leonie Rasmussen	Sharon Lloyd	Ruth Dickson	Peter Nock	Tracey Kirkbride

* Manawa response plan will be managed in conjunction with the CDHB

Functions are identified by colours and text on vests. The identification colours and responsibilities for each of the functions are summarised below.

Function	Colour	Responsibilities
Control	White	Controls and coordinates the response.
	Red	Controller's Support
Safety	Green	Advises on measures to minimise risks to response personnel.
Intelligence	Dark blue	Collects and analyses information and produces intelligence related to context, impacts, consequences and forecasts.
Planning	Pink	Plans for response activities and resource needs.
Operations	Orange	Tasks, coordinates and tracks execution of the Action Plan.
Logistics	Yellow	Provides personnel, equipment, supplies, facilities and services to support response activities.
Public Information Management	Purple	Develops and delivers messages to Ara colleagues and students and the public and liaises with the impacted community. Develops messaging for Governance when Strategic Communications is not activated.
Welfare	Light blue	Ensures planned, coordinated and effective delivery of welfare services to affected individuals, families/whānau and communities, including animals.
Recovery	Grey	Starts the recovery management process during the initial response phase and ensures the recovery process is integrated with the response.

Activation Level	Event Type	Examples
Level 1: Full activation of the Incident Management Team	High impact event Life and/or property at risk Large area affected (City/Province) Business interruption Longer term (longer than one day)	Severe weather event Major earthquake Violent event / Active shooter on campus Major fire Pandemic
Level 2: Partial activation of the Incident Management Team	Medium impact event Life and/or property at risk Campus only affected Some outside services involved Some disruption to normal operations Medium term (typically within one day)	Marginal weather event predicted Minor/medium earthquake Off campus incident Off campus accident involving staff or students Hazardous substance alert Significant Fire Flooding Bomb threat Planned protest event of large scale Pandemic pre-notification
Level 3: Normal Day-to-Day operations (on-going monitoring)	Small impact incidents Part of campus only affected Short term (less than five hours)	Minor accidents on campus Individual medical emergency/suicide Traffic disruptions Infrastructure failure

For a full description of Incident Management Team functions refer Appendix 1.

<https://www.civildefence.govt.nz/assets/Uploads/CIMS-3rd-edition-FINAL-Aug-2019.pdf>

3.3 Activation and Notification Levels for the Ara Incident Management Plan

Activation Level decisions are made by the Incident Controller (IC) based on this written process below or using the CQCommand assessment process.

If the Incident Controller declares a localised emergency at Ara, the IC will make a recommendation to the IMT who will make a formal declaration to the campus community.

Declaration allows for:

- i Communication as to the nature of the incident
- ii Closure of part/all of campuses
- iii Evacuation of non-essential people
- iv Suspension of business activity
- v Activation of the Incident Management Plan (IMP)

4 Preparing an Incident Action Plan

Following on from the assessment phase of an incident, an Incident Action Plan needs to be prepared. As this will be prepared once the disruptive event has occurred, it is likely to initially be an outline plan only as the most important requirement will be to mobilise the resources towards recovery as fast as possible. Nevertheless, in order to be effective, the process must be carefully planned and structured. The immediate disaster may be over and contained – it is important that the response now although timely, is not rushed.

The Incident Action Plan will identify those areas which need to be addressed immediately and will establish a prioritised sequence for the recovery process to proceed. Activities will, wherever possible, be carried out simultaneously but the critical path must be identified to ensure that those activities directly on the critical path receive the highest priority.

The Incident Action Plan will list the activities that need to be carried out in priority sequence and which persons or teams are responsible for completing those tasks. Where suppliers and vendors are required to supply goods or services as part of the recovery process then these activities will be involved also.

To ensure the ability of Ara to:

- i Assist casualties and maintain records
- ii Provide shelter, comfort and food to the remaining property occupants
- iii Secure buildings from further damage (fire, water, gas, theft etc.)
- iv Evaluate the safety of buildings promptly
- v Establish and maintain communication with other services
- vi Facilitate early resumption of business
- vii Establish and manage a “welfare centre” for staff and the local community.

4.1 Keeping Everyone Informed

During each phase it is extremely important that all affected persons and organisations are kept properly and fully informed.

People are much more inclined to be sympathetic, patient and understanding if they are kept regularly informed of both the situation and the efforts that the organisation is making to recover.

The information given to all parties must be accurate and timely. Estimates of the timing of normal operations should be announced with care.

Depending upon the scale of the incident the level of interest from the media will vary.

Only the CE or Communications Manager (PIM) or delegate is authorised to release information to the media.

The approved communication channels are:

- i Ara Website
- ii Ara Intranet
- iii MyAra portal
- iv Official Ara Facebook page
- v Ara emergency text and email messaging system
- vi Hand-held Radios

5 Summary of Key Information and Emergency Procedures

Emergency Procedures are available in all reception areas of buildings. The different coloured pages provide immediate instructions for various emergencies.

5.1 Fire

Follow the instructions detailed in the green and yellow emergency notices posted in public areas throughout Ara. Follow the instructions of floor wardens and staff and evacuate in an orderly fashion by the nearest exit. Assemble at the points detailed in the notices. Await further instructions.

5.2 Infrastructure Failure

On discovery of a significant infrastructure failure (e.g. loss of electricity, lighting, water, sewerage, emergency warning systems), call 9999 and ask to be put through to the Facilities Manager.

5.3 Hazardous Substances Emergency

As with several other possible incidents, the unintentional release of a sizeable quantity of a hazardous substance is something Ara has limited capacity to deal with. We have deliberately limited the volumes of Hazardous substances below the thresholds requiring location certification therefore removing the risk of a major spill. Small spills can be dealt with on a regular basis by colleagues. All Departments holding Hazardous Substances maintain a folder of Material Safety Data Sheets which provide emergency advice. Spill kits, eye wash stations and deluge showers are provided as a 'first aid' measure.

The Fire Service must be called in to deal with any sizeable spill. Trades panel and paint hold containment booms and absorbents to prevent environmental pollution, Trades complete gas reticulation checks to limit the opportunity of a major gas leak, Health and Science hold mercury spill kits and have adopted a procedure to contain minor mercury spills.

Within departments, bulk chemicals are stored in secure dangerous goods stores and distributed in smaller quantities to laboratories. Note: In most instances, Departments using hazardous substances have trained technical colleagues that have key knowledge and ability and should be consulted over any incident. Where these colleagues cannot contain or manage a significant unplanned hazardous substance release, Fire & Emergency should be called.

5.4 Severe Weather Event

The Incident Management Team will provide regularly updated information via the Ara web sites. In the event of closure, the Ara Community will be advised by text and email and signage to that effect will also be displayed on the 4 emergency sign sites and at the Madras and Woolston campus main entrances and in the Timaru main carpark.

5.5 Earthquake

An earthquake is not a "one-hit" event. The number and severity of aftershocks, which continue for several months, are both surprising and demoralising. It is important to factor the ongoing reality of major aftershocks into your planning both for physical repairs and for the psychological effect on the community.

- a During an earthquake, **remain calm**.
 - i If inside – stay inside and take cover under desks or in doorways, cover your head with your arms or adopt the "turtle position".
 - ii Keep away from windows or objects that could fall
 - iii If outside – stay outside and take shelter clear of buildings, trees, power lines or anything that could fall on you.

- b When the earthquake stops, remain inside and return to your previous activities unless:
- i The fire alarms are ringing,
 - ii there has been a loss of electricity,
 - iii electrical fittings and/or other building materials and/or furniture have fallen.
- If so, evacuate the building and go to one of the designated assembly points listed below.

Madras Street Campus:

1. Madras St car park.
2. Barbados St car park.
3. The grassed area between U Block and St Asaph St.

Woolston Campus:

1. Outside the Student Services Building (Ensors Rd side).

Manawa?**Timaru:**

1. Main carpark at A block.

Colleagues are to ensure persons with mobility disabilities remain accompanied in a safe location, and Facilities Management are advised immediately so these persons can be safely removed from the building.

Colleagues and students occupying the Oamaru and New Brighton sites are to follow local Civil Defence advice and warnings related to Tsunami precautions. See notices displayed locally.

- c Information notices will be erected at the designated earthquake assembly points to provide advice.

These will advise as to whether:

1. To resume business as usual and re-enter buildings or
2. Ara is closing in which case all students and non-critical staff must leave both campuses immediately

The decision to close Ara will be made by the Chief Executive or delegate in conjunction with the Health and Safety Manager and will be conveyed to each assembly point (at the Madras St campus – DCE Chief Operating Officer, Health & Safety Manager, Facilities Manager, Christchurch and Timaru and the Manager at Woolston Campus.) In the event that communications with the Woolston or Timaru Campuses are not possible the Campus Managers or delegates will make this decision.

- d For those building occupants who have not evacuated, an 'Ara dispatch' will be posted once a decision has been made to advise whether it is business as usual or Ara is closed. Therefore, those remaining in the buildings should check their emails until an 'Ara dispatch' is posted and act according to the instruction.
- e Should an event occur outside normal office hours, which necessitates the evacuation of a building; occupants of that building should not re-enter but consider that building closed for the remainder of that day.

5.6 Building Evaluations for Re-occupancy - Post Earthquake Events

The following 4 step process is used to assess whether buildings are safe for re-occupancy post an earthquake or significant aftershock.

- a Initial assessment

This consists of an initial structural and hazard identification check by Facilities Management colleagues to ensure the building is structurally undamaged and safe to re-enter. FM staff immediately checks for any new damage by sighting a number of indicator points on our buildings (these indicator points are points that have been so

identified as they are most vulnerable to damage). A standardised process is followed, and an initial assessment form is completed.

This checking is recorded by FM colleagues and reported to the Incident Controller. If any matters of significance are identified the DCE Chief Operating Officer advises the Chief Executive of the finding and the need for further investigation.

If the quake event was significant enough in magnitude to give cause for concern about the structural integrity of a building then no colleague, including FM colleagues will enter that building until professional independent engineering advice is obtained. In such circumstances the process will move straight to step b.

b Structural Assessment

Independent structural engineers undertake a detailed assessment to determine if any structural damage was sustained during the earthquake. The process includes if necessary, opening up parts of the building to inspect key elements of the structure at points where damage may be anticipated.

Ara uses Powell Fenwick Consultants as its engineers. The same engineers have inspected our buildings following all past significant quake events and have detailed knowledge of our buildings and how they have responded in each of the quakes. With this history of working with Ara the Engineers have identified a number of key measurable indicator buildings and locations that assist them in determining if there has been any structural impact on the building stock.

If following a quake event, the initial assessment of indicators reveals any change in their status, the affected building(s) will not be reoccupied without clearance from the engineer.

c Building Systems and Damage Assessment

Once clearance to re-enter buildings is given a check on all building systems including fire protection, egress, electricity, water, lifts, plant rooms, air-conditioning, security systems, and LPG are carried out by a combination of qualified Ara colleagues and professional contractors.

Depending on the extent of any damage these checks may then lead to specialist services being contracted to come on site e.g. electrical/mechanical.

Any other items needing repair are also identified at this step.

If any repairs or remedial work impact on the safe occupancy of a building, or part thereof, the area is isolated until repairs are completed.

Signoff & Re-commission

All systems which form parts of the City Council Building Warrant of Fitness process i.e. fire systems/gas/plant rooms/lifts are checked and re-commissioned prior to occupation.

Any damage identified in 'steps a to c' that would result in a building be non-compliant with Council code is repaired before occupancy is permitted. All repair work is overseen by the Engineers and is signed off by them as completed.

5.7 Tsunami

There is very little risk to Ara premises from a locally generated tsunami other than the Oamaru and New Brighton Campus Connect sites. While the risk is slightly greater from a distant source tsunami, it is still highly unlikely that the CBD will be affected. For useful background information, see the GNS report: Review of Tsunami Hazard and Risk in New Zealand at www.civildefence.govt.nz. Please refer to the Incident Management Reference document for more information.

In the event of a Tsunami warning the CE (or designate) will decide on the appropriate response bearing in mind the effect on the Oamaru and New Brighton Campus Connect sites. Consideration should also be given to the effects on residential areas and transport for colleagues, students and their families.

5.8 Terrorism/Violent Act

If safe to do so, call 9999; identify yourself and state details of incident including exact location. Instruct all witnesses to remain until emergency services arrive.

Restrict entry into the area.

5.9 Bomb Threat / Suspicious Package

Do not touch a suspicious package.

Persons receiving any phone notification of a bomb should record details accurately. Details to be collected are noted on the Ara emergency procedures flip chart found in reception areas. Ring 9999 and pass on relevant information.

Ara Security is the Primary Responder

- a Security colleagues will contact the NZ Police and Ara's H&S Manager.
- b Upon arrival on site, the NZ Police are the Lead Agency for any bomb threat situation.
- c The H&S Manager, in consultation with Security, will make the decision whether or not to evacuate, and to what extent, based on their best knowledge of the incident at the time.

5.10 Pandemic

The World Health Organisation (WHO) warns when there is a serious threat of a worldwide influenza pandemic and that we should take all reasonable steps to prepare for it. The Ministry of Economic Development has developed a staged alert process for New Zealand. Note that the transition from Code White to Code Red may be relatively quick. Please refer to the Ara Pandemic Plan 2020 in the first instance or the following Ministry of Health link for more information.

[http://www.moh.govt.nz/notebook/nbbooks.nsf/0/169AB7A29950D0E6CC257224006FFEFE/\\$file/nzpap2006.pdf](http://www.moh.govt.nz/notebook/nbbooks.nsf/0/169AB7A29950D0E6CC257224006FFEFE/$file/nzpap2006.pdf)

Refer also to the **Ara Pandemic Plan 2020**.

5.11 Emergency Services

Every year there are incidents that require the emergency services in any region to run at near maximum capacity; in extraordinary events these services risk being overwhelmed.

When resources are overwhelmed, the Emergency Services Communications Centres will start to triage their calls. Local Government Emergency Operations Centres will then begin to assist in prioritising incidents. The National Crisis Management Centre in the Beehive begins to monitor events during small incidents and will ramp up to national coordination if required.

6 Resource Management in Event of a Significant or “all of site” Incident

6.1 Madras and Timaru campuses

- a Security

Security colleagues will be responsible for maintaining security on the site following an Ara wide emergency.
- b Building Wardens

Floor wardens, where it is safe to do so will search their area of responsibility and provide a report to the Building Warden regarding injury and or damage. The building warden will relay this information to the Incident Controller, FM block. Radio Telephones are available in the larger buildings for this purpose. Trained operators will be identified by wearing Purple hi viz vests.
- c Gas Danger

Facilities Management will check and ensure that flammable gas supplies are isolated.
- d Electrical Supply

Facilities Management Energy Supervisor will check electrical supplies and isolate supply where necessary.
- e Lifts

Facilities Management colleagues to check lifts are operational or empty.
- f Internal Communications

Should the email and telephone system within Ara fail to operate, hand-held radios have been distributed to key areas in order to maintain contact with the Incident Controller.

The CQCommand incident management system will be initiated providing communication with and support to the Timaru Campus Manager.
- g Student Health Centre

Health centre colleagues will co-ordinate First Aid activities and manage first aiders and resources.

First aid will be administered on site; casualties will not be sent to the Health Centre.
- h Trained First Aiders

Trained First Aiders will provide assistance in their immediate location where it is safe to do so. Available First Aiders are to report to the Incident Operations Centre, G Block, for instructions.
- i Casualty Handling

If the casualties cannot be handled in situ, a casualty handling centre will be established in The Student Health Centre, W block, with overflow available in the gymnasium, or in Timaru, TG block (gym)

The Health Centre Manager (or delegate) will take control of all aspects of casualty handling with the assistance of other available certified first-aiders or trained staff until the Emergency Services arrive.
- j Student Counselling Services/Welfare

Student Counselling/Welfare Services colleagues will prepare to provide support to primary and secondary casualties.

- k Food

Food provision and distribution will be controlled by the Department of Food and Hospitality, U Block and Timaru. TA block.
- l Accommodation

The following areas may be designated for overnight accommodation dependant on needs and building damage.

Madras site, TM Block, W Block, Timaru, TG (Gym)
- m Ara Vehicles

All pool vehicles will be returned without delay and keys returned to the Vehicle Bookings office to allow for re-distribution
- n Maintenance Team

Facilities Management maintenance colleagues will report to the Property Supervisor who will coordinate maintenance instructions.

6.2 Woolston Campus

The following are specific to the Woolston Campus and should be used in conjunction with the procedures and information listed above.

- a Gas Danger

A Head Technician will check and ensure that flammable gas supplies in Painting Area, Plumbing, Welding, and Paint and Panel are isolated.
- b Electrical Supply

Custodial colleagues will check electrical supplies and isolate where necessary.
- c Casualty Handling

If casualties cannot be handled in situ a 'Casualty Handling Centre' will be established in Student Services Building and/or Staff Room.
- d Accommodation

The following areas will be designated for overnight accommodation dependent upon needs and building damage:

 - i VF Block
 - ii Staff Room
- e Internal Communications

The Woolston Campus HOD has access to the CQCommand Incident management communication system

Should the telephone system within Ara fail to operate, a radio transmitter base will be established.

Hand-held radios are available to maintain contact with the Incident Controller on site.
- f Security

Custodial colleagues will be responsible for maintaining security and assisting with communications on site.

7 Moving to Business Resumption Phase

The Incident Controller, in consultation with the Incident Management Team members, will advise the Chief Executive when the incident response phase is complete, and the organisation can proceed into the Business Resumption phase.

7.1 Establishing a Business Resumption Team

Immediately following an emergency, which seriously affects Ara's people, environment or one or more of Ara's normal business processes, a Business Resumption Team should be formed to control and manage the recovery process. If the Business Resumption Team is established during the Incident Management phase, it will receive guidance from the Incident Management Team until that phase is complete.

a Membership

The Business Resumption Team should include:

- i Chief Executive
- ii Facilities Manager
- iii DCE Chief Operating Officer
- iv Manager/Head of School of those areas affected
- v Information Communication Technology Director
- vi Marketing Manager or delegate
- vii Co-opted expertise as required

It may be useful at this point to employ or co-opt the services of a specific and experienced project manager to co-ordinate the recovery and develop a Business Resumption Plan.

7.2 Debrief

On completion of the business recovery the Business Resumption Team leader will prepare a report on the activities undertaken. The report will contain information on the disruptive event, who was notified and when, action taken by members of the Business Resumption Team together with outcomes arising from those actions. The report will also contain an assessment of the impact to normal business operations. The report should be distributed to Senior Management, as appropriate.

8 On-going Management

8.1 Testing

The ability of the Incident Management Plan (IMP) to be effective in emergency situations can best be assessed if testing is periodically and systematically carried out. The IMP should be tested within a realistic environment, which may mean simulating conditions that would be applicable in an actual emergency, but most likely can be adequately portrayed in a simple role-play. It is important that the persons who would be responsible for those activities in an incident should carry out the tests.

An important part of the testing will be checking the accuracy of colleague, student and contractor emergency contact details and the ability of the organisation to access these details quickly.

8.2 Keeping the Plan Up to Date

Changes to most organisations occur all of the time and Ara is no exception. It is necessary for the IMP to keep pace with these changes in order for it to be of use in the event of a disruptive emergency. Therefore, formal change controls are required to cover any changes required to the IMP.

Each Department and Division is responsible for updating and maintaining their local Business Resumption Plan (BRP) detailing contacts and resources required to maintain business. The Deputy Chief Executive - Chief Operating Officer or delegate, will remain in overall control of Business Resumption.

Similarly, colleagues and students are responsible to ensure their emergency contact numbers are kept up to date. ICT routinely refresh this information within CQCommand.

8.3 Access and Storage

All members of the Incident Management Team will be provided with a hard copy of the Incident Management Plan.

This Incident Management Plan is available electronically.

9 Appendix 1 Incident Management Team Functions

The Controller

- taking charge through the setting of response intent and objectives and providing (or approving) an Action Plan that sets out how the objectives will be achieved;
- establishing the response structure and incident classification;
- directing and monitoring the response;
- maintaining situational awareness;
- keeping the affected people, animals and communities at the forefront of the response;
- applying a risk management approach, ensuring responder, public and animal wellbeing and safety;
- determining and obtaining critical resources, facilities and materials;
- establishing and maintaining liaison, cooperation, and communications with support agencies, affected businesses and enterprises, communities and Controllers at other response levels;
- communicating with Governance;
- acting as an operational spokesperson if a dedicated spokesperson has not been appointed;
- ensuring the response stays within prescribed resource and budget limits; and
- working with the Recovery Manager to manage the transition from response to recovery (see Section 7).

The primary responsibility of the Controller can be summarised as providing ongoing direction and oversight of the response. In executing this, the Controller must be:

Clearly identified

The Controller must establish their presence among response colleagues, support agencies and other interconnected response levels. This is achieved through being present, establishing the IMT, conducting personnel briefings and having an Action Plan.

Situationally aware

The Controller operates amid a rapidly changing environment, usually marked by (initially) limited information and uncertainty. They must balance the need for accurate advice and information against the need for timely decisions. They must think forward and consider gaps and risks. Where applicable,

Make decisions

Decisions must be timely, clearly noted and communicated and continually reviewed against the evolving situation.

Available

The Controller must be available to response elements for questions, decisions, approvals and authorisations, and direction.

In the absence of, or in support of, dedicated spokespeople the Controller must communicate with the affected communities and the public/media. This communication should be in a planned and organised manner, in person as well as through documented statements, and be supported by the Public Information Management (PIM) function where possible.

Controllers may also need to allocate time for servicing and briefing Governance. When this becomes a major task, the Controller should delegate and prioritise duties and tasks to their IMT and/or Deputy Controllers or Response Manager (see Section 3.2).

In order to perform their responsibilities, the Controller must ask frequent questions of the IMT, e.g. what do we know, what don't we know, what is our resource status and options, and what next?

Response Manager/ Controllers Assistant

The Controller may appoint an assistant to assist them in the management of tasks, the operation of the Coordination Centre.

A Response Manager is responsible for:

- ensuring each function or team understands their role, the actions required under the Action Plan and how they need to work with other functions;
- ensuring alignment and coherence of actions across functions by reducing overlaps, gaps and performance issues;
- keeping functions on track, and maintaining pace and focus on interdependencies and deadlines;
- identifying capability and experience gaps and providing guidance, tactics and advice to get the job done;
- influencing and troubleshooting to resolve problems and to minimise escalation to the Controller;
- attending IMT meetings and keeping the Controller and IMT informed of the response management aspects of the response;
- setting and monitoring the schedule, ensuring information flows are current and effective across all parts of the response, and keeping the Controller advised on statuses and trends; and
- The Controller's Assistant is responsible for recording meetings and decisions, managing the Controller's diary, answering calls and responding to emails, and managing the administrative arrangements for the Control function. The role of Controller's Assistant can be performed by more than one person.

Technical Experts

Technical experts provide specialist advice on aspects of the response. This could include scientists specialising in the hazard, environmental experts, structural engineers, medical experts (such as a Medical Officer of Health in an infectious disease incident) or industrial experts (such as fuel supply experts during a fuel disruption). Iwi/Māori representation. These experts can also be assigned to Planning, Intelligence and/or Operations, but retain a direct relationship with the Controller. They may also serve as Liaison Officers if they are members of a support agency.

In a larger response where there is a shortage of Technical and Science Advisors, these experts may be centralised into an advisory group at the highest activated response level. This ensures their expertise can be assigned to where it is most needed or will have the most effect.

Risk and Safety Management

The Safety function supports the Controller to ensure that all those involved in the response are kept safe in accordance with the requirements of the Health and Safety at Work Act 2015. The Safety Manager will have a close relationship with other CIMS functions and other organisations connected with the response and may be supported by Risk Advisors (Control), and Administration and Health and Wellbeing staff (Logistics). The Safety function provides expert advice and oversight on issues relating to safety, health and wellbeing within a response. It does not remove the responsibility on individual organisations and leaders within Ara for the health and safety of their colleagues and students.

Responsibilities

Safety is responsible for:

- collecting, collating and analysing safety, health and wellbeing information based on risks posed by an incident and its management;
- working with the Risk Advisor to ensure that the response risk registers are addressing safety, health and wellbeing matters so that the risks are understood and controlled, and that controls are checked to ensure that they are working;
- establishing arrangements for the control, monitoring and reporting of safety, health and wellbeing issues by the CIMS functions;
- ensuring that dynamic safety risk assessments are being completed and documented, as

- appropriate;
- ensuring continuity of Safety activities across shift changes;
- working with Health and Safety teams to establish and consult on the nature of safety at the front line of the operations;
- maintaining a log and record of incidents, near misses and activities pertaining to Health and Safety;
- providing safety, health and wellbeing advice and recommendations for the Situation Reports (SitReps), Action Plans and other response plans;
- determining staffing requirements and any Health and Safety Technical Advisors required, and reviewing these as required during the response;
- establishing Safety Liaison Officers, or Safety sub-managers, if required within other CIMS functions; and
- attending Incident Management Team (IMT) meetings and keep the Controller and wider IMT informed of the Health and Safety aspects of the response.

Intelligence



- Collection
- Analysis
- Dissemination

Figure 1: Intelligence

Intelligence is the function that provides the other CIMS functions with a detailed understanding of the incident and the ways in which the incident could potentially develop. It provides situational awareness and understanding for immediate action and forecasting and identification of emerging risks to assist planning.

The Intelligence function is performed through the application of the Intelligence Cycle (see Appendix B). Through this process, incident information is collected, analysed and intelligence products are produced and disseminated.

Intelligence has four key questions to answer:

- What is happening now?
- Why is it happening?
- So what, i.e. what does it mean?
- What may happen next / in the future?

While the first two questions require accurate and timely information on what is actually occurring now, the third requires analysis of the information against the wider context, and the fourth is usually described through at least two scenarios: the most likely way the incident will develop and the most dangerous/worst case. This is so that Planning can address the worst-case scenario as well as the most likely (via Action and Contingency Plans). A plan that covers both of these scenarios will generally be robust enough to cover the actual progression of the incident.

If time and circumstances permit, other scenarios can also be developed to assist the development of Contingency Plans.

Responsibilities

Intelligence is responsible for:

- identifying and receiving the intelligence requirements of key decision makers (e.g. the Controller and function managers);
- overseeing the collection of information that will help meet those requirements;
- collating and managing collected information;
- evaluating the reliability of the information and recording this appropriately;

- processing the information in preparation for analysis;
- analysing the information and creating intelligence products (e.g. Situation Reports (SitReps), profiles, intelligence summaries, oral briefings, etc.);
- producing and disseminating intelligence to decision makers and others who need to know;
- managing documents of products created by Intelligence;
- gathering feedback about how the products were used and identify any remaining (or new) intelligence requirements that still need to be met;
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Intelligence aspects of the response

Intelligence provides (in documented and/or oral format):

- updates on the situation (e.g. SitReps);
 - identification and analysis of key issues;
 - forecasts (scenarios) and identification of emerging risks (including their probability and impact); and
 - implications of key decisions for the attention or action of decision makers.
- Sub- functions

Intelligence delivers its responsibilities by applying an Intelligence Cycle that groups its steps under three sub-functions.

Collection

Collection is responsible for:

- confirming intelligence requirements;
- identifying the information and sources that will best meet requirements;
- establishing and managing the information collection plan;
- collecting individual pieces of information;
- receiving, logging, and storing the collected information; and
- noting any caveats that may be associated with the information (e.g. confidentiality).

Analysis

Analysis is responsible for analysing the collected and processed information. Analysts should be able to apply a range of analytical tools, techniques and critical thinking skills to develop insights and judgements. The most fundamental interpretation method is to ask the “5WHs” interrogatives: who, what, when, where, why and how? Application of the questions ‘so what?’ and/or ‘what does this mean?’ allows analysts to consider and advise on possible implications for response (and potentially recovery). Such methods help analysts avoid common pitfalls of simply restating the facts or describing collated information. Analysis should have an emphasis on forecasting and identifying emerging risks and potential consequences.

Dissemination

Dissemination is responsible for the production of intelligence products and for delivering these (whether written, oral or pictorial) in a format and timeframe that meets the stakeholders’ needs. Products should focus on those key issues that decision makers need to be aware of before making important decisions.

The information context may include:

- hazards (natural or man-made);
- community, demographic, cultural and human factors;
- actual or potential impacts on people and animals;
- terrain (geology, topography, vegetation and hydrology);
- climate and weather;
- infrastructure; and
- economic factors.

Products may be a formal written report, a briefing, a meeting or an informal discussion. Decision makers are rarely intelligence professionals. To be useful, intelligence products should be written for decision makers, not for other intelligence professionals. This means that intelligence products need to be clear, concise and simple, and have no jargon. Successful dissemination requires a good understanding of the stakeholders' needs, and the ability to tailor products accordingly.

Planning

PLANNING

- Action Planning
- Long-term Planning
- Contingency Planning
- Transition Planning

Figure 2: Planning

Planning is the function responsible for overseeing the development of response plans, e.g. Action, Long-term, Contingency and Transition Plans. The Controller has ultimate responsibility for these plans; Planning is responsible for carrying out the planning process on the Controller's behalf.

The Planning function must utilise the "Planning P" as described in Appendix C to ensure that planning is effective. The planning process should be collaborative across all functions and keystakeholders.

Successful planning depends on the following inputs:

- The Controller's intent for the response (this may be informed or influenced by Governance in the form of a Delegation of Authority, Terms of Reference, or Task Assignment);
- The Controller's response objectives, which are the outcomes that a response is aiming to achieve;
- Impact and context analysis from Intelligence outputs. These are used by Planning when developing and analysing options;
- Information and ongoing engagement in the planning process from Control, Operations, Logistics, Public Information Management (PIM), Welfare, Safety, Recovery, support agencies and other Incident Management Team members, e.g. lifeline utilities and iwi/Māori representation; and
- Information on available response resources (immediately available and en-route) from Logistics, Operations and/or support agencies.

Without accurate information on the current state, predicted or forecast situation, and resource availability, planning cannot be effective.

Responsibilities

Planning is responsible for the planning process, including:

- translating the Controller's intent and objectives into an Action Plan;
- convening and facilitating planning meetings for Action Planning, Long-term Planning, Contingency Planning and Transition Planning;
- developing other specific plans, e.g. Communications, Handover, and Demobilisation Plans;
- forecasting medium- to long-term resourcing requirements;
- translating the Recovery Manager's intent and objectives into a transition plan for moving from response to recovery; and
- attending Incident Management Team meetings and keeping the Controller and wider IMT informed of the Planning aspects of the response.

Action Planning

Action Planning involves developing a plan (or plans) that describe how response objectives will be achieved.

Some responses may require a single Action Plan to be developed that encompasses the entire response. However, planning in complex or larger responses may need to be approached through operational periods with multiple planning cycles being undertaken and multiple Action Plans being developed. In these cases, the Controller will determine which response objectives will be prioritised during each operational period.

Key components of the Action Planning process include:

- developing Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) objectives for the operational period that meet or contribute to the overall response objectives;
- developing the options for achieving these objectives, and selecting a preferred option as the basis for the Action Plan;
- identifying the resource requirements for the options and contingencies;
- monitoring progress towards achieving the planning objectives and response objectives (with Operations); and
- contributing strategic information and risks to Governance reporting.

Long-term Planning

Long-term Planning involves the scoping and developing of plans for response activities beyond the current and subsequent operational period. Long-term Planning may apply to hours, days, weeks or even months, depending on the response level and the scale of the incident. These plans are likely to be less developed than Action Plans, due to less reliable information about the future development of the situation and a greater reliance on assumptions. Long-term Planning delivers:

- plans to address the anticipated development of the situation and how it could be managed; and
- plans for managing resources.

Contingency Planning

Contingency Planning involves developing plans for a particular situation or scenario that has not, but may, occur. It addresses the what-if scenarios, both positive and negative, that the Controller, Intelligence and Planning teams believe deserve particular attention. Contingency Plans are often completed with less detail because of information gaps, personnel, and time constraints and because they cover situations that may occur and are based on assumptions and estimates.

Contingency Plans may be developed after an Action Plan has been completed or may be developed in parallel. The need for a Contingency Plan is often identified during the development of the Action Plan. Contingency Plans are often developed during business-as-usual activities.

Long-term and Contingency Planning use the same processes, inputs, and personnel as Action Planning. Long-term Planning addresses response objectives that are not being completed in the current or subsequent operational period, but which may require planning to start now (e.g. transition to recovery).

Transition [to Recovery] Planning

Transition Planning involves developing plans for moving from response to recovery. This planning covers how coordination and accountability formally transitions to recovery and how the response phase will be wrapped up. Transition Planning is scalable in the same way that Action, Long-term and Contingency Planning are. A Transition Plan should be based on the Recovery Manager's intent, objectives and outcomes for the recovery phase and include input from the IMT and the Controller.

Both the Controller and Recovery Manager must sign off the Transition Plan.

Operations

OPERATIONS

- Action Plan Execution
- Field Staff Management
- Volunteer Coordination
- Investigations
- Lifeline Utilities
Coordination
- Support Agency
Representatives
Coordination
- International Assistance

Figure 3: Operations

The Operations function is responsible for the day-to-day coordination of response actions, stakeholder groups, and detailed tasking that follows the Action Plan.

This function has an overview of all the actions within the response, including those of support agencies, community groups and volunteers, and resolves any operational problems that do not need to be escalated to the Controller. To ensure this overview and coordination, Operations must have representation of, or be connected with, the other CIMS functions, key support agencies, and community and volunteer groups that play a role in the response (as appropriate for the response level).

Responsibilities

Operations is responsible for:

- coordinating day-to-day response activities on behalf of the Controller;
- integrating all stakeholders into the response;
- supporting the Welfare function or welfare organisations to deliver welfare services;
- implementing operational aspects of the Action Plan, including coordinating all tasks within the Coordination Centre (this includes tasking actions to appropriate functions, organisations, or other response elements, monitoring the progress of those tasks), and advising or forecasting resource needs);
- coordinating volunteer (including spontaneous volunteers and emerging groups) activities in conjunction with the Safety function to ensure that volunteers are safe and that all accountabilities are considered;
- managing field staff;
- contributing to the collection of information from the field or organisations for the Intelligence function;
- maintaining a log to record function-related activity;
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the operational aspects of response.

Sub- functions

The specific sub-functions of Operations will depend on the type and scale of the incident and the objectives of the Controller. It is essential that the Operations function remains flexible and adaptable to the needs of the response. To ensure this adaptability, Operations should consider a number of potential sub-functions and work with the Controller to determine the most appropriate way to establish and maintain a functional structure. This may involve organising the function along thematic (e.g. Public Health for an infectious disease response, or Investigations for a terrorism

response) and/or spatial boundaries (e.g. divisions or zones, as determined by agency procedures and arrangements).

Action Plan Execution

Action Plan execution coordinates the implementation of the Action Plan by ensuring effective planning and assignment of tasks to the respective response elements (within delegation of authority).

Action Plan Execution is responsible for:

- maintaining a register that specifies detailed tasking, and making arrangements to monitor and ensure execution of the requested tasking outcomes;
- consulting and coordinating with the Logistics function and support agencies to identify and prioritise available resources and maintain optimum resource levels;
- receiving resource requests from other organisations or functions, comparing these against available resources and Action Plan objectives and either releasing an available resource or passing the request to Logistics;
- escalating prioritisation and critical resource decisions to the Control function as required; and
- actively executing, managing and overseeing the Action Plan.

Field Staff Management

The Field Staff Management sub-function provides a conduit between the Coordination Centre and any field colleagues and maintains oversight of field colleagues' needs and ensures they are being met.

Working directly with field colleagues, Field Staff Management ensures that effective and regular communications are maintained between the deploying Coordination Centre and field. During these communications, the Field Staff Management sub-function should ensure that:

- any field colleagues' issues are being managed (including health and safety);
- field colleagues' logistical requirements are being met by the appropriate functions; and
- taskings and responsibilities are appropriate and understood.

Investigations

This sub-function applies in incidents when investigations are required. Investigations are processes that are undertaken to establish avenues of inquiry, collect evidence, use intelligence and require the management of people involved in the investigation. Controllers should consider early which organisation is best placed to undertake any required investigations, liaise with that organisation promptly and establish the Investigations sub-function. For example, if a criminal act is suspected, ensure prompt liaison with New Zealand Police, whose role it is to determine any criminal liability. Usually the investigation will continue after the response phase is completed. In incidents requiring complex investigations, the Controller may determine that Investigations needs to be a standalone function with its own IMT representative.

Lifeline Utilities Coordination

Lifeline Utilities Coordination is responsible for communicating with lifeline utilities to ensure that the status of impacted services, and the support required by lifeline utilities for infrastructure recovery, is communicated to the other functions. This sub-function also ensures that lifeline utilities are aware of response priorities for service restorations.

Key activities may include:

- regular contact with lifeline utilities to receive reports and status updates;
- assessing the impacts due to loss of service/infrastructure; and
- communicating Action Plans and the Controller's priorities to lifeline utilities.

International Assistance

This sub-function only applies in large-scale incidents when international assistance is involved. It is always managed at the national level and is responsible for the coordination, integration and management of international support to a response. It also maintains a view over individual organisations' direct connections with international partner agencies in supporting their response efforts, to ensure a holistic and system-wide approach to international assistance.

Logistics



Figure 4: Logistics

Logistics provides and tracks resources to support the response and the affected communities and provides resource advice to other CIMS functions. Resources may include personnel, equipment, supplies, services, facilities, and finances.

Responsibilities

Logistics is responsible for:

- setting up and maintaining the Coordination Centre;
- receiving authorised resource requests and requesting or procuring the resources and facilities; receiving, storing, maintaining and issuing resources; and collating and matching offers of assistance;
- notifying response elements of available resources;
- identifying and managing critical resources;
- tracking resource use and financial expenditure;
- activating and operating any required Assembly Areas;
- arranging transport;
- arranging catering, goods and accommodation for both response colleagues (in coordination with the Operations function) and for affected people, communities, and animals, including animals (in cooperation with the Welfare function);
- establishing and maintaining communications;
- establishing and maintaining information technology networks;
- providing record-keeping and administrative support;
- advising the Controller and the IMT of logistics issues and critical resource levels;
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Logistics aspects of the response.

Financial delegations

It is important that the Logistics Manager has appropriate financial delegation to be able to keep the operation going. This pertains in particular to expenses related to the Coordination Centre and response staff (i.e. catering and travel), but it is appropriate that the Controller approves expenses related to new or unusual resources.

Sub-functions

All other CIMS functions are generally dependent on Logistics in order to perform their activities, which will normally rely on the ready availability and pre-positioning of resources. Therefore, Logistics must normally operate in advance of the other functions to ensure that those functions can perform their roles unhindered by resource challenges.

Depending on the scale and complexity of the incident, Logistics may arrange its responsibilities into the following sub-functions:

Supply

Supply is responsible for receiving and recording the resource requests from Operations, procuring resources, tracking offers of assistance, and providing supply information to Planning. Supply at an Assembly Area is responsible for receipt, storage, inventory tracking and loading of supplies and equipment.

Transport

Transport is responsible for arranging or providing transport and, where applicable, for equipment maintenance. Transport works with Supply to transport resources, including people, to where they are needed.

Finance

Finance tracks costs, pays accounts and invoices, provides authorised cash advances, and reconciles costs and expenditure. The lead agency's business-as-usual finance systems should be used as much as possible. This is separate to the financial assistance required to meet the needs of affected communities.

Information Technology (IT)

Information Technology (IT) is responsible for establishing and maintaining the equipment and information technology networks at the Coordination Centre.

Communications

Communications is responsible for providing input in areas of acquisition, installation and maintenance of communications equipment and the development of the Operational Communications Plan. Communications also receives radio and other messages, logs them and then distributes them to Operations (or if agreed, directly to relevant functions) and sends radio or courier messages on behalf of other functions. Some situations may warrant this sub-function to be part of the Operations function instead of Logistics or, if the event is large enough, it could be a separate function in its own right, documenting incoming and outgoing messages.

Facilities

Facilities is responsible for securing buildings and land for use by response personnel and managing these throughout the response. Facilities assists the Welfare function with securing facilities and accommodation for affected people and animals. Facilities arranges contracts to procure the use of facilities and Supply provides procurement advice and input.

Catering

Catering arranges meals and drinks for response personnel (foodstuffs are ordered by Supply). Catering must be arranged when a response lasts more than six hours or responders are not self-supporting. Catering also works with the Welfare function to arrange catering support for affected people and animals.

Personnel

The Personnel sub-function secures and manages human resources for the Coordination Centre, including rostering, registering, inducting, and training response colleagues and volunteers.

If the Coordination Centre receives field staff from other organisations / Coordination Centres, the receiving Coordination Centre's Personnel sub-function is responsible for:

- communicating and managing deployment, travel and accommodation arrangements and requesting relevant records (e.g. medical conditions and next of kin), in consultation with the deploying Coordination Centre's Field Staff Management sub-function (in Operations);
- registering field staff on arrival and ensuring they attend any orientation briefings or inductions;
- tasking field staff to their assigned function; and
- ensuring handover, demobilisation and return travel arrangements, are completed

If a request for staff is received from another Coordination Centre, the Personnel sub-function may also need to source these staff. If colleagues are deployed, Personnel will notify the Field Staff Management sub-function (in Operations), who will be the field staff's primary point of contact while deployed. On return from their deployment, Personnel should also complete a follow-up to ensure there are no health and wellbeing issues.

Administration and Document Registration

Administration is responsible for arranging and managing clerical support, cleaning, maintenance, pool vehicles, and record-keeping of key response documents. Administration may also be required at other locations during the response such as at Assembly and Staging Areas.

Document Registration establishes and maintains a coordination point for incoming and outgoing formal documents such as Action Plans, Situation Reports (Sit Reps) and Minutes. This ensures that:

- incoming formal documents are appropriately registered, noted and distributed across the response structure; and
- outgoing formal documents are appropriately registered and disseminated internally and externally.

Document Registration is also the central coordination point for contact information, e.g. names of key agency personnel, telephone numbers, email addresses, radio channels and call signs, and location addresses and coordinates.

Other functions and sub-functions can still directly receive, send and register operational documents and information that relate to their specific functions.

Public Information Management

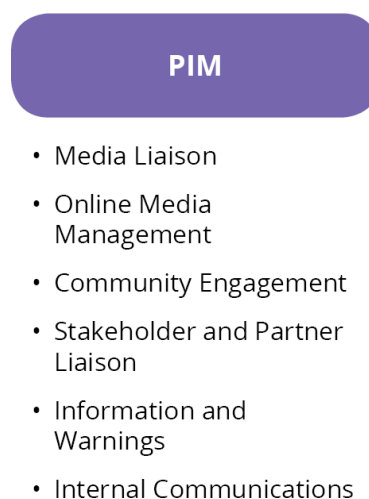


Figure 5: Public Information Management Public Information Management (PIM) primarily provides information and safety messages to the public and Ara people. PIM is responsible for informing the public

and Ara people about the incident and the response (including actions they need to take), media liaison and monitoring, community engagement, stakeholder liaison, giving and receiving information via social media channels, and internal communication. On the Controller's direction, PIM also issues warnings and advisories.

PIM personnel have a close link with Strategic Communication personnel (when activated) to help ensure Governance and elected officials are appropriately supported. They also ensure that messages are consistent and that priorities are aligned across all levels of response.

Responsibilities

PIM is responsible for:

- preparing and sharing clear, accurate, frequent, relevant, and timely information directly with the impacted communities and the wider public (via approved communication channels and social media, public meetings, handouts, etc.) or via the media and trusted third parties — the content of official information is generated by official processes and approved by the Controller;
- identifying key partners, including iwi and key stakeholders such as elected officials and the business community, and ensuring they are briefed and provided with up-to-date, relevant information, as well as providing a consistent point of contact within the Coordination Centre;
- liaising with the community, including arranging regular community meetings and information sessions and providing supporting material (e.g. handouts, visual aids);
- ensuring online channels, community-led centres, i-Sites, call centres, helplines, reception personnel and Civil Defence Centres (when activated) are updated frequently to have current public information and key messages;
- monitoring the public and media reactions and passing information to Intelligence and other relevant CIMS functions;
- coordinating with other organisations' PIM functions to ensure consistent and coordinated messages and to avoid duplication;
- working with the media, including arrangements for media visits, media conferences and accreditation;
- liaising with VIPs and their personnel about site visits;
- supporting other functions — particularly Welfare and Operations — to ensure that all colleagues involved in public-facing activities (e.g. those working at cordons, in Civil Defence Centres or in community-led centres) have up-to-date, relevant information to share with the public and that information related to the welfare of affected individuals, families/whānau and communities, including animals, is up to date and accurate;
- providing photography/videography to assist with communicating what has happened and what is being done in the response to assist impacted communities and why. Images and footage are used in online channels, provided to news media and illustrate community and stakeholder briefings;
- preparing speaking points and preparing interview locations;
- liaising with Strategic Communications to ensure consistent public information is given at all levels of the response and Governance;
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the PIM aspects of the response.

The lead agency is responsible for developing key messages and coordinating with other organisations' PIM functions to ensure consistency. A multi-organisation PIM group may be required to coordinate public information during an extensive or extended response.

PIM priorities and intended actions need to be outlined in all Action Plans. A PIM response plan (or appendix to the Action Plan) is usually required to ensure that PIM activity is coordinated.

Support agencies' PIM personnel must support the lead agency by:

- aligning their messages with the lead agency's;
- sharing the lead agency's messages;
- restricting their own messages to their field of expertise;
- referring important or potentially controversial media inquiries to the lead agency PIM;
- relaying emerging themes or reoccurring media inquiries to the lead agency PIM; and
- directing spokespeople to the lead agency.

PIM is also responsible for briefing and preparing spokespeople before they engage in media interviews or community and stakeholder meetings. PIM ensures the spokesperson is informed about:

- the audience, including its likely mood;
- key messages to communicate;
- questions they can expect; and
- what the audience already knows.

Sub-functions

Any response triggers a public interest. In the first instance, affected people want to understand the personal impacts, what is being done and what to do in relation to the impact on themselves, and what not to do. In the second instance, those not directly affected will be interested in the response and will want to be informed by news media and other channels. Depending on the scale of the response, PIM must consider and arrange itself to cater for the following sub-functions:

Media Liaison

Media Liaison works with media organisations to distribute key messages through interviews, media releases and media conferences, and monitors media outputs — broadcast, online and print.

Media Liaison is responsible for:

- facilitating media access to response sites and personnel, including negotiating pool arrangements where necessary;
- arranging accreditation where there are access restrictions to impacted areas;
- fielding and responding to media requests for information and interviews;
- producing updates and releasing authorised, authenticated information to media;
- briefing spokespeople for media interviews, stand-ups and press conferences, ensuring that the appropriate people are available and that each understands their role and share of messages during the interview/event; and
- logging all media activity including queries, responses, interviews and updates / media releases.

Online Media Management

Online Media Management proactively shares information via social media channels and websites. Online Media Management is responsible for:

- posting information and updates that have been authenticated and authorised for release;
- responding to queries;
- correcting misinformation by pointing back to official sources of information such as websites;
- identifying emerging issues and 'taking the temperature' of the community by monitoring threads on both official social media sites and community networks, liaising closely with the Intelligence function to share this information;
- taking or sourcing photographs and video footage to use across all public communications and share with media;

- updating and maintaining websites with current information to create a ‘single source of truth’ for the emergency response;
- livestreaming media conferences and other events; and
- interviewing response personnel and partners to highlight activities that will increase public confidence in the response.

Ara People and Community Engagement

Community Engagement carries out two-way communication directly with affected Ara colleagues and students and communities in consultation with other functions such as Operations and Welfare. This ensures that those directly impacted by the emergency have clear, accurate, relevant and timely information and enables the Coordination Centre to obtain local knowledge, needs, and intentions so that these are reflected in response and recovery.

Community Engagement is responsible for:

- developing a Ara colleague, student and community engagement strategy, determining when, where, who and how to engage;
- regularly updating colleagues, students and the community on what is happening;
- scheduling and facilitating meetings, working with the Logistics function;
- producing collateral for Ara colleagues, students and the community such as newsletters, posters and handouts, as well as advertising in media that will reach the impacted community;
- logging issues raised by community members and obtaining responses; and
- advising and working with the Welfare function regarding the needs of affected people and animals, including the development of factsheets to meet information needs.

Stakeholder and Partner Liaison

Stakeholder and Partner Liaison identifies key stakeholders and partners, including local and national elected officials, executives, iwi, businesses and other lead agency staff who aren't directly involved in the response; and ensures they are briefed and provided with up-to-date, relevant information through channels that are appropriate for each stakeholder and partner. Stakeholder and Partner Liaison is responsible for:

- sharing regular updates of authorised, authenticated information, which may be both general in nature and/or tailored to the stakeholder or partner’s area of interest;
- facilitating VIP visits by liaising with VIP’s staff and other CIMS functions, including the Controller, to ensure appropriate arrangements are made to support the requested itinerary and that all personnel are briefed;
- providing a consistent point of contact within the Coordination Centre and appropriate two-way channels of communication; and
- identifying emerging issues and advising the Controller and other functions about stakeholder and partner needs.

Information and Warnings

Information and Warnings gathers information from other functions to provide tailored information, warnings and advisories (approved by the Controller) to Ara people and the public. Key sources are the Intelligence, Operations and Welfare functions. These are then normally distributed through Media Liaison, Online Media Management and Community Engagement. Information and Warnings is responsible for creating clear and timely warnings to be issued to target audiences by all available channels.

Internal Communications

Internal Communications ensures that every individual and organisation involved in a response is well- informed of the progress of the response, the Controller’s priorities and how they are being given effect, and critical milestones. Internal Communications is responsible for:

- sharing all external communications products with IMT members and support agencies;

- ensuring copies of all external communications (media releases, stakeholder updates, etc.) are available within the Coordination Centre and are copied to support agencies for their own internal distribution; and
- supporting the Controller with notes for Coordination Centre briefings.

Welfare

WELFARE

- Needs Assessment
- Welfare Delivery
Coordination

Figure 6: Welfare

The Welfare function is responsible for ensuring planned, coordinated, and effective delivery of welfare services to affected individuals, families/whānau and communities, including animals.¹ (hereafter people and animals) affected by an incident. The welfare of responders is a responsibility of the Logistics function.

The scale, complexity and consequences of an incident dictate the extent of welfare services required.

- At the incident level, these services relate to meeting the immediate needs of the affected people and animals (e.g. providing shelter in a safe place and information about available services).
- In a response where delivery of welfare services requires more significant coordination (e.g. a flood event), the welfare services arrangements in the National Civil Defence Emergency Management Plan Order 2015 may need to be activated in coordination with Civil Defence Emergency Management (CDEM) Groups.

During response, immediate welfare needs should be met as soon as possible. Ongoing and future needs should be identified, assessed, coordinated and met.

Needs may include (but are not limited to):

- food, water, hygiene and clothing;
- medication and other health needs;
- shelter or accommodation;
- psychological first aid and psychosocial² support;
- care and support for vulnerable people and communities;
- financial assistance (e.g. tax relief or business support);
- veterinary assistance, food, water, rescue, evacuation and/or shelter for affected animals;
- assistance with contacting family/whānau or significant others; and
- timely information about available services.

Meeting these needs will depend on a variety of influencing factors, including:

- the type, scale and complexity of the incident;
- the location;
- the number of welfare services organisations involved;
- timeframes (from immediate needs to ongoing needs, including into recovery); and
- available resources.

¹ Animals are generally considered to be a part of Welfare, especially in relation to companion animals and livestock. However, animals may also be considered to be under Operations during evacuations or in an incident that impacts wildlife, e.g. an oil spill.

² Psychosocial support involves focusing on physical, psychological and social interventions, as well as enhancing wellbeing and supporting recovery.

All lead agencies need to consider the consequences of an incident on people and animals and plan accordingly. Because they have established welfare arrangements, this should include engaging with CDEM Groups but may also involve:

- support agencies;
- welfare services organisations (including animal welfare organisations);
- iwi/Māori;
- culturally and linguistically diverse (CALD) communities;
- faith-based communities;
- rural communities and primary industry sectors;
- tourism and business sectors;
- embassies and consulates responsible for impacted foreign nationals;
- insurance and financial sectors; and
- relevant community and volunteer groups.

Responsibilities

Welfare is responsible for:

- ensuring the welfare needs of affected people and animals are identified and met through response and into recovery, as appropriate;
- coordinating with other organisations on the provision of welfare services to ensure delivery is integrated, timely and aligned to the needs of people and animals;
- planning, coordinating and integrating welfare activities with other CIMS functions and activities, including Logistics for the establishment of facilities to support affected communities (e.g. Civil Defence Centres and animal welfare shelters);
- providing timely and accurate welfare services information, through Public Information Management (PIM), to affected individuals, families/ whānau and communities;
- identifying welfare priorities and providing strategic and operational advice to the Controller;
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Welfare aspects of the response.

Sub-functions

The specific sub-functions of Welfare will depend on the type, scale and complexity of the incident and the objectives of the Controller. It is essential that the Welfare function remains flexible and adaptable to the needs of the response and provides continuity of care into recovery, in conjunction with other CIMS functions. To ensure adaptability a number of potential sub-functions should be considered, and the Welfare Manager should work with the Controller to determine the most appropriate functional structure.

Depending on the type, scale and complexity of the incident, Welfare may arrange its sub-functions into dedicated or combined functions, including (but not limited to):

- Needs Assessment; and
- Welfare Delivery Coordination.

Needs Assessment

Needs assessment is the systematic process of analysing, prioritising and understanding the interdependencies of the identified needs of affected people and animals.

Before welfare services can be delivered, the needs of affected people and animal must be identified and assessed in a timely and coordinated way.

Needs identification involves identifying the immediate and ongoing needs of people and animals affected by an incident to inform response and recovery activities.

Identification of immediate needs can come from:

- requests for assistance or advice on available support for people and animals;
- information received from the Operations function (e.g. during evacuations);
- information gathered by the PIM function (e.g. on social media or through community engagement);

- requests received by call centres and through welfare facilities;
- coordinated community outreach activities;
- knowledge and experience from previous events;
- information received from welfare services organisations; and
- the Intelligence function to analyse ongoing and emerging needs and trends based on community, demographic, cultural and human factors, response decisions, or changing hazards circumstances.

When assessing needs, it is important that the Welfare function understands the diverse nature and vulnerabilities of individuals, families/whānau and communities, and their animals.

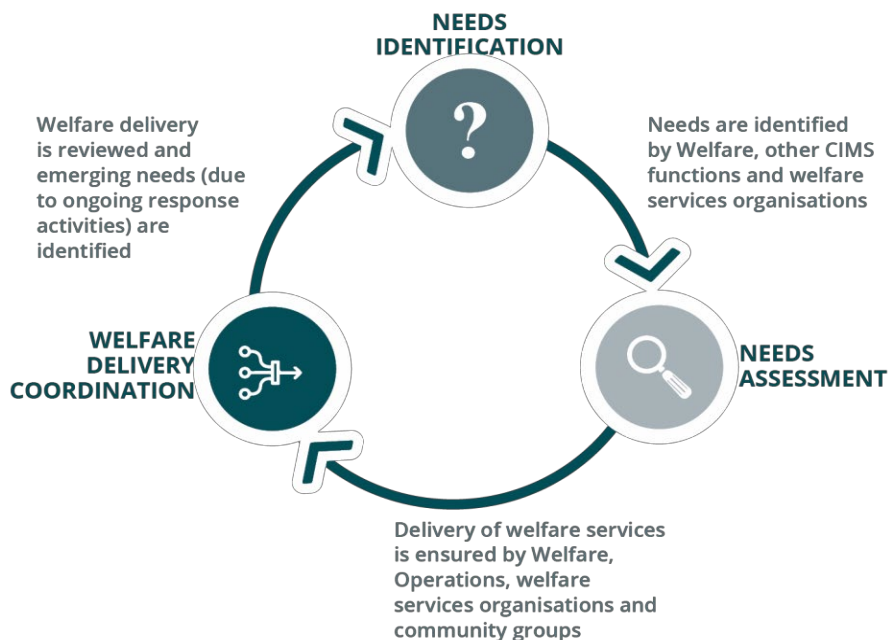
Welfare Delivery Coordination

This sub-function ensures appropriate welfare services organisations and community groups have the capability and capacity to address the specific welfare needs. Welfare Delivery Coordination works with the other CIMS functions, welfare services organisations and communities to ensure that welfare activities and services are appropriate, timely, coordinated, and integrated to achieve maximum effectiveness and efficiency.

Welfare Delivery Coordination determines options to deliver prioritised and accessible welfare services that meet assessed needs. Welfare Delivery Coordination is responsible for:

- ensuring effective planning, coordination, delivery and monitoring of required welfare services between all functions and welfare services organisations;
- coordinating with the Operations function for delivery of welfare support or provision of support to welfare organisations;
- coordinating with the Logistics function to source welfare goods and resources, and to establish response facilities for the community, including animals;
- coordinating with welfare services organisations and Public Information Management (PIM) to provide information to affected individuals, families/ whānau and communities;
- coordinating with Operations (Volunteer Coordination sub-function) and PIM (Community Engagement sub-function) to understand, integrate and align with the community response; and
- ensuring the needs of affected people and animals have been met appropriately.

In a larger response where comprehensive welfare services delivery is required, such as establishing welfare facilities, provision of welfare support for people sheltering in place, welfare support at community-led centres, or providing welfare support for people evacuated from another area, the Welfare Manager may determine that a Welfare Facility sub-function is required to manage and coordinate the delivery of welfare services.



A holistic and coordinated approach

Meeting the needs of affected people and animals requires a holistic approach and the recognition that their needs may be met through services provided by a number of different welfare services organisations and community groups.

In larger responses, the Welfare function involves a number of welfare services organisations, which will require strong coordination to avoid duplications and overlaps in the identification, assessment and delivery of welfare services.

The Welfare function may need to form clusters to ensure there is a manageable span of control. Each cluster will have a lead that is responsible for that cluster and reports to the Welfare Manager.

Clusters may include the welfare services arrangements that are articulated in the National Civil Defence Emergency Management Plan Order 2015 and that are coordinated by the National Welfare Coordination Group and Welfare Coordination Groups. These services include:

- registration and needs assessment;
- inquiry;
- care and protection services for children and young people;
- psychosocial support;
- household goods and services;
- financial assistance;
- shelter and accommodation; and
- animal welfare.

The lead agency Controller may access pre-arranged emergency welfare services. Emergency welfare services arrangements are coordinated by CDEM Groups and/or the Ministry of Civil Defence & Emergency Management (MCDEM).

Recovery (in Response)

Recovery is responsible for:

- if appropriate, appointing a Recovery Manager and establishing core recovery team resources;
- maintaining situational awareness and understanding from a Recovery perspective;
- beginning initial recovery planning, including identifying what information gaps exist, and ongoing recovery arrangements including the recovery team and office (if necessary), financial arrangements, and other resources and facilities;
- discussing outstanding and ongoing needs of people and animals with the Welfare function;
- discussing key recovery messages with Public Information Management (PIM) to ensure that messages are consistent priorities are aligned across all levels of response and into recovery, ensuring that PIM are aware that public information management will need to continue into recovery;
- establishing and maintaining liaison and communications with key organisations and community leaders in affected areas, drawing on existing relationships and plans developed prior to the emergency and leveraging or aligning with the Operations and PIM functions. Establishing a key contact list for ongoing liaison with those involved in response in recovery;
- communicating with Governance (on recovery matters);
- holding briefings with the core recovery team (if established) to discuss consequences, new information and gaps, risks, response decisions and activities and recovery tasks;
- working with the Controller and Planning to plan and manage the transition from response to recovery; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Recovery aspects of the response.

Transitioning to recovery

Refer section 7.

Moving from response to recovery signals a shift in intent, objectives and priorities, including considering medium- and long-term priorities. The move must be carefully planned during response, managed and communicated as it formally transitions coordination and accountability from response to recovery leadership and wraps up the response phase. Both the Controller and Recovery Manager have leadership responsibilities during the shift from response to recovery to ensure that the process is seamless both from an internal organisational and community perspective and communicated. Using the holistic and integrated response and recovery approach will assist integrated response and recovery planning and a seamless transition.

Action required	Lead	Support
Complete a Response to Recovery Transition Report	Controller	Recovery Manager
Ensure that agencies, organisations and groups with a role in recovery are committed to their continuing role.	Recovery Manager	Controller
Prepare a Recovery Action Plan	Recovery Manager	Controller
Prepare for and conduct a Transition Briefing	Controller	Recovery Manager
Work with PIM and Strategic Communications to prepare and hold media briefings and communications, and ensure messages are consistent and accurate across all agencies.	Controller	Recovery Manager

Drug and Alcohol

First Produced:	03/03/20	Authorisation:	Te Kāhui Manukura
Current Version:	03/03/20	Officer Responsible:	DCE People and Culture
Past Revisions:	Nil		
Review Cycle:	3-year cycle		
Applies From:	Immediately		

1 Introduction

1.1 Purpose

The purpose of this policy is to advise the actions to be taken to prevent the health, safety and wellbeing of our community being adversely affected by the misuse of drugs and or alcohol. This policy also details the consequences where failure to comply occurs.

1.2 Scope and Application

- To create a Workplace free from the misuse of drugs
- To permit alcohol use only in exceptions approved by the CE or an expressly authorised delegate
- To support the appropriate rehabilitation of staff and students seeking assistance with alcohol and/or drug problems
- To ensure compliance with our legal and good employer obligations under NZ legislation
- The Drug & Alcohol Policy and Procedures will apply to all colleagues of Ara as well as students and contractors
- Activities and behaviour at the Student Accommodation will be managed using the Ōtautahi House Agreement and supporting rules
- This Policy does not seek to limit the activities or responsibilities of our Visions and STARZ Restaurants where permitted under the terms of the Restaurant Liquor Licenses
- Agreed training partners may require students to undertake pre enrolment and or random drug and alcohol testing as a condition of training provision

1.3 Formal Delegations

As specified in the People and Culture delegations schedule.

1.4 Definitions

- Alcohol**
Refers to any beverage that contains ethyl alcohol including but not limited to beer, wine, pre-mix drinks and other spirits.
- Colleague**
An employee of Ara includes permanent (full time or part time) and fixed term employees.
- Contractor**
Any person, other than an employee of Ara, engaged to perform services under a contract for service invoicing Ara for those services.

All policies on Infoweb are the current version. Please check date of this hard copy before proceeding.

d Drugs

Illicit and restricted substances which have the potential to cause impairment, e.g. cannabis and hashish, opiates (such as heroin and morphine) cocaine, amphetamine type substances (speed, "P", ecstasy and party pills containing benzylpiperazine), synthetic THC, cathinone derivatives. The term also includes misuse of some prescription drugs (e.g. tranquillisers, sedatives) and other currently legal party pills and herbal highs. Other "mind altering" substances can be added to the testing suite as they become available and are misused.

e Misconduct Procedures

Includes Student Rights and Responsibilities Policy and Resolving Staff Performance or Conduct Issues Policy.

f Worker

For the purpose of this policy, Worker includes colleagues and contractors.

<p>Related Ara Procedures (indicate if attached to policy or where they can be found)</p> <ul style="list-style-type: none"> • Drug and Alcohol Management procedure • Sustainability and Outdoor Education Programmes Safety Management Plan 	<p>Related Ara Policies</p> <ul style="list-style-type: none"> • CPP211 Code of Professional Practice • APP301 Student rights and responsibilities.
<p>Related Legislation or Other Documentation</p> <ul style="list-style-type: none"> • Health & Safety at Work Act 2015 • Health and safety at work (Adventure activities) Regulations 2016 • Human Rights Act 1993 • Privacy Act 1993 • State Sector Act 1988 Part 7a 	<p>Good Practice Guidelines (indicate if attached to policy or where they can be found)</p> <ul style="list-style-type: none"> •
<p>References</p> <ul style="list-style-type: none"> • People & Culture delegations schedule 	
<p>Notes</p>	

2 Principles

Ara is committed to creating a drug free and alcohol-controlled workplace to safely achieve its business objectives. This commitment:

- promotes workers' wellbeing, health and safety
- promotes student wellbeing, health and safety
- creates a work environment where workers and students feel safe
- Ara accepts the responsible consumption of alcohol at approved functions
- confirms a zero tolerance toward the misuse of drugs and alcohol in the workplace
- recognises the importance of satisfying the client and providing quality service
- improves business performance including management of business risk and associated costs
- Ara supports, where appropriate, the rehabilitation of staff and students seeking assistance

Ara will support its staff in achieving this goal through the following initiatives:

- **Education/ Training**
The Drug & Alcohol Policy and procedures will be supported by educational material and training as required.
- **Post-Accident/ Incident Testing**
Workers and students may be tested for the presence of drugs and/or alcohol when they are involved in an incident or accident where their actions may have contributed to the event. Serious incidents will result in mandatory testing at Ara's discretion.
- **Reasonable Cause Testing**
Workers and students may be tested for the presence of drugs and/or alcohol where their

All policies on Infoweb are the current version. Please check date of this hard copy before proceeding.

actions, appearance, behaviour or conduct suggests drugs and/or alcohol may be impacting on their ability to work effectively and safely.

- **Course related testing**

Training involving some industry partners may require students to undertake and pass drug and alcohol testing, prior to and during training, as a condition of the enrolment process. E.g. NZ Certificate in Commercial Road Transport, (Heavy Vehicle Operator L3)

- **Misconduct**

Workers or students observed misusing, selling, or supplying drugs and/or consuming unauthorised alcohol at work will be disciplined according to Ara misconduct procedures. Workers or students refusing to consent to undertake drug/alcohol testing will also be disciplined as above.

- **Rehabilitation**

Ara may, on a case by case basis, assist with a Drug or Alcohol Rehabilitation Programme for colleagues and students voluntarily asking for assistance or testing positive for drugs and/or alcohol for the first time under this policy.

3 Associated procedures for

Ara Corporate Policy on: Drugs and Alcohol

Contents:	3.1	Drug free and alcohol-controlled workplace
	3.2	Drug testing AS/NZS 4308: 2008 compliant
	3.3	Alcohol testing

3.1 Drug free and alcohol-controlled workplace

Unless as permitted in the Ara licensed restaurants and the student accommodation, alcohol can only be provided at an Ara function or on Ara property with the prior approval of the CE or an expressly authorised delegate, this approval is conditional on the continual presence of a responsible manager, employer or host.

The policy strictly prohibits:

- The misuse, sale, or supply of drugs and/or the unauthorised consumption of alcohol while on Ara property or at an Ara activity.
- Any activity where the use of drugs or misuse of alcohol could bring Ara into disrepute.
- Reporting to work or study under the adverse influence of drugs or alcohol.
- Having any level of alcohol above 100 micrograms of alcohol per litre of breath. This is equivalent to zero alcohol tolerance.
- Having a urine level of drug and/ or metabolite that exceeds the confirmatory concentrations in Table 2 of the Australian/New Zealand Standard, AS/NZS 4308:2008: "Procedures for specimen collection and the detection and quantitation of drugs of abuse in urine" (14.3).
- Having an unacceptable urine level of a drug of abuse (and/or its metabolite) which is not listed in Table 2 of AS/NZS 4308: 2008.
- Compromising or attempting to compromise the integrity of the urine specimen or the testing process.

All policies on Infoweb are the current version. Please check date of this hard copy before proceeding.

3.2 Drug testing AS/NZS 4308: 2008 compliant

Urine specimens shall be collected by a NZQA qualified collector qualified to collect urine specimens (US 25458) and conduct “on-site” drug screens (US 25511). The screen is conducted using an AS/NZS 4308: 2008 verified “on-site” screening device or at an accredited screening laboratory. Dilution and other specimen integrity tests shall also be undertaken. Any specimen resulting in either a “not negative” screen for a drug class or an indication that the integrity is suspect will be forwarded to an accredited laboratory for confirmatory testing.

3.3 Alcohol testing

Breath alcohol tests will be conducted using an Approved Testing Device which meets the Australian Standard: AS3547:1997/Amendment 1-2000 (Type 2) “Breath Alcohol Testing devices for Personal use”. The threshold level will be the equivalent of zero alcohol tolerance, i.e. 100 micrograms of alcohol per litre of breath.

Refer Ara Drug and Alcohol Management Procedure

DRUG AND ALCOHOL MANAGEMENT PROCEDURE

Contents

1. Purpose
2. Responsibility
3. Scope and application
4. Definitions
5. Roles and responsibilities
6. Education and Training
7. Post-Accident / Incident Testing
8. Reasonable Cause Testing
9. Pre enrolment Testing
10. Use of Prescribed or Pharmaceutical Medication
11. Misconduct
12. Drugs and Alcohol Rehabilitation (Optional)
13. Privacy
14. Alcohol Testing Procedure
15. Drug Testing

Schedule A: Reasonable Cause Indicators

Schedule B: Consent for Drug Testing

Schedule C: Consent for Breath Alcohol Testing

Schedule D: Drugs and Alcohol Rehabilitation Contract

Appendix 1: Post Accident/Incident Testing Flowchart Pi 1

Appendix 2: Reasonable Cause Testing Flowchart RC 1

Appendix 3: Post Accident/Incident, Reasonable Cause Flowchart

1 Purpose

These procedures have been developed to meet the requirements of the Ara Drug and Alcohol Policy with the aim of improving the safety and wellbeing of our people and promoting zero tolerance for the misuse of alcohol and drugs in the workplace. They should be read in conjunction with the policy.

2 Responsibility

Deputy Chief Executive People and Culture

3 Scope and Application

To create a workplace that is not adversely impacted by drugs and/or alcohol.
 To ensure risk to workers and students is managed appropriately.
 To provide for support of colleagues and students with alcohol and/or drug problems.
 To ensure compliance with our legal and good employer obligations under the NZ legislation.
 This procedure applies to Ara workers and students.
 For the purpose of this procedure, "Worker" includes employees and contractors.

4 Definitions

For purposes of these procedures, unless otherwise stated, the following definitions shall apply:

- a **Adulteration:** Deliberate use of a substance to compromise, or attempt to compromise, the integrity of a urine specimen in order to attempt to "beat" the drug test: e.g. specimen dilution, using a masking agent, or providing a substitute urine sample.
- b **Alcohol:** Refers to any beverage that contains ethyl alcohol including but not limited to beer, wine, pre-mix drinks and other spirits.
- c **Aliquot:** a sample amount taken from a larger quantity, so that it can be tested,
- d **Chain of Custody:**

Person to be tested: Post Accident/Incident, Reasonable Cause

The person will be closely supervised by the manager (or the manager's delegate) from the time of notification of the requirement to test until s/he has been delivered to the authorised collector. For post incident and reasonable cause, all attempts will be made to get the alcohol test conducted within 1 hour and the urine specimen collected for the drug test within 3 hours (refer to 7d for emergency situations).

Urine Collection

A series of procedures to account for the integrity of each specimen by tracking its handling and storage from the point of specimen collection to final disposal of the urine.

Chain of Custody forms are used to document the data from the time of collection of the specimen, throughout the on-site screening process and (where required) its receipt by the laboratory as well as dispatch between laboratories. Thereafter, appropriate laboratory data systems and documentation account for the handling of the urine or aliquots within the laboratory

- e **Drugs:** Illicit and restricted substances which have the potential to cause impairment, e.g. cannabis and hashish, opiates (such as heroin and morphine) cocaine, amphetamine type substances (speed, "P", ecstasy and party pills containing benzylpiperazine), synthetic THC, cathinone derivatives. The term also includes misuse of some prescription drugs (e.g. tranquillisers, sedatives) and other currently legal party pills and herbal highs. Other "mind altering" substances can be added to the testing suite as they become available and are misused.
- f **Misconduct Procedures:** Includes Student Rights and Responsibilities Policy and Resolving Staff Performance or Conduct Issues Policy
- g **Metabolite:** A metabolite is a breakdown product of a drug that may be less toxic and easier to excrete than the substance taken. Some drugs are not broken down, but they are converted into a form that is more water soluble. They are also metabolites.

- h Collector:** A person who has successfully completed NZQA qualifications demonstrating compliance with AS/NZS 4308: 2008 for:
- specimen collection, handling, storage and dispatch of specimens, and
 - “on-site” screening and has received a statement of attainment in accordance with NZQA.
- The two-unit standards required are:
- US 25458 “Perform urine specimen collection in the workplace for drug testing.”
 - US 25511 “Perform urine drug screening in the workplace.”
- i Laboratory:** A testing facility accredited against AS/NZS 4308:2008 “Procedures for specimen collection and the detection and quantitation of drugs of abuse in urine,” at which the analytical procedures are carried out to screen for and/or confirm the presence of a specific drug or its metabolite(s).
- j On-site drug screening device:** An Immunoassay device used to exclude the presence of drugs and/or metabolites in urine at the site of specimen collection and which has been verified in accordance with Appendix B of AS/NZS 4308:2008.
- k Integrity Testing:** Testing for substances that affect the detection or quantitation of drugs or metabolites in the specimen.
- l Drug Free and alcohol-controlled workplace:** The policy strictly prohibits:
- i The use, sale, transfer or possession of drugs and/or alcohol while on Ara property or an Ara activity (except at the student accommodation, Visions and STARZ licensed restaurants and alcohol at controlled functions with Ara CE or an expressly authorised delegates approval.)
 - ii Reporting to work or study under the adverse influence of drugs or alcohol.
 - iii Having any level of alcohol above 100 micrograms of alcohol per litre of breath while at work or study at Ara. This is equivalent to zero alcohol tolerance.
 - iv Having a urine level of drug and/ or metabolite that exceeds the confirmatory concentrations in Table 2 of the Australian/New Zealand Standard, AS/NZS 4308:2008: “Procedures for specimen collection and the detection and quantitation of drugs of abuse in urine” (14a).
 - v Having an unacceptable urine level of a drug of abuse (and/or its metabolite) which is not listed in Table 2 of AS/NZS 4308: 2008.
 - vi Compromising or attempting to compromise the integrity of the urine specimen or the testing process.
- m Drug testing procedures (see Section 14): AS/NZS 4308: 2008 compliant:** Urine specimens shall be collected by a NZQA qualified collector qualified to collect urine specimens (US 25458) and conduct “on-site” drug screens (US 25511). The screen is conducted using an AS/NZS 4308: 2008 verified “on-site” screening device or at an accredited screening laboratory. Dilution and other specimen integrity tests shall also be undertaken. Any specimen resulting in either a “not negative” screen for a drug class or an indication that the integrity is suspect will be forwarded to an accredited laboratory for confirmatory testing.
- n Alcohol testing procedure (see Section 13):** Breath alcohol tests will be conducted using an Approved Testing Device which meets the Australian Standard: AS3547:1997/Amendment 1-2000 (Type 2) “Breath Alcohol Testing devices for Personal use”. The threshold level will be the equivalent of zero alcohol tolerance i.e. .100 micrograms of alcohol per litre of breath.
- o Worker:** Colleagues employed as permanent (part time or full time), casuals or fixed term workers. Contractors are considered workers and are required to comply with these procedures.

5 Roles and Responsibilities

Our procedures help us comply with good employer State sector policy; government’s National Drugs Policy 2015-2020 and the obligations Ara has under the HSW Act 2015 and any subsequent amendments. The responsibility for drug and alcohol awareness, prevention of abuse and management’s responsibilities also must be included. Management is a shared responsibility.

Workers responsibilities:

- Being fit for work and able to perform assigned tasks while not being affected by alcohol or drugs/substances
- Not consuming alcohol during work time including meal breaks, or when involved in Ara work related activities. (excluding alcohol at controlled functions with an expressly authorised manager's approval)
- Not taking or being in the possession of drugs (as described in the definitions) in the workplace, including when in Ara vehicles or undertaking or participating in Ara work related activities.
- Ara workers are prohibited from the misuse of alcohol and/or drugs. This could affect performance, placing themselves or others at risk or bringing Ara into disrepute. This includes not operating Ara vehicles or equipment or carrying out any task while affected by alcohol and/or drugs which could risk their safety or the safety of others
- Notifying their manager if they are taking any prescription drugs or over-the-counter drugs which could influence/diminish their ability to perform work, or give the impression that they are under the influence of alcohol or drugs
- Reporting to their manager if they are concerned another worker or student is at work under the influence of alcohol or drugs/substances, or is in the possession of, or using alcohol or drugs while at work

While Ara's preference is to take a supportive approach, disciplinary action may occur:

- Where misuse problems come to Ara attention through the observation of others or through inadequate or deteriorating work performance
- Where consent is not given when a test is requested following reasonable cause, an accident/incident, random selection (where relevant), as part of post rehabilitation testing.
- Where an employee fails to seek assistance for any alcohol or drug problem and their behaviour is improper, unsafe or negatively impacts upon others
- Where the Use of Motor Vehicle Policy has been breached
- Where an employee takes, sells, supplies, or is in the possession of an illegal substance this will be considered misconduct and could result in dismissal

Managers responsibilities:

In addition to their responsibilities as workers:

If a worker or student is suspected of having an alcohol, drug, or other substance-related problem that could potentially create a safety risk for themselves and/or their fellow workers, students, or other people, the manager will:

- In the case of an Ara colleague, advise and make a recommendation to the H&S Manager and the DCE P&C who may instigate the reasonable cause testing process
- In the case of an Ara student, advise and make a recommendation to the Head of Department and the H&S Manager who may respond under the Student Rights and Responsibilities Policy and or instigate the reasonable cause testing process
- In the case of an Ara contractor, the project manager shall instruct the contractor to cease work immediately. The project manager will advise and make a recommendation to the H&S Manager and the DCE COO. who will agree on appropriate further action.
- In the event alcohol or drug testing is considered necessary, (reasonable cause), the H&S Manager will request alcohol and/or drug testing as per Section 8, ensuring the individual signs the Consent Form for Alcohol and Drug Testing. If the individual worker, or student does not sign the consent form, then the applicable disciplinary investigation or exclusion process commences
- Support and evaluate the colleagues sustainable return to full productivity while they are undergoing rehabilitation

Maintain confidentially and personal privacy in accordance with the Privacy Act 1993.

Students:

Refer Student Rights and Responsibilities Policy.

Confidentiality

- The collection, storage, use, dissemination and destruction of tests, data from tests and information relating to test results will be dealt with in accordance with the Privacy Act 1993 and the Health Information Privacy Code 1994.
- Information relating to a worker will be disclosed on a “need to know” basis only to those who require it in the context of their job.
- Disclosure of information to other parties will require the individual’s written consent.

6 Education and Training

- a Education material, which supports the Drugs and Alcohol policy, will be available to colleagues.
- b Training workshops for selected managers, supervisors, and H&S Representatives will also be made available where feasible. These workshops will likely focus on:
 - drugs and alcohol trends and their adverse effects
 - use/misuse/abuse/ dependency
 - sign and symptoms to recognise drugs and alcohol misuse
 - reasonable cause for testing
 - understanding the Ara Drugs and Alcohol Policy and the testing options
 - managing the consent and chain of custody processes
 - understanding the testing processes
 - how long substances can be detected after use

7 Post Accident / Incident Testing

- a **When applied**
worker or student may be tested for the presence of drugs and/or alcohol where they are involved in any of the following circumstances affecting others:
 - i An event involving death or a notifiable injury.
 - ii An injury requiring treatment by a medical professional.
 - iii An event or near miss that had the potential to cause serious harm or loss.
 - iv An incident involving damage to vehicle, property, plant or equipment.
- b **Procedure** (see flowcharts: appendices 1-3)

Consent for testing must be given in writing by the donor (where refusal occurs refer to Section 7e).

The manager or the Head of Department, in consultation with the DCE People and Culture or the H&S Manager must:

- i Determine whether there is sufficient cause to test for drugs/ alcohol. If the accident/ incident is or could have been serious, the testing will be likely for all persons involved.
- ii Assess whether it is practical to require a test (see 7d for emergency situations).
- iii Advise the donor that they are required to undergo the test and advise them that they may consult their representative at this time, but the testing cannot be delayed. *(NB: If possible, the alcohol test should be conducted within 1 hour and the urine specimen collected for the drug test within 3 hours).*
- iv Obtain written consent from the donor (Schedules B & C).
- v At the earliest possible time, arrange for the donor to be accompanied at all times and escorted to the designated NZQA qualified collector and “on-site” screener and trained breath testing provider. The accompanying person will be required to ensure that the donor has independent verification of identity (ID) available for documenting on the chain-of-custody form. *(NB: The accompanying person personally verifying the donor’s ID is not considered unequivocal independent certification).*
- vi If the alcohol test and the urine “on-site” screening tests are negative, the employment relationship may continue as usual provided it is determined that further testing is not required.
- vii If the alcohol test is positive, the urine drug screen is conducted, and the donor is removed from the employment site ie. suspension on full pay until the disciplinary hearing.
- viii If the urine specimen returns a “not negative” screening result or its integrity is suspect, remove the donor from the employment site on full pay until the confirmed test results are available from the accredited confirmatory laboratory.

- ix *NB: For post-accident and reasonable cause testing, Ara may give consideration to specimens, which have been screened using the “on-site” testing options, being forwarded to the accredited confirmatory laboratory for full laboratory testing regardless of the screening result. Ara can also request that the laboratory tests for additional drugs (e.g. synthetic THC, party drug, LSD, cathinone derivatives) which will not be covered by the normal screening panel.*

c **Positive Test Result**

If the confirmed result is positive for drugs or alcohol, or the specimen integrity has been compromised, disciplinary procedures may follow. Ara will select one of the following options for its workers or students:

- i For the first positive test result the worker or student may be offered the opportunity to be referred to the Ara drugs and alcohol rehabilitation programme (section 11). This option is at the discretion of Ara and may be the only option available if the worker or student wishes to continue employment or study with Ara.
- ii If the worker or student refuses rehabilitation, the misconduct procedures will apply, and the disciplinary process may include dismissal.

d **Procedure for Emergency Situation**

Where it is not practical for a test to be carried out immediately due to the injuries to the worker or student or where other corrective actions are required (injury, fire, spill etc), the manager or supervisor must:

- i Attend to the other corrective actions.
- ii Ensure that an Ara representative accompanies the donor to the hospital/doctor so that the required tests can be carried out as soon as practicable.
- iii If the injuries preclude immediate tests, ensure the tests are carried out at the first practical opportunity.

e **Refusal to undergo test**

Where a donor refuses to undergo a test, the refusal shall be treated under the misconduct procedures and appropriate disciplinary procedures will be applied.

Behaviour that constitutes a refusal to submit to a test includes, but is not limited to, the following:

- i Refusal to consent to a test.
- ii Failing to advise, in a timely way, of an accident/incident where post-accident/incident testing would apply (refer clause 7a)
- iii Inability to provide sufficient quantities of breath or urine to be tested without a valid medical explanation. A maximum of three hours is the limit for providing a urine specimen.
- iv Tampering with or attempting to adulterate the specimen or collection procedure.
- v Not cooperating with the “Chain of Custody” procedures defined in section 4 d.
- vi Leaving the scene of an accident/incident without a valid reason before the test has been conducted.

8 **Reasonable Cause Testing**

Alcohol and/or drug testing may be undertaken in circumstances where suspected alcohol or drug misuse is likely to compromise workplace safety to self or others, and/or compromising effective operations.

A minimum of two different sensory factors should be present in the determination. (Refer Schedule A)

The manager should:

- In the case of an Ara colleague, advise and make a recommendation to the H&S Manager and the DCE P&C who may instigate the reasonable cause testing process.
- In the case of an Ara student, advise and make a recommendation to the Head of Department and the H&S Manager who may respond under the Student Rights and Responsibilities Policy and/or instigate the reasonable cause testing process.
- In the case of an Ara contractor, advise the project manager who will instruct the contractor to cease work immediately. The project manager will advise and make a recommendation to the H&S Manager and the DCE COO. who will agree on appropriate further action.

a Procedure (see flowcharts: appendices 2&3)

If reasonable cause to test for drugs and/or alcohol is determined, as above, Ara must:

- i Advise the donor that they are required to undergo the test and advise them that they may consult their representative at this time, but the testing cannot be delayed. *(NB: If possible, the alcohol test should be conducted within 1 hour and the urine specimen collected for the drug test within 3 hours).*
- ii Obtain written consent from the donor (Schedules B & C).
- iii Follow the same procedures detailed in Section 8.

b Refusal to undergo test

Refer to 7e.

9 Pre enrolment Testing

To gain work experience and training with some partners, students enrolling for training in some industries must submit to and pass a drug and alcohol test as a condition of enrolment. Ongoing random testing may also be a condition of enrolment.

10 Use of Prescribed or Pharmaceutical Medication

If a worker or student is on a medication which is either prescribed or purchased from a pharmacy, it is their responsibility to seek advice from their doctor or pharmacist on whether any side effects from the medication could cause impairment in their job (e.g. dizziness, fatigue, drowsiness, altered perception, mood swings, or loss of coordination). The worker/ student should immediately notify their manager / tutor so that Ara can take any necessary steps with a view to providing a safe workplace such as temporarily carrying out alternative duties or taking appropriate leave entitlement. A medical opinion may be sought on the effects of any such prescribed drugs or medication in the workplace and how best to effectively manage those effects.

All advice received on the use of prescribed drugs must be treated by Ara in strictest confidence to protect the privacy of the individual.

11 Misconduct

The Ara Misconduct Procedures will apply where a worker or student is observed taking, selling, supplying, or being in possession of drugs and/or alcohol at work (other than alcohol at Company controlled functions with CE or expressly authorised delegate approval). This may result in a colleague being summarily dismissed under the Ara Resolving Staff Performance or Conduct Issues Policy. Or student exclusion under the Students Rights and Responsibilities Policy.

NB: Ara's Misconduct Policies do not require a drugs and/or alcohol test. Testing only applies under the criteria set out in Ara's Drug and Alcohol Policy and Procedures

12 Rehabilitation**a Voluntary**

At the sole discretion of the Employer/Institute colleagues and students will be offered the opportunity to undertake a voluntarily drugs and/or alcohol rehabilitation programme with a recognised external provider. Voluntary rehabilitation is not an option for colleagues or students to consider after they have been requested to undertake a drug or alcohol test post-accident, for reasonable cause.

b Ara referred

Current colleagues or students returning a positive test for the first time, who want to continue employment/study, may be given the opportunity to undertake an external approved drugs and/or alcohol rehabilitation programme. Failure to take part or complete the programme may result in disciplinary action that may include dismissal of a colleague or the exclusion of a student.

NB: Ara reserves the right not to offer rehabilitation in situations where it can justify taking disciplinary action that may include dismissal or exclusion.

A rehabilitation plan would be agreed with the colleague or student. This will include a decision on what support will be provided by Ara related to the programme. A rehabilitation progress review timeline will be agreed upon. In the absence of satisfactory progress/ programme completion as determined by Ara by the agreed date, support for the rehabilitation will be withdrawn. A rehabilitation contract will be signed (Schedule D). Where absence from work is required the colleague will be required to take their sick leave entitlement or be subject to leave without pay or in the case of a student, they will remain absent from class until they have:

- returned a negative drugs / alcohol test
- become considered fit to return to work.

or if they have failed to achieve satisfactory progress and the programme support has been withdrawn.

c Follow-Up Testing

- i On completion of the rehabilitation the worker will be subject to an agreed number of unannounced follow-up drugs and/or alcohol tests per year over an agreed period.
- ii These tests look for the presence of any amount of the drugs or alcohol as defined in this policy (i.e. it is not restricted to cut-off levels).
- iii A further positive test will result in disciplinary investigation which could include dismissal or exclusion.

13 Privacy

All information gathered as a result of drugs and/or alcohol testing is collected for the purpose of implementing the Ara policy and achieving its objectives and will comply with the Privacy Act. The DCE People and Culture will hold the information in a secure records system. Disclosure of this information to other parties (including future employers) will require the consent of the worker or student. The information shall be destroyed three (3) calendar months after termination of employment or study with Ara as detailed in section 7 of our Disposal Process Document (DA559), registered with Archive NZ to comply with the public Records Act.

14 Alcohol Testing Procedure

a Alcohol Tolerance

For the test to be positive there must be a level of alcohol in the system of the worker or student higher than 100 micrograms of alcohol per litre of breath (Zero Alcohol Tolerance).

b Procedure

All aspects of the testing procedure will be carried out in a confidential and private manner.

The test for alcohol will be carried out by using a breath alcohol testing device, which complies with the AS3547:1997/Amendment 1-2000 (Type 2), for the measurement of alcohol. The person conducting the test will have been trained in the procedures and use of the testing device.

- i The worker/ student will be closely observed for 10 minutes prior to the test to ensure they have not taken any fluid, food or other substances into the mouth.
- ii An Alcohol Testing Informed Consent Form will be signed (Schedule C).
- iii The first test will require the worker/ student to blow into the device with a disposable mouthpiece.
- iv If the result is negative no further test follows.
- v If the result is positive, a confirmatory test on the same device (using a new mouthpiece) will be conducted after a 15-20-minute period. The person must be supervised (as described above) during this period.
- vi The time and result will be recorded.
- vii The worker/ student, supervisor, and person doing the test will sign acknowledgment of the result and time.

15 Drug Testing

a Testing Standard: AS/NZS 4308:2008

All aspects of the testing procedure will be carried out in a confidential and private manner. The procedures will comply with the strict criteria dictated by AS/NZS 4308: 2008: “Procedures for specimen collection and the detection and quantitation of drugs of abuse in urine.”

NZQA qualified collectors will collect specimens, conduct an “on-site” screening test using a fully verified device and processes which comply with AS/NZS 4308: 2008, and forward any “not negative” specimens to the accredited laboratory for confirmation testing.

b Procedures

- i An informed consent form will be signed by the worker/ student (schedule B).
- ii The donor will report to or be accompanied to (post-accident/incident, reasonable cause, follow-up) the NZQA qualified collector.
- iii The donor will be required to provide verification of identity before the collection can proceed. Whilst photo ID is preferable, an alternative verification is acceptable. *(NB: a manager verifying the donor’s identity is not considered unequivocal verification).*
- iv The donor will be able to observe the entire specimen collection, processing, “on-site” screening test and chain-of-custody procedure, including the splitting of the specimen (if it requires confirmation) into two or more bottles.
- v A chain- of-custody form will be partially completed initially, with final signatures being applied after the specimen has been collected and processed. This form contains as a minimum:
 - Verification of donor’s identity (e.g. driver’s licence, Ara ID)
 - Two identifiers unique to the donor (e.g. full name and date of birth)
 - Date & time of collection
 - Name and signature of collector
 - Ara details
 - Results of specimen integrity tests carried out at the point of collection
 - Declaration by the collector that the specimen has been collected and (if applicable) screened in their presence “on-site” in compliance with AS/NZS 4308:2008
 - Confirmation by the donor that the specimen is their own and was correctly taken.
- vi A urine specimen will be provided in a manner which allows for individual privacy. *(NB: Observed collections would only be considered if the individual has previously been suspected of compromising specimen integrity).*
- vii The donor will be able to note the temperature reading on the collection bottle and verify the temperature reading was correctly recorded on the form.
- viii Further tests for specimen integrity (e.g. dilution, masking agent) will be conducted in the presence of the employee.
- ix The donor will be asked to voluntarily provide information on drugs/ medication they have used recently. This information is only for the laboratory and will not be made available to Ara unless the laboratory is able to match their test findings to the declared medication.
- x The donor will be asked to read, sign and date the chain-of-custody statement certifying the specimen is theirs and has not been changed or altered at the time of the collection. ***NB: This step is not carried out until the ‘on-site’ screening test has been completed and (if required) the specimen has been processed for dispatching to the laboratory.***
- xi The specimen will be screened at the collection site using a verified “on-site” immunoassay device and process which complies with AS/NZS 4308: 2008.

- xii A negative report is issued when all of the drug classes tested for give negative results and the integrity of the specimen is not in question. ***(NB: Ara may also wish to have the specimen forwarded to the laboratory for testing for drugs which would not be detected with an “on-site” screen or when testing is being conducted post-accident/incident or for reasonable cause (see section 6.2i). If testing for additional drugs is required, the laboratory must be instructed which substances to analyse for (e.g. synthetic THC, LSD, cathinone derivatives).***
- xiii All specimens screening “not negative” or considered to have suspect integrity will be split into 2 or more samples and sent to the accredited laboratory for either confirmatory testing only or screening plus confirmatory testing. If the validity is suspect another specimen must also be collected and both specimens forwarded to the laboratory. The confirmatory process is described below.
- xiv Ara will receive an “Interim Report” which only advises that the specimen requires further testing by the laboratory. There will be no indication from the collector, at this stage, as to the reason for further testing.
- xv The laboratory will conduct a more specific confirmatory test. This test, either gas chromatography mass spectrometry (GCMS) or liquid chromatography mass spectrometry mass spectrometry (LCMSMS) is considered by scientific and medical experts to be the most reliable procedure available. Diluent, masking agents and substances affecting the specimen integrity are also tested for.
- xvi The laboratory will report all the drug classes tested for and either not detected or below the cut-off concentration as “negative.” Individual drugs and/or metabolites confirmed by GCMS or LCMSMS at level(s) equal to or above the confirmation cut-off concentration tabulated in Section 14c will be reported as “positive.” The report will not include the actual concentration(s). The laboratory will also report if abnormal dilution or any other integrity measurement may have affected the test result.
- xvii If a donor disagrees with an initial positive test result, then they have the option of having the reserve split sample tested at the same or another accredited laboratory. This request should be made within 5 days of receiving the initial result and this reanalysis looks for the presence of any amount of the drug (i.e. it is not restricted to cut-off concentrations).
- xviii If the second test result proves positive this will be accepted as a conclusive result and costs associated with this test will be borne by the donor. If the second test result proves negative this will be accepted as a conclusive result and costs associated with this test will be reimbursed by Ara.

c Confirmatory Test Cut-Off Concentrations (As Total Drug): As/NZS 4308:2008

Compound	Cut-off level (micrograms/litre)
Morphine	300
Codeine	300
6-Acetylmorphine	10
Amphetamine	150
Methylamphetamine	150
Methylenedioxymethamphetamine	150
Methylenedioxyamphetamine	150
Benzylpiperazine*	500
Ephedrine*	500
Phentermine *	500
Pseudoephedrine*	500
11-nor- Δ^9 - tetrahydrocannabinol-9- carboxylic acid	15
Benzoyllecgonine	150
Ecgonine methyl ester	150
Oxazepam	200
Temazepam	200
Diazepam	200

Nordiazepam	200
α -hydroxy-alprazolam	100
7-amino-clonazepam	100
7-amino-flunitrazepam	100
7-amino-nitrazepam	100

*** These drugs may be optionally tested within each class and the specified cut-off levels shall apply**

SCHEDULE A

Reasonable Cause Indicators

When assessing for reasonable cause, there will usually be more than one indicator present.

Examples of reasonable cause include, but are not limited to the following:

- physical sign
- smelling breath, body odour, clothes
- slurred speech
- unsteady on feet
- eyes: bloodshot, dilated pupils, pin-point pupils
- excessive sweating
- flushed/ red complexion
- loss of weight (in association with other indicators)
- unusual or out of character on-site behaviour
- continual involvement in small accidents or inattention
- obvious continual drop in performance
- changes in personality or mood swings
- excessive lateness
- absences often on Monday, Friday or in conjunction with holidays
- increased health problems or complaints about health
- emotional signs: outbursts, anger, aggression, mood swings, irritability
- paranoia
- changes in alertness – difficulty with attention span
- changes in appearance – clothing, hair personal hygiene
- less energy
- feigning sickness or emergencies to get out of work early
- going to the bathroom more than normal
- defensive when confronted about behaviour
- dizziness
- hangovers
- violent behaviour
- impaired motor skills
- impaired or reduced short term memory
- reduced ability to perform tasks requiring concentration and co-ordination
- intense anxiety or panic attacks or depression
- impairments in learning and memory, perception and judgement

SCHEDULE B

Consent for Urine Drugs Testing

I consent to undergo a urine drugs test, to be undertaken by a NZQA qualified collector and urine drugs screener and an accredited laboratory appointed by Ara which I acknowledge is for the purpose of determining whether I have a level(s) of a drug(s) (as defined by Ara Policy) higher than:

- the accepted international standard as defined by the Australian/ New Zealand Standard AS/NZS 4308:2008, or
- the level determined by the laboratory

I understand that a urine specimen will be collected, and the drugs being tested for are cannabinoids, opiates, amphetamine type substances (including benzylpiperazine), cocaine, benzodiazepines, and others if applicable. I understand that other illicit drugs (e.g. LSD, synthetic THC and cathinone’s), restricted and legal party substances, misused prescription drugs and other mind-altering substances can also be tested for.

I undertake to advise the qualified collector of any medication that I am taking. I also agree to provide the collector with verification of my identity (either photo ID or an alternative proof) and two unique identifiers (e.g. full name and date of birth).

I consent to the confidential communication of the drugs test(s) results to Ara.

I understand that I may request a second test be conducted on the reserve specimen which was split from the original urine and is stored at the laboratory. This request must be made within 5 days of receiving the result. For the second test to be positive there need only be the presence of drugs or metabolite detected (i.e. not cut off limits). This will be accepted as a conclusive result and costs associated with this test will be borne by me. If the second test proves negative this will be accepted as a conclusive result and costs associated with this test will be reimbursed by Ara.

Any collection, storage or exchange of information concerning the drugs test will be in accordance with the requirements of the Privacy Act and results will only be used for the purposes for which they were obtained.

I understand that refusing to sign this form, or the return of a positive result, means that:

the Ara disciplinary procedure will follow which will include dismissal, exclusion or the requirement to take part in a Rehabilitation Programme.

I have read and understood the terms of this consent form.

Signature of Worker/ Student: **Date:**

Worker/ Student Name:

Witnessed: **Date:**

Witness Name:

SCHEDULE C

Consent for Breath Alcohol Testing

I consent to undergo a breath alcohol test, which I acknowledge is for the purpose of determining whether I have a level of alcohol in my breath higher than that 100 micrograms of alcohol per litre (zero alcohol tolerance).

Results of the breath alcohol test will only be used for the purposes for which it was obtained, as set out in the Ara Drugs and Alcohol Policy.

I understand that a positive test result is likely to lead to disciplinary investigation which could result in dismissal or the requirement to take part in an Alcohol Rehabilitation Programme.

I understand that a refusal to sign this form and undergo a breath alcohol test will be regarded as serious misconduct and is likely to result in disciplinary action which may include dismissal or exclusion.

I hereby authorise the collection and testing of a breath sample for alcohol, and the release of the test results to the authorised representative of Ara.

I have read and understood the terms of this consent form.

Signature of Worker/ Student: Date:

Worker/ Student Name:

Witness Signature: Date:

Witness Name:

Test administered at (time & date)

by
(name & signature)

Reading: **Result - negative / positive** (circle the one that applies)

SCHEDULE D

Drugs and Alcohol Rehabilitation Contract

Colleague/ Student Name

I acknowledge that I have been entered in an approved Ara health rehabilitation plan and my continued employment or study with Ara is subject to the following:

I am committed to full participation in the Plan with the service provider(s) specified by Ara.

I authorise the service provider to release the following information to Ara:

- Whether I have kept appointments
- Whether the service provider has recommended a course of treatment
- Whether I am following that course
- Whether a return to work is appropriate and within what timeframe
- Whether I have completed the required treatment
- Whether return to work is to full or alternative duties

I authorise Ara to permit the service provider to discuss results of drugs and/or alcohol tests, undertaken during rehabilitation, with the accredited laboratory and medical advisor (if available).

I agree to take this course outside work or study hours or use leave entitlements if required to participate during work hours.

I agree to take subsequent drugs/alcohol tests per year in the months following treatment and agree that the results are to be released to Ara.

I accept that if:

- I do not attend or complete the required course
- On any future occasion, including the subsequent tests above, I return a positive drugs/alcohol test
- I refuse to take any of the subsequent tests

the consequence may be dismissal from employment or exclusion from study without notice.

I accept the terms of this contract, which I acknowledge may be in addition to the terms of my current employment/student contract and agree to be bound by both contracts.

..... Colleague/ Student

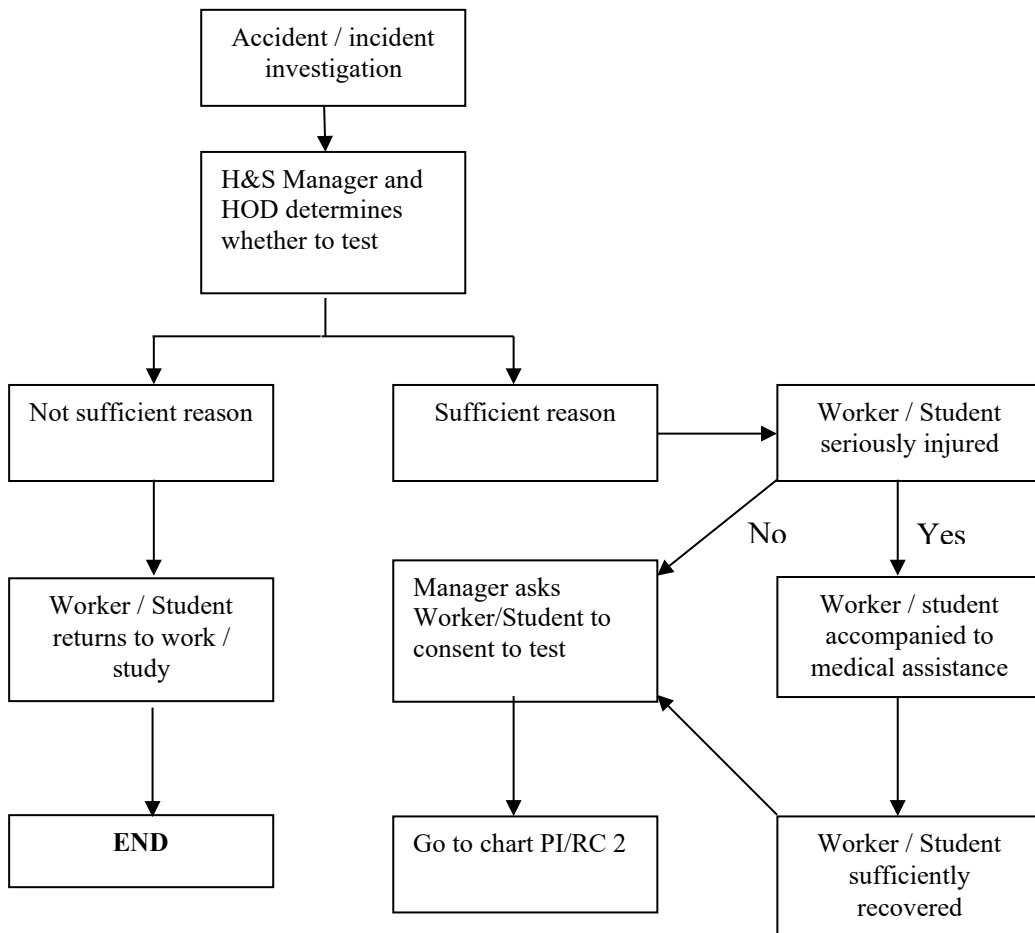
..... DCE, People and Culture

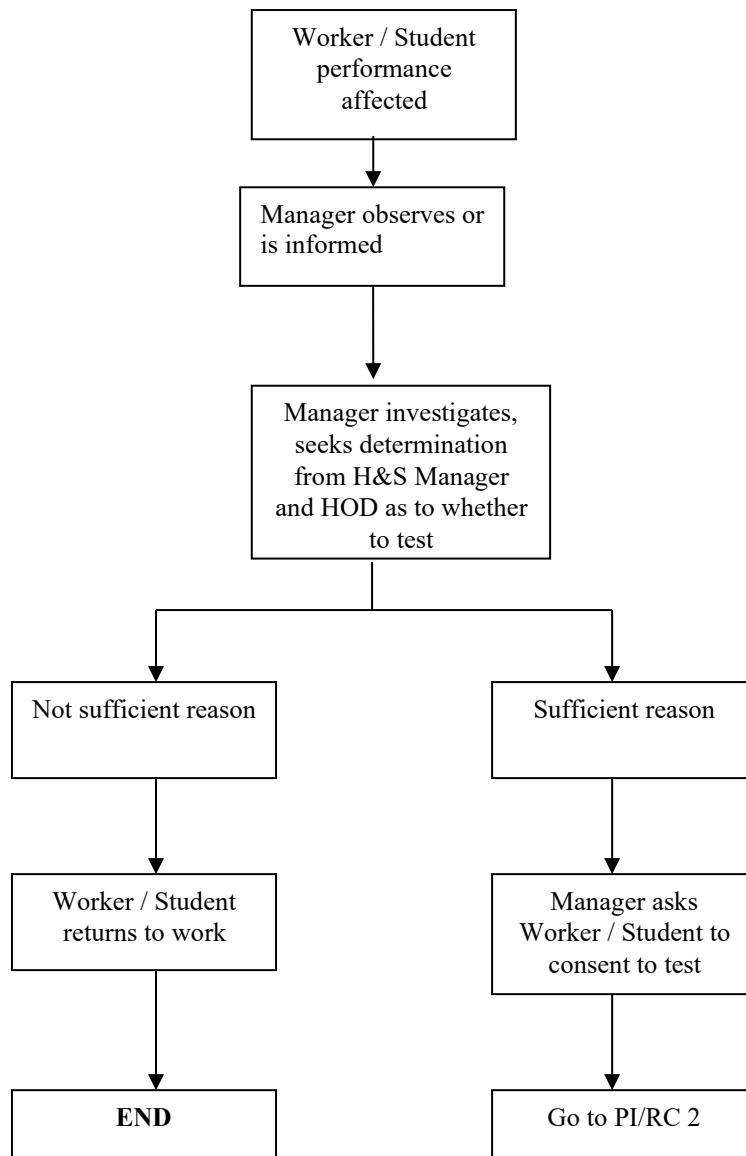
.....Witness

..... Date

APPENDIX 1

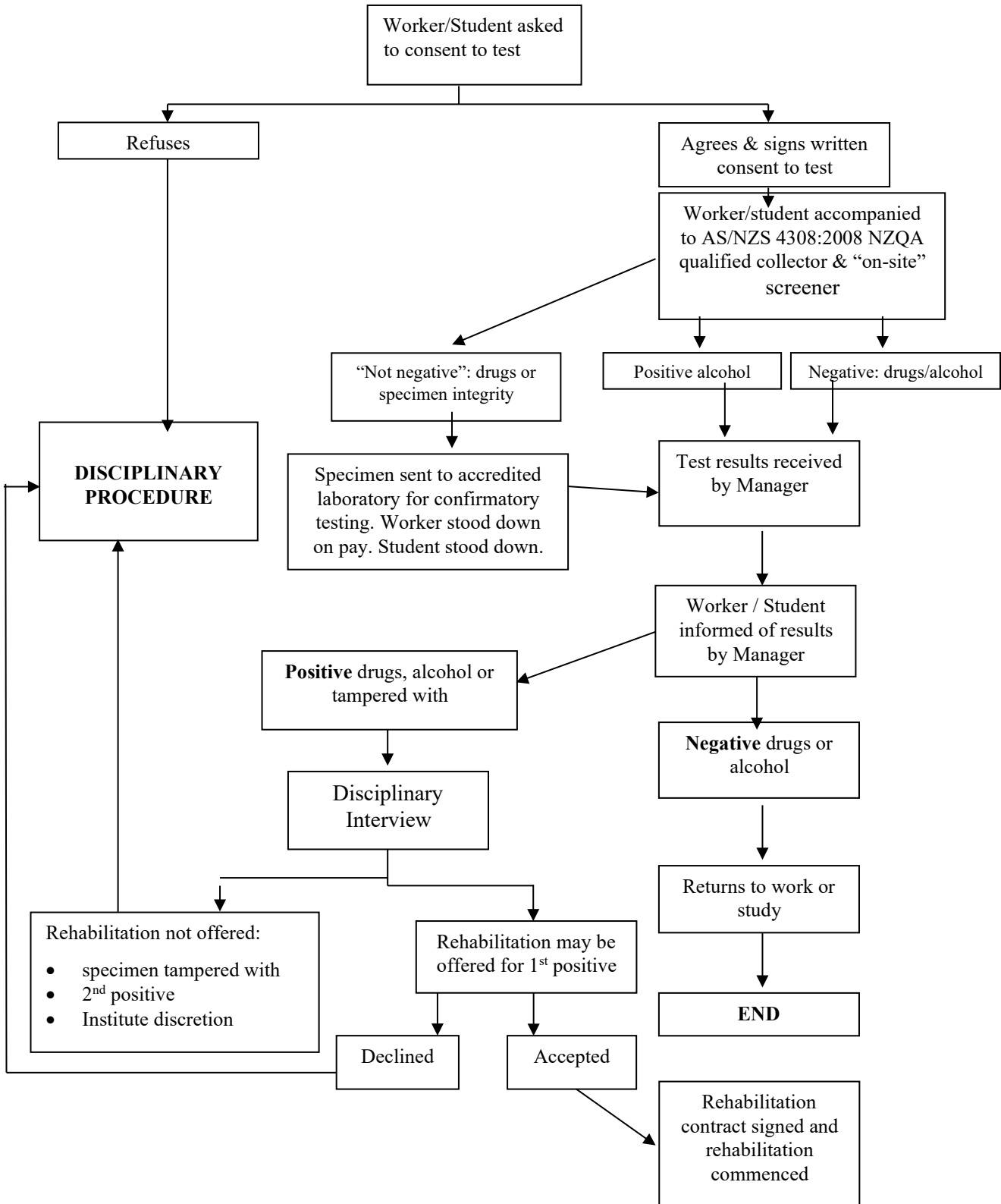
**POST ACCIDENT/ INCIDENT TESTING CONSIDERATION.
FLOWCHART PI 1**



APPENDIX 2**REASONABLE CAUSE TESTING CONSIDERATION.
FLOWCHART RC 1**

APPENDIX 3

**POST ACCIDENT/ INCIDENT, REASONABLE CAUSE TESTING
PROCEDURE.
FLOWCHART PI/RC 2.**



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

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Corporate Services Division: March 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 March 2020.
RECOMMENDATION(S)	Review and receive the information as provided in the report.
LINK TO ARA STRATEGY	<ul style="list-style-type: none"> • Learners through 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 \$336k favourable against overall budgeted expectation. • All cost and income categories are favourable to budget with the exception of Non-Teaching Staff Expenses which are adverse to the year-to-date budget of \$1.98m by \$22k.
RISK IMPLICATIONS FOR ARA	Financial risks as a result of CoVID-19.
RATIONALE FOR EXCLUDING PUBLIC	N/A.



CORPORATE SERVICES DIVISION – REPORT FOR THE ARA BOARD

Corporate Services consists of ICT, Finance, Facilities, Organisational Performance, Capital Works, Planning and Projects Teams

Executive Summary

Key focus areas this month

- The planning team have provided continued support for the Ara Covid-19 response, including supporting departments in the development of resumption plans.
- Support for Ara’s RoVE Response Programme and the new associated governance structures. Plans underway for activities arising from NZIST, such as implementations of new financial and operational parameters.
- Regional Master Plan – Presentation to the Board in April. Incorporation of Timaru property assessments. Preparation of implementation plan and business cases for Council Campus Redevelopment Committee (CCRC) and Board consideration.
- Providing project management and business analysis support to the Transformation Programme:
 - People and Culture projects – Employment Business Process, Wellbeing, Induction Refresh, Talent Growth Cycle, Employee Engagement, High Performing Teams and the Health and Safety system
 - Student focused projects – Student Retention and Achievement, Online Enrolments, Web Re-platforming, International Agent Portal 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 with new privacy regulations, student password management, attendance and engagement analysis, analysis of National Academy of Singing and Dramatic Art and Broadcasting School future facilities requirements and project proposal for an organisational Customer Relationship Management (CRM) system.
- Primary focus areas for the Organisational Performance team have been; support, reporting and data accessibility related to COVID19 inquiries, the 2020 preparation and evaluations for the April Single Data Return (SDR), developing and consulting on a range of new performance reporting dashboards including mobility capability.
- The management of complaints, appeals, enrolment cancellations, suspensions and OIAs as required. This work has also included responding to the Ombudsman’s office about a blended learning related issue from the 2019 delivery period.

- The management of a routine TEC enquiry related to Recognition of Prior Learning (RPL) and also Centre of Applied Recognition (CAPL) of Learning and the validity of funding some specific enrolments in courses offered through this Department. TEC have acknowledged our response and we await any further follow-up that they may require.
- Corporate Service managers have played an active role in the Critical Incident Management Support (CIMS) meetings and activities, following the activation of the Pandemic Plan.
- Active and ongoing support for staff during the COVID19 isolation and lockdown period. All staff are supported to work from home and check-ins are maintained on a very regular basis to ensure staff wellbeing and connections are maintained. A holistic approach is taken during this unique time. Many staff are at home with young children and whanau.
- A significant amount of work has been undertaken by ICT in a very short space of time to ensure Ara staff can work remotely during the level 4 lockdown period.
- The Finance team have created and implemented a softcopy timesheet for Ara staff who are paid on an hourly basis to ensure that their payroll could continue to be transacted in a remote working situation.
- Finance has commenced the audit preparation work for the final 'Ara Institute of Canterbury' audit and report (Jan-Mar 2020).
- Work has been implemented by the Finance team to change the Financial systems and documents to reflect the transition to a limited company.

Learners through everything we do

Outcomes delivered during current reporting period

- From 20 March the Facilities team were undertaking preparations for site lockdowns and Security to be put in place in preparation for alert level 4 lockdown.
- All contractors working on the C Block demolition were required to cease work as alert level 4 was implemented. This work is approximately 50% complete.
- Planning is underway for onsite reestablishment (this is dependent on alert level 3 requirements).
- The Facilities team have prepared Te Puna Wanaka-tender documents to go to the market week ending 17 April.
- ICT have been investigating the feasibility of enabling remote access of class lab environments. This will ensure students can continue their class computer work at a distance, particularly those with specialist configurations or software.
- The domestic student fee auto-invoicing functionality, developed as a collaborative effort by the Finance and Registry teams, has responded well to the significant increase in volume of Semester One enrolments. The functionality enables the timely presentation of invoices to students and allows the Student Finance team to focus other aspects of their roles.

High performing customer focused teams

Outcomes delivered during current reporting period

- The Strategy and Planning Project Office have been providing support for the Covid-19 response including continuity planning, resumption planning and Council reporting
- The Organisational Performance Team will release a variety of new reports on 20 April. These reports focus on an agreed matrix of high-level targets, commonly referred to as the placemat. The functionality for colleagues accessing these reports will enable drill down functions for further analysis related to key targets agreed for the 2020 calendar year. While the data contained in these reports has been operational for some years, we are improving the user experience functions. Additionally, the following reports will also be released on 20 April; Maori and Pacific Trades Training (MPTT), Dual Enrolment and also Re-enrolments.
- The Organisations Performance Team will be releasing the payroll report for giving insight on payroll budget performance and planning for testing by 1 May. The development of this report has been in-train for some time. Considerations connected to the Operational and Financial Parameters Direction are also taken into consideration in this scope of work.
- Result monitoring and result analysis performed by the Organisational Performance Team, which is aligned to the SDR (Single Data Return), has observed/enabled the lowest amount of outstanding results in an SDR comparative to prior years. The only outstanding results for the 2019 period are those that have an extension. This is a very positive outcome for the Teams involved and very beneficial to our learners.
- Ongoing evaluation of the Ara policies connected to Corporate Services plus People and Culture has been part of the mahi for the Organisational Performance team, this scope of work encompasses the new operating framework and delegations as and when released by the IST. This piece of work will be ongoing to support alignment.
- The ICT team have undertaken an expediated implementation of the new call centre platform due to the lockdown period. It was prudent to get the new system up and running as it works across the internet and means the call centre remains fully operational without any campus access. The previous system did not have this capability.
- The use of Zoom has increased significantly during the lockdown period. ICT have made a number of changes to the Zoom environment in response to guidance published by Zoom and the New Zealand Governments Computer Emergency Response Team (CERT). These changes include; controls that assist in ensuring meetings are not interrupted by unwanted participants, security fixes, usability enhancements and user documentation. There were also some training sessions held before classes commenced.

	<ul style="list-style-type: none">• ICT have implemented a number of key measures to allow Ara staff to work remotely during the level 4 lockdown, specifically:<ul style="list-style-type: none">○ A large number of Ara owned computers (and equipment) were provided to Ara staff to allow them to work remotely.○ As a consequence of increased remote workers, ICT had to reconfigure and tune infrastructure to offset the demands on the system.○ Rapid expansion of Microsoft Teams and other Office 365 functionality to assist working remotely.○ A new web-based tool (TechAssist) was established to enable a 'one-stop-shop' for relevant user documentation that assists the remote worker.○ Implementation of a second level of security to allow remote access to Ara systems via personal (untrusted) devices.• Adaptive Insights (Budgeting, Forecasting and Modelling Software) – implementation of the software has continued through the month with a key focus on simultaneously meeting the needs of the wider business and Finance users. The software has the capability to support other business planning processes. Ultimately, the aim is that the departments, particularly the AIR Teaching departments, undertake a single planning process that addresses the Mix of Provision, Workload Allocation Tool, Curriculum (and potentially timetabling) as a single coordinated and integrated activity. It is intended that Adaptive Insights would facilitate this. In the shorter term we are keen to avoid the challenges that arose during previous planning processes.• To gain an understanding of the business requirements, Finance met with three experienced Heads of Department (HoD), at which the longer-term goal was outlined. The approach was broadly supported by the HoDs. Finance will work with representatives from each department to understand their requirements.• 2019 Audit and Annual Report was successfully concluded. Audit New Zealand complimented the Finance Team on their preparation and engagement and the overall quality of the information provided. Noting that it has been a challenging time for the team due to the uncertainty and additional workload created by RoVE and that the audit process has been undertaken over a shortened timeframe than in previous years.• Considerable focus and effort have been made into ensure that the Finance department including the Payroll function transitioned from a largely paper-based operations to working remotely as a result of COVID-19. Overall, the transition has occurred smoothly and will continue to be finessed.• Further investigations are underway to identify and evaluate procurement solutions that would not only replace the current paper purchase order books but would support three-way matching, online PO approvals, commitment reporting and reduce the manual accounts payable data entry requirements.
--	---

Innovative and sustainable practice

Outcomes delivered during current reporting period

- Draft Regional Master Plan presented to CCRC and Council
- Proposal for replacement of InfoWeb presented to Transformation Programme Control Group (TPCG)
- Draft roadmap for Dynamics CRM developed by DataCom
- Statement of Work (SoW) agreed for redevelopment/enhancement of Predictive Analytics in line with agreed Business Case
- The Organisational Performance Team, with the support of an external consultant, is in the process of developing a document that focuses on the analysis of the future workforce and training needs of the Canterbury region. This will capture the view of provisional opportunities (SWOT) and an industry needs analysis. Data is derived from a variety of sources including, but not limited to, the TEC tools (Qlik), the Tertiary Data Warehouse, local, regional and national government, Statistics NZ etc. Comparative benchmarking will also be a key focus. This will be delivered by the end of May 2020. The current context of COVID19 will need careful consideration as to its impact and our response.
- The ICT Team have undertaken a piece of work with the print services bulk submission tool. By completing this work, it is anticipated we will see significant cost savings and service enhancements.
- Adaptive Insights – implementation of the software has continued during the month with the development of models in line with the assumptions contained within the existing 10-year model and prior year budget builds. A key strength of the software is that it has been designed specifically for modelling and forecasting, therefore, assumptions and drivers can usually be flexed or created as required. The software enables assumptions and drivers to be applied at a more granular level than has been feasible for Ara previously.
- The Finance Team has implemented the activities identified during the COVID-19 contingency planning of last month, included in this was the development of an electronically approved replacement for the paper timesheets. The business users have been heavily supported to adapt to the new functionality during this time. This initiative puts students at the heart of everything we do as a significant portion of the timesheet paid colleagues are engaged in teaching activities. The ability to pay colleagues for their work is key to ensuring that they are available to work for the organisation.

Summary of financial performance

CORPORATE SERVICES DIVISION

As at 31 March 2020, the Corporate Service division is \$336k favourable against overall budgeted expectation with actual costs of \$7.16m in comparison to the year-to-date budget of \$7.49m. All cost and income categories are favourable to budget with the exception of Non-Teaching Staff Expenses which are adverse to the year-to-date budget of \$1.98m by \$22k.

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

ARA BOARD REPORT SUMMARY	
TITLE OF REPORT	Customer Experience and Engagement (CEE) 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 through 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. Overall financial performance is ahead of 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 period March – mid-April - Madras, Ashburton, Timaru and Oamaru

- Ara Strategic Focus Areas & Priorities 2020 – 2021 CEE Work Group Implementation Plans were due for completion by 31 March of which the majority are completed. Areas are: Registry, Marketing, Recruitment & Engagement, International, Health Centre, Student Support, Academic & Learning Support, Student Accommodation, Recreation Centre, Events and Career Hub, Early Learning Centre, and Central Administration
- Tracking of 200 + Chinese students to determine location.
- Liaison, communications and manual processing of enrolments, visas and homestay requirement to defer 66 students unable to travel from China to NZ to start Semester One study.
- COVID-19 Contingency Plans developed for all areas.
- COVID-19 Implementation of Contingency Plans including preparing for all CEE teams to be able to work remotely from home locations.
- Closure of Ōtautahi House, Recreation & Fitness Centre, Health Centre and the Early Learning Centre.
- Lockdown responses to a wide-variety of Student Support needs detailed in the body of this report.
- Academic, Innovation & Research (AIR) Division support with a range of administration, communication, tutor, and student support.
- Repatriation management of students predominately to Japan details within the report.
- Business Resumptions Planning initiated for all areas.

Learners through everything we do

Outcomes delivered during current reporting period

International

- Five exchange students were successfully repatriated to their home countries of USA, Germany, and Norway. Arrangements are underway for them to complete their semester's study on-line in conjunction with their home universities and Ara academic staff.
- 18 students coming in a group from Japan to study English cancelled prior to arrival due to COVID-19

- 23 additional Japanese students have been withdrawn from their studies earlier than planned and successfully repatriated back to their universities in Japan.

Student Support General

- All student support staff are working from home throughout lockdown, at times this has been very busy and has involved working through public holidays and weekends.
- Contact and support has been maintained with student advisors whom students were working with prior to lockdown.
- StudyLink application processing took longer than usual. Some students struggled financially because of this and a number of hardship applications were supported.

International Student Support

- All students have been contacted to enquire about their wellbeing.
- Additional contact is maintained with students who are living alone.
- Prior to lockdown significant visa and insurance claims assistance was provided.
- Supporting students wanting to work full time during the shutdown and keeping student informed of changing information from Immigration New Zealand (INZ) including assisting student understanding of critical information such as student work rights.
- Three international students in Nursing have ceased working. All three worked at an Aged Care Facility which has tested positive for COVID-19. All students tested negative but are unable to work for the isolation period. They have been referred to speak to employer about a wage subsidy.
- International students have to provide evidence that they have \$15,000 in an account to support them during their studies, however the reality is that a number of students have articulated financial hardship due to the loss of part time jobs.
- Lower level NZ Certificate in English Language students are reporting they are finding study challenging via technology and online due to limited hardcopy resources, knowledge about technology and access to devices other than a smartphone.
- Received enquiries about refund eligibility as some students are worried about online study structure and expectations of them. Positive encouragement has been provided and student have been referred for discussion with their academic staff.
- A small number of students who are articulating health/mental health issues are receiving ongoing support.
- Prior to lock down advisors attended Academic Contract meetings with Dept's. Working with the Dept to find out what monitoring is occurring now so support can be provided.
- Japanese Advisor assisted two groups of students to repatriate to Japan – Flights, accommodation etc
- Ongoing assistance students by distance to access insurance claims, StudyLink, Manual visa applications, Hardship etc

	<p>Refugee and Migrant Student Support</p> <ul style="list-style-type: none"> • All students have been contacted. Many with lower level English language skills have challenges due to connectivity, appropriate equipment, home learning environments, technological capability. It is challenging for advisors to assist at distance because most have not applied for student loans which needs to be done before they can access course related costs funds. • A step-by-step one-pager has been developed to assist these students and 1:1 telephone support is also offered. <p>Support to Youth/Dual Enrolled Student Support</p> <ul style="list-style-type: none"> • In general students had been progressing well prior to lockdown. • There were some initial Case Management Tool (CMT) errors in attendance reporting to schools in the first weeks of term. The problem has now been rectified. • Since the lockdown Advisors have contacted all students. Many would like to be able to continue their learning online. • Advisors have gathered all Term One Warrant of Fitness student progress information in preparation for reporting to Schools. <p>Support for Māori Student Support</p> <ul style="list-style-type: none"> • Initiated the establishment of a Māori Student Rōpu prior to lockdown. Further contact will be made with these students. • All students have been contacted (text & email) and individualised responses provided – need for technology, food, footwear and clothing which have been responded to. • A student who was a young mother passed away during the third week of lockdown – good support provided to her friends and classmates by the Programme Leader in collaboration our Kaiārahi and backup from Student Support. <p>Support for Pacific Student Support</p> <ul style="list-style-type: none"> • The Pacific Student Welcome and the 2020 PISA group have set up the students for a great start to the year. • All students have been contacted (text & email) and individualised responses provided – need for technology, food, footwear and clothing which have been responded to. <p>Support for Maori & Pacific Trade Training (MPTT) Students</p> <ul style="list-style-type: none"> • More frequent and earlier engagement with a wider range of MPTT students including onsite induction sessions at Woolston, Madras and Timaru, followed up with the development of individualised student plans and plans for the use of their Learner Support Funds. Also established the delivery of Wednesday Wānanga at Madras and Woolston focussed on whakawhanautanga and including Haka/waiata practice.
--	---

Student Voice

- Student reps have been selected for almost all programmes and most Departments have met with these groups.
- Student rep training has been delivered and is available online for those who could not attend.
- The new Student Council has met for the first time.
- The National student gathering was cancelled due to COVID 19.
- Wellbeing Check-in has been promoted on My Ara, Facebook etc.

Student Advocacy

- There were a high number of cases in relation to StudyLink this year. Most of these matters have now been resolved.
- A range of other students are being supported in relation to academic, health, judicial and interpersonal relationships.

Collaboration with Trades

- Daily Attendance Monitoring and follow up of all FT Trades students in the first six weeks of their programmes with the aim of improving retention – Until lockdown anecdotal feedback suggested there had positive outcomes with both attendance and students engaging with support earlier.

Recruitment & Engagement

New Business Activity & Events		
YOUNG ENTERPRISE	ACTIVITY	COMMENTS
	<ul style="list-style-type: none"> • 22 schools visited in March • 4 sponsors confirmed for 2020 <ul style="list-style-type: none"> ○ E3 Business Accountants ○ Cyclone Computer Company ○ Rotary Club of Christchurch ○ Baldasso Cortese Noordanus 	Sponsors were invoiced before lockdown - \$8,000 total
MARCH BD CONTACT	COMMENTARY	FOLLOW UP APRIL
MSD Drop ins – 8	<ul style="list-style-type: none"> • 5 Registrations of interest and 2 applications for Semester 2 	Team following up
Ko Tana	<ul style="list-style-type: none"> • 22 staff interested in Customer Service workshop 	Team contacting to gauge interest in online Customer Service Workshop
Ao Tawhiti	<ul style="list-style-type: none"> • 11 staff interested in Te Reo PD 	Team contacting to gauge interest in Online Te Reo offering

CUSTOMER EXPERIENCE AND ENGAGEMENT

Foodstuffs (Transport Division)	<ul style="list-style-type: none"> 16 warehouse/admin staff interested in Digiboost 	Team contacting to gauge interest in Online Excel offerings			
EVENT	COMMENTARY	NUMBERS IN ATTENDANCE			
CHRISTCHURCH					
Business Breakfast Te Reo Theme	Cancelled due to COVID 19				
SOUTH CANTERBURY					
CAPL Info Evening	Cancelled due to COVID 19				
SCHEDULED DIVERSIFIED INCOME ACTIVITY					
Date	Type	Course	Numbers	Income ex GST	Notes
04/03/2020	Contract	Western Bay of Plenty DC – Plumbing & Drainage upskilling		\$,8,500.00	Invoiced
9/03/2020	Scheduled	Xero – Rangiora Campus	8	\$ 2,792.00	Invoiced
10/03/2020	Scheduled	Conflict Management	6	\$ 2,094.00	Invoiced
13/03/2020	Contract	Sudima Christchurch City – Food Safety	10	\$ 450.00	Invoiced
4/02/2020 – 07/04/2020	Contract	Christ's College – Te Reo MAOR103		\$1,500.00	Not invoiced due to COVID 19
			Total March	\$13,836.00	
			Total YTD	\$17,042.00	
Y&C CALL CYCLE	ACTIVITY			COMMENTS/Registrations of Interest (ROI's)	
Presentations	Christchurch x 12 South Canterbury x 3			46 ROI's 12 ROI's	
Student Referrals	Christchurch x 22 South Canterbury x 3			30 ROI's 3 ROI's	
Campus Tours	Christchurch x 1			22 students	

EVENT	COMMENTARY	#'s IN ATTENDANCE
CHRISTCHURCH / OUT OF REGION		
Papanui High School Year 13 Conference	Successful workshops delivered with over 50 students choosing to find out more about Ara.	50
Nelson Marlborough	Trip cancelled due to lockdown. 20 presentations were scheduled and 3 stakeholder meetings. Working on developing online solutions with marketing team.	
West Coast school visits	12 presentations made over 3 days	46
Evolocity Design Event	Postponed	
Pūhoro Wananga	Postponed	
Polyfest	Format for 2020 amended to create better engagement, ran 3 x activities which were supported by current Pacific Ara students who did amazing work doubling registration numbers from previous years.	115 ROI's
SOUTH CANTERBURY		
SC CATE Meeting	Presentation of Ara Health programmes to Career Advisors from 10 SC schools.	10
Educators' Sector Day	Postponed due to lockdown	20 registered
<ul style="list-style-type: none"> • Support provided to Departments to establish technology and access needs for Dual Enrolment students. • Support provided to the Department of Allied Science and Social Practice to identify all student technology and access needs. • Support provided to connect with Ōtautahi House students to confirm where they were domiciling for lockdown 		

Student Accommodation, Events, Career Advisement and Recreation Centre

- A wide-range of orientation events continued to run in March. The events were extremely successful.
- Significant 'distance' pastoral support and problem-solving support to Ōtautahi House community while under COVID-19 lockdown.
- Online engagement activities with Ōtautahi House community eg Creativity competitions.
- Online access to live streaming fitness sessions via Recreation Centre team.
- Distance Career counselling and CV development services provided, and engagement with MPTT students to identify driver license need and provide theory learning.
- CV development support for all students is offered during lockdown.
- Online engagement initiatives in conjunction with student voice to the wider student body via event team.

Registry

- Developed a new page in the Tribal Student Portal which shows individual students their progress towards completion of their qualification as results are entered and published. This is a graphic which displays percentage completion. Once a student has achieved 75% success towards qualification the system points them to the programme/s they could enrol in for further study (e.g. a Bachelor will show students Post Grad Quals and they can apply directly from this page).
- Developed a new page in the Tribal Staff Portal which shows a tutor a class picture of progress towards qualification. Graphic which displays the percentage towards qualification completion. Tutors are able to drill down for individual student progress or display an overall picture of the class.
- Developed a new page for students My Programme of Study shows students the path of study towards their qualification (courses to be completed to achieve qualification)

Early Learning Centre

- A strong focus on whānaungatanga – relationship, kinship, sense of family connection – a relationship through shared experiences and working together, which provides people with a strong sense of belonging.

Academic Support

- Extended use of live chat software to enable students to receive Library help via AskLive and telephone.
- To enable students to receive face to face online assistance a Library Zoom Service Desk has been set up.
- Development of a 'Zoom Guide for Students' resource to support online learning.
- Continuation of 1:1 support of "at risk" students via Zoom appointments and/or email correspondence.
- Development of an Online Learning handout added to Learning Resources on MyAra.

- Ongoing development of a 'Learning online' page on MyAra, collating Ara resources and external links to support students' online learning.
- Immediate introduction of daily online Quick Question sessions via Zoom to support students' online learning.
- Check in with all students registered with Disability Services since the lockdown to provide support and identify the possible change of needs in the new online delivery environment.
- Changes in technology infrastructure to enable delivery of support to high needs disabled students during lockdown.

Health Centre

- Early March, He Waka Tapu ran a free women's health clinic from the Health Centre, conducting specific clinical screening of Maori and Pacific women.
- Smoking Cessation clinics commenced, facilitated by Te Hā Waitaha. This free service will run each Thursday lunchtime for students and colleagues.
- Counsellors visited several classes to provide 'Anxiety' workshops for groups of students – these were requested by tutors. Also provided support for tutors in supporting students around Mosque shooting anniversary.
- Health Centre infection control processes tightened in light of COVID-19. PPE supplies obtained.
- Student and colleague flu programme commenced for priority groups 23 March. Two full days of clinics held before lockdown.
- Nursing staff took swabs from one domestic student displaying symptoms of COVID-19 – returned negative.
- MOU signed on week before lockdown with Moorhouse Medical Centre has been enacted during closedown for providing continued health care for Health Centre enrolled population.

Marketing, Events & Public Relations

- MyAra: With COVID-19 MyAra has become an important channel for students to access updates and usual information related to the Pandemic and Ara's response to it. The COVID-19 banner, which links to relevant content, has been clicked on 17,000 times in the last 30 days.
There has been an average of 3,615 users per day since the beginning of March with a peak of 6,531 on Monday 23 March. Since the return to study after Easter average users have been 4,696 per day.
- Web re-platform: The web project has continued during lock-down with the team looking to move into user acceptance testing in the next few weeks.
As a quick snapshot on the website migration project:
 - 90% building blocks for the new site have been delivered by our external design / development partner
 - 75% website content from Squiz website has been moved over to the new platform

	<ul style="list-style-type: none"> • 90% our advertised products and associated marketing text have been migrated into Tribal to support fully automated date/time/location listings The balance continues to be worked on though at this stage with the current systems freeze in place it is not known when we will be able to go live with the new website. • Advertising: The Marketing team has been looking at what the on-going brand and recruitment advertising looks like given the lock-down and the impact of remote delivery may have on Semester 2 provision. Advertising in April had been curtailed though this also coincided with a quieter period anyway. Into May we are looking at extending our brand advertising (“Love” and “Choose”) largely in digital, radio and tv mediums to ensure Ara’s name and the benefits of studying at Ara remain in the market. In terms of recruitment we are still planning on Semester 2 intakes aligned with when programmes will start and where the areas of need are. • Graduation: With Autumn graduation having been cancelled work is being undertaken to look at how we best manage those students who may still want to graduate in person at a future event. The focus has still been on a graduation in September for those who will be eligible to graduate as well as catering for those students from the Autumn graduation. Various scenarios are being considered based on the Alert Level that may be enacted at the time.
Dynamic delivery of contemporary programmes and research	
Outcomes delivered during current reporting period	<p>Student Support</p> <ul style="list-style-type: none"> • Delivery of a ‘Supporting You Supporting Students’ workshops for academic staff in relation to supporting students with anxiety, around mosque attacks and now during COVID 19. The most recent delivery was HSI colleagues using zoom. <p>Engagement</p> <ul style="list-style-type: none"> • Connected with Christchurch NZ to establish how Ara can support and be involved in the Skills Site initiative. This will be a digital platform and ecosystem that will connect impacted workers and learners with future regional employment opportunities through education. • Maori and Pacific Trades Training project – this is progressing well with the Implementation Team Champions identified across the organisation, Student Journey completed and development of the Implementation Plan for the remainder of 2020 and into 2021 underway. Virtual Wananga Wednesday sessions have commenced with haka and waiata practice being delivered online weekly. <p>Student Transition, Accommodation, and Activities</p> <ul style="list-style-type: none"> • Delivery of Careers workshops to classes in collaboration with tutors using zoom. Use of Careers and Employment Facebook page as platform for shifting Volunteer Expo (City Campus) and Employer Expo (Timaru Campus) into online environment instead of face to face. Input into MPTT planning and reporting.

	<p>Registry</p> <ul style="list-style-type: none"> • Supporting Academic Division with curriculum changes. <p>Early Learning Centre</p> <ul style="list-style-type: none"> • Supporting School Transitions – connecting links with primary and offering guidance for whanau during lockdown. • Supporting transitions between Nursery to Preschool – connecting with primary caregivers via video-chat. • Connecting links with home and Centre – using various mediums to connect and stay in touch. <p>Academic Support</p> <ul style="list-style-type: none"> • Purchase of High Use Collection books in electronic format to support remote delivery. • Providing student access to additional resources made available by publishers of electronic resources for the period of the lockdown. • Online delivery of some academic skills teaching into specific courses to support student learning and assessment planning e.g. CAPL. <p>Health Centre</p> <ul style="list-style-type: none"> • Counselling team and Health Centre Manager provided two remote (zoom) workshops for colleagues on supporting them in supporting the mental health of students.
High performing customer focused teams	
Outcomes delivered during current reporting period	<p>International</p> <ul style="list-style-type: none"> • The international recruitment team are maintaining relationships with agents onshore and offshore. • Chinese agents are delivering recruitment event webinars. • Indian agents are also delivering virtual events and marketing activities. • Applications have slowed down. However, we are still receiving applications for Semester 2 and for 2021 • The team are providing a weekly update on our international education markets. India has extended their lockdown period to 3 May 2020. • INZ are not currently processing any offshore visa applications for study in NZ. • Agency contracts and MOUs with international institutions being updated as appropriate this month to reflect the institutional name change.

	<p>Student Support</p> <ul style="list-style-type: none"> • Student Support have developed an online document to assist new student support colleagues through induction to their role. • Delivery of a one-day workshop for the Frontline Student Advisors to improve and develop a consistent process for Student Referrals in the CMT. • Student Wellbeing Advisory has been appointed and at this stage will start after we return to Campus. • A document to assist staff through the 'Unexpected Death of a Student' has been drafted and is being developed for wider circulation • A team of Ara colleagues has been established to complete the Ara Domestic Student Pastoral Code of Practice self-evaluation document and to identify gaps and evaluate areas for improvement. <p>Engagement</p> <ul style="list-style-type: none"> • Engagement with schools has comprised of providing support in response to COVID-19 regarding Dual Enrolment and Experience Ara activities. Several events and activities were cancelled or postponed leading up to lockdown and the Engagement Team are now collaborating with the Marketing Team and AIR colleagues to deliver online distance recruitment experiences for semester 2 recruitment. • Both the Business Development Team and the Youth and Community Development Teams have connected with their key contacts in schools and industry during lockdown to ensure we stay connected and are able to respond and support as required. Newsletters providing information about access to distance learning workshops for industry and providing online presentations for senior secondary school students to help with decision making for semester 2 or 2021. • The Business Development Team have asked industry and the Ministry of Social Development of what offerings they would like in the short term to support their teams in retraining. The feedback will be collated to support the Opportunities Workstream to prioritise activity by the 24th April. • The team will continue with follow up calls to prospective students who have an incomplete online application to support and work to convert for Semester 2. <p>Student Transition, Accommodation, and Activities</p> <ul style="list-style-type: none"> • Excellent adaptation evident across all teams to the online environment during lockdown including examples of redeployment (e.g.: helping department with phone calls), collaboration (e.g.: working with tutors to deliver zoom workshops to their students) , and innovation (eg: livestreaming fitness classes appropriate to peoples home work environments). Future events and activities planning for a range of alert level resumption models.
--	---

	<p>Admissions</p> <ul style="list-style-type: none"> • Semester two application/enrolment processing well underway. • 2021 application processing underway. • Normal processing of applications and enrolments is continuing during lockdown. • BAU administrative support functions continuing effectively under lockdown. <p>Registry</p> <ul style="list-style-type: none"> • Developed a new page in the Tribal SMS which will allow the Engagement Team to apply notes to a student's record via the Tribal Staff Portal. Also allows Engagement Team to close off applications which are a 1.0 status. <p>Early Learning Centre</p> <ul style="list-style-type: none"> • A well-considered contingency plan sparked creative thinking for ways to connect with whanau to during lockdown. • Professional Development opportunities placed a focus on Wellbeing to better support our learning community and each other when lockdown is lifted. <p>Academic Support</p> <ul style="list-style-type: none"> • Aware workshop completed for the Analytics project. This has led to a slight change in scope due to the availability of some new tools which will help us to maintain the machine learning engine ourselves in the future • Some of the InterGen work on the case management tool enhancements project requires modification under warranty <p>Health Centre</p> <ul style="list-style-type: none"> • Clinical team has been available for health and wellbeing support for students during lockdown – i.e. clinical advice and referral (doctor/nurses), repeat prescriptions and counselling support. • Professional advice given to International advisor on initiating external COVID-19 testing for three students working in a nursing home where there were confirmed virus cases. All tested negative. <p>Marketing</p> <ul style="list-style-type: none"> • In order to meet the needs of the business and ensure the Marketing team is fit for purpose, the team is undergoing a review. The consultation period closed on 25 March, however, due to COVID-19 the finalisation of the review and outcome is on hold until further notice.
--	--

Innovative and sustainable practice	
Outcomes delivered during current reporting period	<p>International</p> <ul style="list-style-type: none"> • Application Portal for Agents Project. • Actively working with Humanities to promote the continuation of learning for students whom have repatriated to Japan. • Undertaking a market analysis of various international education markets and develop of a report to TKM. <p>Admissions</p> <ul style="list-style-type: none"> • Application Portal for Agents Project – further time has been secured for James Bell from Tribal to undertake further development work for this project; COVID 19 lockdown/associated IT freeze may impact on project timeframe. In addition, the progress of the COVID-19 pandemic overseas could/will have a significant bearing on this project as we will need Ara’s key international markets (esp. India, China, Japan, etc) to recover and begin looking for education providers again. • Online enrolments project continuing – new naming conventions and structures for programme intakes is being socialised with departments; work is ongoing to transition 20/21 curriculum to the new model; workshops with key stakeholders are occurring during lockdown. • For ITO and managed apprenticeship programmes, all communications to both students and employers are now generated through the Tribal Student Management System. <p>Early Learning Centre</p> <ul style="list-style-type: none"> • Highest occupancy in March for over a year, has a waiting list in both areas of up to 6 months. While in lockdown, no fees are charged, however funding from the Ministry of Education remains unchanged. <p>Health Centre</p> <ul style="list-style-type: none"> • Has been closed since 25 March. During this time, no co-payments for services have been charged (i.e. phone/email doctor consults repeat prescriptions) however, PHO capitation funding has continued. In addition, the government has provided two ‘COVID-19 payments’ as financial support to practices. Payments are pro-rata; Ara Health Centre payment amounts to approx. \$5,000.
Summary of financial performance	
Budget is on target due to a reduction in general expenditure off-setting staffing overspend due to increased COVID-19 expenditure and a hold on planned staff reviews.	
It is expected that the following will progressively impact financial performance: the freeze on Ōtautahi House rents and Early Learning Centre fees; Health Centre reduced payment income; Recreation & Fitness Centre loss of diversified income via rent and leases to external organisations and gym membership fees as well as refunds to groups that have repatriated to Japan.	

Ara Board 28 April 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)	That the Ara Board note the contents of the report.
LINK TO ARA STRATEGY	Full report linked to strategic focus areas.
KEY ISSUES IDENTIFIED	Ability to deliver courses online (via distance) reduces the longer we are in lock down.
FINANCIAL IMPLICATIONS FOR Ara	Working hard to encourage learners to engage with distance learning, rather than withdraw.
RISK IMPLICATIONS FOR ARA	If alert Level 4 is extended, or alert Level 3 doesn't allow access for 'purple' classified courses, some delivery will need to be postponed.
RATIONALE FOR EXCLUDING PUBLIC	Not applicable.

ACADEMIC, INNOVATION AND RESEARCH – MARCH/APRIL REPORT FOR THE ARA BOARD



Executive Summary

Key focus areas this month

- **COVID-19 Response**
Development of workstreams to ensure appropriate colleagues are consulted and able to make 'in-time' recommendations/decisions to solve problems for our tutor colleagues and learners.
- **Anniversary of Mosque Attacks**
- **Preparation for Distance Delivery**

Learners through everything we do	
Outcomes delivered during current reporting period	<p>Student Access and Engagement</p> <p>This workstream was created to identify learners who do not have adequate internet access, or device to engage in remote/distance delivery. Learners have been contacted by e-text, email and phone, as well as referrals from a range of Ara support services. In the first sweep over the Term break approximately 120 learners have identified as fitting this category. A second sweep commences 20 April using an attendance and non-engagement process. We are expecting to identify further learners who have overestimated their equipment and internet capability, contact those who have not engaged in learning, and have not responded to previous communications.</p> <p>What we know to date is – of the 120 learners identified some of the challenges they are facing in their learning bubbles relate to the numbers in the household accessing the internet, hardship issues relating to lost part-time work, living remotely in an area with poor internet, or they are not in the same location now as they were on enrolment. As well as these challenges, many of the 120 only have a cell phone as a learning device.</p> <p>Learners affected and the range of their issues will have an appropriate Ara response communicated.</p>

	<p>At the time of writing the Tertiary support package from TEC has not specifically addressed the needs of these learners, however there is a range of funds, mechanisms, and learning options that we will try to ensure equity, and that no Ara student is disadvantaged.</p> <p>Student Communications This workstream was set up as a central point of contact, collaboration, and coordination for all who are presently involved in, or who represent important interest(s) regarding student communications. It includes representatives to ensure that messaging is suitable for all learners including Maori, Pacific and International. Messaging has been carefully crafted to provide as much certainty as possible for learners and reassure them about distance learning. A set of guidelines were provided for all Ara colleagues engaging with learners at this time.</p> <p>Business Resumption This workstream is providing advice and guidance related to resumption of teaching and learning on campus. The first task of this workstream is to consider the impact that a Government Shift to Alert Level 3 will have on delivery. Colleagues are working with the PMO, ICT and Facilities teams.</p> <p>Anniversary of Mosque Attacks March saw the anniversary of the 2019 Mosque attacks. Following advice, Ara and departments worked with individuals and small groups of impacted colleagues and learners to remember and acknowledge the event as appropriate.</p>
Dynamic delivery of contemporary programmes and research	
Outcomes delivered during current reporting period	<p>Distance Delivery All Departments worked hard from early March to identify the ways in which course delivery could be adjusted to enable online or distance delivery. This could include rearrangement of scheduled delivery to 'front load' with theory and back-load with practical, reshaping assessments, using online platforms for synchronous or asynchronous delivery in preparation for new Term 2 delivery that commenced Wednesday 15 April.</p> <p>Courses have been categorised as Green, Amber or Purple according to the criteria below.</p>

Requirement	Green Ideal for distance delivery	Amber Distance delivery works for most learners
1. Learners have access to hardware and infrastructure required for delivery.	Y	
2. Learners have the required digital literacy to participate in a distance course.	Y	
3. Teachers have the capability currently to support distance learning and teaching.	Y	Y
4. Teachers have the equipment and Internet connection required for distance delivery.	Y	Y
5. There are readily available resources to support learning and teaching on-line and that learners know how to access these.	Y	Y
6. Courses have detailed teaching and learning plans in an accessible location.	Y	Y
7. A contingency plan is in place in case the main teacher is unable to continue. It is recommended that teacher(s) who could take over the class are identified and that these teachers receive any required PD and have permission to access all course links and resources, including the teaching and learning plan.	Y	Y
8. A plan is in place to catch up learners who miss any of the course due to sickness or lack of access.		Y

Courses categorized as **Purple** are not suitable for distance delivery.

The result of this work is that the vast majority of Ara learners will be able to access distance delivery of at least some of their courses during Alert Level 3 and 4.

Preparing for distance delivery

To help prepare tutors for distance delivery, Ara Whakapiki Ako Centre for Educational Advancement (AWA) developed a one-stop shop Moodle site with information about all aspects of distance teaching, including advice and a checklist for getting started, a guide to distance teaching, e-assessments, digital tools, supporting distance learners, no- and low-tech delivery options, FAQs, workshop links and links to great online resources. Nearly 400 tutors have registered as learners on this site.

AWA also developed and conducted numerous workshops to support distance teaching. Below are the workshops followed by attendance numbers for each. Nearly all workshops were recorded and uploaded to the Shifting to Distance Teaching Moodle site mentioned above.

Teaching Practice workshops

- Shifting to Distance Teaching seminar series – nearly 300 lecturers attended this four-part series
- Using video to enhance distance teaching – 173
- Online teaching Q&A – 37

Zoom Video Conferencing tool

- Zoom Basics – 220
- Zoom Recording – 370
- Zoom Q&A – 37

Moodle Learning Management System tool

- Moodle Q&A – 125
- Intermediate Moodle – 168

Panopto Video Recording and Editing tool

- Panopto 1 – 337
- Panopto 2 – 154
- Panopto Q&A – 45

	<p>Programme changes and compliance</p> <p>This workstream was set up to provide advice and assistance, and respond to questions on matters relating to compliance, timetabling and curriculum changes, TEC and StudyLink implications and general programme and course changes</p> <ul style="list-style-type: none"> • Liaise with StudyLink, NZQA, and TEC • Coordinate and compile information relating to delivery changes that are proposed/requested as a result of COVID-19/lockdown. • Provide advice and recommendations to AIRLT on decisions that are required in the programme change and compliance arena <p>The team have created a document to help provide guidance to colleagues who are exploring delivery options.</p> <p>Technical</p> <p>The technical workstream have been working hard to investigate any potential issues and/or solutions using technology (or ICT) where it impacts on teaching and learning. They have explored and resolved a number of hardware and software issues for our tutors. Most notably our synchronous learning tool has been identified as Zoom. Working together with ICT we have upgraded Zoom to Pro Zoom for all users for additional functionality, and applied government security recommendations to make the solution as secure as possible whilst retaining easy access for teaching and learning to take place.</p> <p>Quality</p> <p>Programme Evaluations have been completed for the majority of programmes. The small number not completed due to the Ara lockdown will be completed over this time. The evaluations are the main Ara self-assessment exercise which includes a culmination of the past years activity against set key evaluation questions, identification of themes and next steps to ensure learner success. Each team is in the process of completing their Programme Self-Assessment Reports.</p>
High performing customer focused teams	
Outcomes delivered during current reporting period	<p>AIR Communications</p> <p>The AIR Communications workstream have been working to ensure consistent messaging is provided to the appropriate people within the AIR Division. This has included repurposing of the AIRmail newsletter into a twice weekly COVID-19 email update, and creation of 'the Oracle' one document to store confirmed messaging for AIR Management colleagues.</p>

In addition, priority has been placed on ensuring clear wellbeing messages are provided regularly to our colleagues. Some examples of these are provided here:

- Lean into collectivity – modern societies are an eclectic bunch, the presence of deficits in skills is a call to collaborate rather than something to hide. We won't individually be experts in all that we are undertaking to achieve over the next while, it is ok to hand the reins to others at times to show us the way/give tips and advice, we are in this together and this is a reciprocal relationship.
- We are not working from home, we are in a crisis, at home, trying to work – this is to control expectations of self and give a bit of a reality check to them.
- Re-iterate the point of not focussing too much on content in the first lessons but instead getting people grounded in the new learning environment/experience.
- Challenge is where innovation and growth happen, lets focus on the mindset and approaches/skills required to realise as many positives from the situation as possible and maintain a focus of challenges being learning opportunities.

Recruitment

Two Heads of Department were advertised and appointed in February.

The Department of Hospitality and Service Industries welcomed Mandy Gould, who was acting HOD and previously held the position of Manager, Hairdressing, Beauty Therapy, Travel and Tourism and two Managers who were also internal appointments; Heather McEwan (Hospitality, Travel and Tourism) and Katrina Picillo (Hairdressing and Beauty Therapy).

The newly formed Department of Applied Sciences and Social Practice welcomed a new HOD Elizabeth Schmidt who was previously Acting HOD and has been Academic Operations Manager for the Department of Nursing, Midwifery and Allied Health for three years. An additional manager has also been appointed into the Department of Applied Sciences and Social Practice, internal appointment Melissa Barber.

Interviews have been carried out for the Head of Department for Health Practice, and the position has been offered to one of the candidates. In addition, four Managers have been appointed into this newly formed Department – three internal and one external. Lorna Davies, Karen Edgecombe and Kate Pugh have already started in their roles. We are awaiting advice on the timing for bringing in the external manager in the COVID-19 environment.

	<p>The Deputy Chief Executive AIR finished his role with Ara in early April and the team are reporting to the Chief Executive in the interim.</p> <p>AIR Leadership This workstream was developed to coordinate messaging and communications, chair meetings and provide leadership for the AIR Division during this time.</p>
Innovative and sustainable practice	
<p>Outcomes delivered during current reporting period</p>	<p>Leave Liability All Managers within the Division are following up on leave liability, ensuring team members have leave booked in during 2020.</p> <p>Manage withdrawals Teams are being provided with advice to manage withdrawals and deferrals, encouraging learners to give distance delivery a go before making these decisions.</p> <p>Delivery Opportunities This workstream was initiated to provide advice, coordinate and compile information relating to delivery opportunities that have arisen as a result of COVID-19 (e.g. RPL, online delivery etc). The team have been working with external industry contacts to identify their training needs during this time, as well as exploring new delivery options for Ara products.</p>

Summary of financial performance

Enrolments 2020



EFTS Enrolled

6177.1

Goal: 7,058.7 (-12.49%)

2019

2020

Dept	EFTS	Target
APS	706.1	763.74
CRE	691.3	703.13
EAS	628.4	743.09
EDI	911.4	1,112.76
HPR	1006.5	1,145.29
HSI	615.4	623.63
HUM	587.5	887.35
TRA	930.6	1,079.70
ZTE	100.0	0.00
Other		0.00
Total	6177.1	7,058.68

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

ARA BOARD 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 risk in relating to people and culture (including change leadership) that need to be eliminated or mitigated and provide recommendations.
RECOMMENDATION(S)	That the Ara Board note the contents of this report, in particular the section on Health, Safety and Wellbeing.
LINK TO ARA STRATEGY	<p>Across all four focus areas:</p> <ul style="list-style-type: none"> Learners through 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"> COVID-19 – monitoring of exposure risk in the Ara community ensuring the provision of Wellbeing approaches to support our leaders and colleagues.
FINANCIAL IMPLICATIONS FOR ARA	<ul style="list-style-type: none"> COVID-19 – Student enrolments affected by the Pandemic.
RISK IMPLICATIONS FOR ARA	<ul style="list-style-type: none"> COVID-19 – as above; potential implications for students and colleagues.
RATIONALE FOR EXCLUDING PUBLIC	N/A



PEOPLE AND CULTURE DIVISION – REPORT FOR ARA BOARD

Executive Summary

Key focus areas this month

- Management of COVID-19 including close monitoring of exposure risk in our Ara community and emphasizing the provision of Wellbeing approaches to support our leaders and colleagues
- COVID-19 communications have been the priority, with increased alignment between internal and external communications teams to ensure messaging is consistent. A key part of the approach to communication has been from the CE, providing a strong leadership voice and confident direction
- Prioritisation of all other functions in P&C have gone towards supporting the organisation in the transition to lockdown: guidelines and advice for employment conditions during COVID-19, recruitment shifting to online, capability lifting to transition to teaching on-line and working from home
- Alongside the COVID-19 support prioritisation for the P&C team, transformation project work continues
- The DCE - Academic, Innovation and Research resigned and left the organisation in early April. The Chief Executive is overseeing the AIR portfolio
- The finalisation of the selection and recruitment for key Academic management positions, including Head of Department for the Department of Health Practice has been a key priority for March and April
- Interactions across the 16 P&C/HR Directors are increasing as we transition to a NZIST parent/subsidiary model. The forum is working with NZIST resources on drafting Terms of Reference around workstreams relating to people and culture

Health, Safety and Wellbeing	
Performance during current reporting period	<ul style="list-style-type: none"> • Oversight and constant monitoring of possible COVID-19 exposure and self-isolation cases within our community to understand risk has been a primary focus. To date, one probable case of COVID-19 has been identified and managed in our Ara community. • The Ara Pandemic Plan and Incident Management Plan were activated and the Incident Management Team met daily and now three times a week, utilising the plans and the crisis management training that they received in 2019. The focus of the team is moving from crisis response to crisis recovery and business resumption planning. • 27 health and safety incidents were reported during the month of March, none of which were significant.
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Support for Ara leaders in “Leading in Uncertainty” during COVID-19 has been provided in a variety of forms: workshops for leaders prior to lockdown that focused on resilience and team wellbeing; relevant resources sourced and made available on Infoweb; weekly leadership forum Zoom meetings with the CE; regular check-ins

	<p>with Managers; and advice in framing wellbeing discussions with colleagues, especially those in teaching roles who were required to produce and deliver on-line learning in a very short time frame.</p> <ul style="list-style-type: none"> • Health, safety and wellbeing COVID-19 support has been provided to colleagues via regular internal communications, access to relevant material including wellbeing and ergonomic considerations due to working from home, Zoom meetings 3 times a week with the key unions, one on one counselling for colleagues who are anxious, and the continuation of “Be Active” activities such as Circuit training and Yoga - now on-line. A short survey is being finalised to enable managers to check-in on the wellbeing of their teams and link them to support where it is identified. • Transformation project health and safety cultural shift work for SafePlace continues and recommendations for improvements for the system usability have been compiled as an outcome of the Trades Department pilot. The project timeline is being impacted by COVID-19 and the loss of a capability resource that was leading the culture capability piece for Managers. • The external audit report of health and safety in our Trades Department (including culture and some Ara wide health and safety systems) was provided to us at the beginning of April. Recommendations from the report will be worked through and the Ara Board will be advised of the summary and actions resulting. • With the imminent retirement of our Health and Safety Manager, a proposed structure was provided to the TKM for consideration in February. Conversations have continued in March and April, particularly in the context of health, safety and wellbeing factors that continue to present themselves – internally and externally.
Learners through everything we do	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • A regular pattern of communication around COVID-19 has been established with learners and maintained to inform them around changes to learning and delivery. We’ve aligned internal and external communication for this using existing channels. • Transformation project capability support continues for the learner projects relating to Case Management, Diagnostic Analytics and Online Enrolments.
Dynamic delivery of contemporary programmes and research	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • The Capability team have been collaborating with AIR and ICT to support the lift of our colleagues’ digital skills as they shifted to teach remotely and work from home. This has included designing and facilitating workshops and creating on-line ‘help’ resources that colleagues can easily access. • We facilitated arrangements for two Nursing Department colleagues to be seconded to Greymouth Hospital, supporting them due to COVID-19 related resourcing. This strengthened relationships with the DHB.

	<ul style="list-style-type: none"> • Extensive recruitment activity continued into lockdown in the two new departments that were formed as a result of reshaping the Nursing, Midwifery and Allied Health Department. Both new Head of Department roles have been filled (one internal and one external), and departmental Manager roles that were vacant have also been filled. Focused support now shifts to inducting, onboarding and building a sense of team. • Recruitment activity has also now commenced for the Head of Department – Creative Industries. • Due to an internal promotion we are again seeking a secondee from the AIR division to support the continual lift of quality teaching capability.
High performing customer focused teams	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Guidelines for Managers around managing employment conditions during COVID-19 were produced, taking into consideration our complex employment relations environment and some guiding principles. The response from both Managers and Unions is that this has been well received. • Further conversations occurred with our academic unions to explore how we might collaborate more effectively to front foot issues and solutions together. • NZEI have initiated bargaining for a new Collective Employment Agreement for our childcare centre. • Growing Inspiring Leaders programme embedding: in response to lockdown, the design for group coaching for our Departmental Managers was shifted to Zoom and our external coaches onboarded to this revised approach. 30 leaders will commence group coaching ‘in the digital world’ after ANZAC day. • Good progress was made on establishing a Diversity and Inclusion Working Group, seeking representative membership and drafting a Terms of Reference. • A draft cultural competency matrix has been completed and is currently being reviewed for the Framework for Maori Achievement. • The Valuable Conversations templates have been reviewed and finalised as a result of colleague feedback. A Talent Mapping Framework for Ara has been drafted, in readiness to test with leaders. • Further work was undertaken on drafting an Ara colleague recognition framework. An exercise of conducting a scan of what the other ITP’s do in this area has provided some ideas.
Innovative and sustainable practice	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • The work that we had done in 2019 in moving to digital documentation for employment related correspondence paid off hugely as we were forced to work from home due to COVID-19. • The next step in shifting our hard copy personnel files to e-personnel files is ready to progress resource wise, once we have access to the campus again.

- | | |
|--|---|
| | <ul style="list-style-type: none"> • Testing and refinement of the Mahi-Tahi system continues during lockdown. Training material is being finalised with a view to virtually train Managers on this tool during the second half of May. • A Review of the Campus Connect area that began in January has been put on hold due to COVID-19. A Review of the Marketing team has commenced and the consultation feedback that was received as part of this review is currently under consideration. • Now that COVID-19 immediate response support is settling, our attention turns to how we may optimise as much as possible our 2020 financial result. P&C is supporting leaders with data and skills to have conversations with their people around taking as much annual leave as possible in the 2020 calendar year. Unions have also been engaged with a request that they support Ara in this endeavour. |
|--|---|

Summary of financial performance

The end of March financial results show a slight over spend in the OPEX area and a large over spend in the Staffing costs. The staffing costs overspend is being explored further with the Finance team as it does not correlate with the fact that all positions budgeted for have not been filled for the first quarter of this year.

OFFICE OF THE KAIĀRAHI – MARCH/APRIL Report

Content

Data Analytics

- Participation, Retention, Achievement

Strategic Update

- Framework for Māori Achievement – Implementation (Phase 1)
- Strategic Relationships

Key Focus Areas & Priorities

- Learners at the Heart of Everything We Do
- Dynamic Delivery of Contemporary Programmes & Research
- High Performing Customer Focussed Teams
- Innovative & Sustainable Practice

Executive Summary

Our principal focus area over the COVID-19 self-isolation period has been **Māori Student Retention**, recognising two key factors that we need to be vigilant about:

1. Their ability to connect on-line; and
2. Their current living conditions – even if our students can connect on-line, do they live in environments conducive to distance learning?

In order to provide kaupapa Māori insights across our institution over this period, my Office has facilitated two “zui” (i.e. a hui on zoom) per week with key kaupapa Māori colleagues, where we look to provide clarity on key issues and opportunities, generate a shared understanding and agree upon a consistent response in respect of the needs of our Māori students. To frame our collaboration, I have encouraged my colleagues to stay focussed on the following key factors:

1. Our core **PURPOSE** → *Transforming lives through Education / Whānau transformation through education, enterprise and agency*)
2. Sticking to our **VALUES** → *Hono, Hihiri, Aroha – Connecting, Inspiring, Respecting*)
3. Fostering **SHARED LEARNING** in our respective teams → *Use everyone’s brains; facilitate collective input into finding solutions; generate lots of possibilities from which to prioritise actions.*



4. Employing ample doses of **EMPATHY** → *Be kind. Value and acknowledge your colleagues.*

Moving forward, I am acutely aware of the actual (already) and potential impact of the pandemic on Māori employment. There may well be a massive generational impact on our rangatahi youth in terms of pathways into employment, and it will no doubt have a huge impact on the ‘maturing’ Māori workforce, especially in vulnerable industries. What does that mean for our sector? In short, it will arguably require us to fast-track our capacity to ‘re-skill’ the current workforce for the ‘new world order’. The question is how do we innovate to build the skills infrastructure to facilitate the shift? One way might well be to move rapidly to bite-sized chunks of learning and away from traditional 36-week courses and 3 year degrees? Perhaps we can start by focussing on industries that we will all need to ‘kick-start’ and/or ‘re-boot’ for the new-world order, like trades and hospitality?

Finally, me tangi ka tika i te hinganga atu o tētehi akonga Māori o tātou. I would like to acknowledge also the passing away of one of our Vet Nursing students, Jazmenia Dedman, a young mother and a beloved member of her whānau and wider community. While we have not been able to support her whānau with our physical presence and warmth, we have connected via technology and supported her whānau by way of koha.

Ara Māori Data Analytics 2019	
Participation	<ul style="list-style-type: none"> • Tate Tiatia (Office of the Kaiārahi) has joined the Ara Marketing COVID Taskforce Team to help ensure Ara’s marketing strategically engages future Māori learners. (Tate Tiatia)
Retention	<ul style="list-style-type: none"> • The retention of Māori students has been a key focus area over the last four weeks. We are very conscious that retention of Māori students is a significant issue for Ara at the best of times (see last report for key factors), and that this will be even more of a challenge during this period of self-isolation. • In response, my Office is: <ul style="list-style-type: none"> ○ Facilitating weekly hui with key Māori staff (Mondays & Fridays) to help ensure we act strategically and consistently across our respective domains. ○ Maintaining contact with Kaiārahi at other NZIST institutions (sharing experiences, learnings and solutions). ○ Contributing to the Student Communications COVID Taskforce Team to help ensure Ara’s communications engage Māori learners and is responsive to their needs.



Success	<ul style="list-style-type: none">• No update
----------------	---

Strategic Update	
FRAMEWORK FOR MĀORI ACHIEVEMENT (FMA)	IMPLEMENTATION – Phase 1 <ul style="list-style-type: none"> A Job Description for the new FMA Unit’s lead role has been drafted and is being reviewed. A second draft of the Staff Capability Matrix has now been developed and is being reviewed. “Māui Te Taura” Student Mentor Programme continues to be developed, and a draft is almost ready for my review.
STRATEGIC RELATIONSHIPS	TOKONA TE RAKI – MĀORI FUTURES COLLECTIVE See http://www.māorifutures.co.nz/ <ul style="list-style-type: none"> Kaihautū Leaders Forum¹ – Hui on 23.04.20 focussed on the transformational potential of the current COVID-19 crisis. <ul style="list-style-type: none"> - How can we emerge stronger than before? - How can we create an equitable future? - How can authentic Treaty partnership catalyse systems transformation? Feedback channelled through to NZIST by Ara CE. PUHORO MĀORI STEM ACADEMY See https://www.puhoro.co.nz/our-impact <ul style="list-style-type: none"> Puhoro Navigator has made contact with all students and their schools to keep them connected to the programme and ensure that they continue to focus on their STEM studies. Nationally, the Puhoro STEM Academy has adjusted their delivery model and introduced the “Te Pae Tawhiti” protocol (i.e. on-line, distance engagement) which includes mentoring, tutoring and fortnightly 1-on-1 catch-ups phone calls with each student looking at their holistic wellbeing and capacity to study during this period.

¹ RE-CAP –The Kaihautū Leaders Forum is a collective of local and national ‘thought leaders’ focussed on developing an indigenous social innovation ‘framework’ to support authentic partnerships between iwi, industries, communities and education, each committed to understanding the role of Te Tiriti, the role of partnership, and the possibility of creating a better future together.

HE TOKI KI TE RIKA (Māori Trades Training)

See <http://hetoki.co.nz/our-programs-2/pre-trade/>

- **Student Journey Map** – A second draft of the Māori Pacific Trade Training (MPTT) Student Journey Map has developed following review.
- **Connection with He Toki Consortia** – Hui on 22.04.20 with the He Toki manager at Te Runanga o Ngai Tahu (Ariana Te Whetū, Tokona Te Raki).

HE TOKI KI TE MAHI (Māori Trades Training Apprenticeship Trust)

See <http://hetoki.co.nz/our-programs-2/apprenticeship/>

- Board meeting on 16.04.20.

CHRISTCHURCH NZ – SUPERNODES & CoVES

See <https://www.christchurchnz.com/business/supernodes> and <https://www.tec.govt.nz/rove/coves/>

- Drafting preliminary scoping document that investigates and illustrates the close strategic alignment between:
 - Our Framework for Māori Achievement;
 - Christchurch NZs Supernodes;
 - the establishment and location of a Food & Fibre CoVE at Ara;
 - the development of the new Food Sovereignty Ki Uta Ki Tai programme of study for our sector; and
 - the dedication of the vacant Seven Oaks campus in Waltham (Central Christchurch) as NZISTs first kaupapa Māori campus from which to anchor and grow this kaupapa.



Key Focus Areas & Priorities	
LEARNERS AT THE HEART OF EVERYTHING WE DO	<p>ARA MĀORI ‘SELF LEADERSHIP’ JOURNAL</p> <ul style="list-style-type: none"> • Content has been finalised over self-isolation period, and is currently with our Ara Design Team for mock-up. • The focus/theme of the first of these self-leadership journals is Te Whare Tapa Whā, a kaupapa Māori model of personal wellbeing. • Our journal will use Te Whare Tapa Whā to focus the learner not so much on their wellbeing, but on their current capacity to learn. <p>HE TOKI</p> <ul style="list-style-type: none"> • “Wednesday Wānanga” resumed on 15.04.20. No Trades students. Only Pre-Health. • Comprehensive “Wednesday Wānanga” programme continues to be developed and is now being refined in light of the COVID-19 crisis and it’s impact of delivery.
DYNAMIC DELIVERY OF CONTEMPORARY PROGRAMMES & RESEARCH	<p>TE PUNA WĀNAKA – School of Māori and Indigenous Studies</p> <ul style="list-style-type: none"> • Daily on-line karakia for all students has been re-established to help maintain/grow solidarity, focus and a positive spirit to ongoing education journey. • We are looking at how we might offer and manage this opportunity for all, including how we begin life at Ara after self-isolation. Our experience last year following the Mosque Massacre in March (a highly emotional event for all) was huge participation at Te Puna Wānaka’s first karakia from staff and students alike. <p>PROGRAMME DEVELOPMENT – Food Sovereignty Ki Uta Ki Tai</p>



	<ul style="list-style-type: none"> Hui with local Ngai Tahu food business owner and Whenua Kura² representatives (20.04.20) to discuss opportunities to align and input into the development and operation of this kaupapa.
<p>HIGH PERFORMING, CUSTOMER FOCUSED TEAMS</p>	<p>WORKFORCE DEVELOPMENT – Cultural Intelligence Training</p> <ul style="list-style-type: none"> No update. <p>MĀORI STAFF SOLIDARITY & SPIRIT</p> <ul style="list-style-type: none"> Māori Staff hui – twice a week over self-isolation period. Ara Māori Facebook – ongoing posts over self-isolation Link Māori Staff Newsletter – COVID-19 Edition sent on 17.04.20 https://sway.office.com/yFXVAuUHjgKNhigE?ref=Link <p>ARA WEBSITE & INFOWEB</p> <ul style="list-style-type: none"> Ongoing contribution to current revitalisation and renewal of website material. <p>ARA MARKETING – Advantage You</p> <ul style="list-style-type: none"> Tate Tiatia (Office of Kaiārahi) has joined the Ara Marketing COVID-19 Response Taskforce team to help ensure kaupapa and mātauranga māori insights shape our external engagement with current and future learners and aligned industries.
<p>INNOVATIVE & SUSTAINABLE PRACTICE</p>	<p>SUSTAINABILITY ADVISORY COMMITTEE (SAC)</p> <ul style="list-style-type: none"> Meeting held on 02.04.20 where it was decided: <ul style="list-style-type: none"> to pause our planned stocktake of sustainability measures across Ara (teaching & learning and business support) as colleagues need to focus on preparing ourselves to continue teaching and learning during the COVID-19 crisis; and; to encourage colleagues to consider what sustainability measures they take over this period of self-isolation which they can continue to practice and institute when we all return to campus. <p>DIVERSIFIED INCOME</p>

² <https://whenuakura.co.nz/> “Growing Māori Leadership in Land-Based Industries”

6.3 04 Office of the Kaiārahi_Monthly Ara Board Report_April 2020.docx



	<ul style="list-style-type: none">• Te Reo Translations<ul style="list-style-type: none">- One piece of work completed for our one external (paying) client, the Christchurch City Art Gallery (Te Punawai o Waiwhetu).
--	--

Ara Institute of Canterbury Ltd

Board of Directors

2020 Work Programme

as at 22 April 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) <ul style="list-style-type: none"> • Regional Master Plan Presentation 	
May	Audit and Risk Committee Meeting	
	Campus Redevelopment Committee Meeting	
	26 Board Meeting (Christchurch) <ul style="list-style-type: none"> • Report on Affixing of Common Seal 	
	Full Academic Board	
June	Chief Executive Remuneration Committee	
	30 BOARD WORKSHOP	
July	Audit and Risk Committee Meeting	
	Campus Redevelopment Committee Meeting	
	28 Board Meeting (Christchurch) <ul style="list-style-type: none"> • Risk Management Framework - Quarterly Report • Pasifika Strategy Report • Health and Safety Manager Report • Health and Safety Walkabout • Fee Setting • NZIST Council Policies 	
August	25 Board Meeting (Timaru)	

September		Audit and Risk Committee Meeting	
		Campus Redevelopment Committee Meeting	
		Spring Graduation Ceremony (10am)	
	29	Board WORKSHOP – note: 28 Sept S Canterbury Anniversary Day	
October		Chief Executive Remuneration and Performance Review Committee	
	27	Board Meeting (Christchurch) note: 26 October Labour Day <ul style="list-style-type: none"> • Report on Affixing of Common Seal • Risk Management Framework – Quarterly Report • Annual Report 2019 – content/format • Health and Safety Manager Report • Health and Safety Walkabout • Pasifika Strategy Report • Kaiārahi Report 	
November		Full Academic Board	
		Council Audit and Risk Committee Meeting	
		Council Campus Redevelopment Committee Meeting	
	24	Board Meeting (Christchurch) <ul style="list-style-type: none"> • 2019 Budget sign-off 	
December		Council 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