



Notice of Meeting

A meeting of the Ara Council will be held:

on **Tuesday 31 March 2020**

at **11.00 am**

in **Via audio/videoconference.**



COUNCIL MEETING AGENDA

Tuesday 31 March 2020

11.00 am*

By videoconference

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

Ara Public Council Meeting			
1) Meeting Business	11.00 am	1.1 Karakia: Ara Waiata	Kaiārahi
		1.2 Welcome and Apologies	
		1.3 Disclosure of Conflicts of Interest	Attached
		1.4 Confirmation of Council Minutes (Public) Meeting held Tuesday 25 February 2020 a Approval of minutes b Matters arising c Action List	Attached
2) For Discussion	11.10	MONTHLY REPORTS	Attached
		2.1 Chief Executive a Establishment Unit/NZIST Transition Update b Health and Safety c Ara Response to COVID-19	
		2.2 Kaiārahi Report / FMA Update	
3) For Information	11.20	MONTHLY REPORTS	Verbal Verbal
		3.1 Chair	
		3.2 Trustees	
		3.3 Sub-Committee Reports a Academic Board b Council Audit and Risk Committee c Council Campus Redevelopment Committee	Attached
		OTHER	Attached Attached
3.4 2020 Council Work Programme			
3.5 Media Report			
4) General Business	11.40		

Ara Public Excluded Council Meeting				
PUBLIC EXCLUDED: It will be moved that the public be excluded from the remainder of the meeting. The general subject of the matters to be considered while the public is excluded is:				
5) Strategic Topic	11.45am	5.1 Handover Planning	[s9(2) (f), (i), (j)]	Verbal
6) Meeting Business	12.30pm	6.1 Confirmation of Council Minutes (Public Excluded) Meeting held Tuesday 25 February 2020 a Approval of minutes b Matters arising c Action List	[s9(2) (f), (i), (j)]	Attached
7) For Discussion	12.40	MONTHLY REPORTS 7.1 Chief Executive – Public Excluded a Health and Safety b Transformation Update c CoVEs 7.2 Adoption of the 2019 Annual Report 7.3 Te Ōhaka	[s9(2) (i), (j)]	Verbal/ Attached Attached Attached
8) For Information	1.10	MONTHLY REPORTS Subcommittees and Other 8.1 Trustees a Ara Foundation - <i>Meeting held 3 March 2020</i> 8.2 Council Audit and Risk Committee Public Excluded <i>Meeting held 24 March 2020</i> 8.3 Council Campus Redevelopment Committee – Public Excluded <i>Meeting held 17 March 2020</i> a Endorsement of the Regional Masterplan – Appendix 1 8.4 RoVE Response Programme Committee – Public Excluded <i>23 March 2020 – postponed.</i>	[s9(2)(i), (j)] [s9(2)(i), (j)] [s9(2)(i), (j)] [s9(2)(i), (j)]	Attached Attached Attached Verbal
9) General Business	1.25 pm			
<p>This resolution will be made in reliance on s48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interests protected by s9 of the Official Information Act 1982 which would be prejudiced by the holding of the proceedings of the meeting in public. The section of the Official Information Act which applies is shown beside each item to be considered while the public is excluded:</p> <ul style="list-style-type: none"> • <i>Matters involving confidential information about an identifiable person</i> s9(2)(a) – Protect the privacy of natural persons, including that of deceased natural persons • <i>Submissions to Parliament and other formal advice</i> s9(2)(f) – Maintain confidential conventions which protect political neutrality, and the confidentiality of communications and advice tendered by officials • <i>Commercially sensitive financial data</i> s9(2)(i) – The Crown or any Department or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities • <i>Negotiations in progress with other organisations</i> s9(2)(j) – Enable a Minister of the Crown or any Department or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) 				
10)	1.30 pm	Poroporoaki		

Ara Council 31 March 2020	Agenda Item	1.3
		Information Item
PUBLIC	Presented by	Tony Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	2020 Register of Disclosure of Conflicts of Interest
BACKGROUND AND PURPOSE	<ul style="list-style-type: none"> To provide an accurate and up to date register of disclosures of conflicts of interest of the Ara Council members.
RECOMMENDATION(S)	1. Council to check the information on the register is accurate and current.
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

2020 Register of Disclosure of Conflicts of Interest

as at 31 March 2020

Council Members

Janie Annear Deputy Chair <i>[Term: 01/01/16-30/04/20]</i>	<ul style="list-style-type: none"> Janie Annear Consulting (Director) Local Government Commissioner Westhills Forestry Ltd (Shareholder) Rosehill Trust (Trustee) Timaru Holdings (Partner) 	<ul style="list-style-type: none"> Injury Management (Owner)
Thérèse Arseneau (Chair) <i>[Term: 01/05/17-30/04/21]</i>	<ul style="list-style-type: none"> ChristchurchNZ (Chair and Director) Christchurch Symphony Orchestra (Chair and Trustee) J Ballantyne and Company Ltd (Director) Elder Family Trust (Trustee) 	<ul style="list-style-type: none"> Therese Arseneau Consulting Ltd (Director and Shareholder) Regenerate Christchurch (Chair) Greater Christchurch Partnership Governance Group (Board member)
Jeremy Boys <i>[Term: 01/01/16-30/04/20]</i>	<ul style="list-style-type: none"> Opuha Water Ltd (Director) JW&AM Boys Family Trust (Trustee) Alpine Energy (Consultant) 	
Jane Cartwright <i>[Term: 01/05/14-30/04/20]</i>	<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)
Elizabeth Hopkins <i>[Term: 01/05/14-30/04/20]</i>	<ul style="list-style-type: none"> Ara Foundation (Trustee) Hi-Aspect (Chair) Hopkins Partnership (Director and Shareholder) University of Canterbury (Employee) 	<ul style="list-style-type: none"> Ministry of Business, Innovation and Employment (MBIE) Science Board (Board Member) MBIE Trans-Tasman IP Attorneys Board (Chair)
John Hunter CCRC Chair <i>[Term: 01/05/14-30/04/20]</i>	<ul style="list-style-type: none"> Hunter York Family Trust (Trustee) Nelson Bays Primary Health (Chair) PHO Alliance (Executive member) 	
Melanie Taite-Pitama <i>[Term: 01/03/17-28/02/21]</i>	<ul style="list-style-type: none"> Tuahiwi Education Ltd (Director/Shareholder) Tuahiwi School Board of Trustees (Member) Taite Family Trust (Trustee) Rangiora High School (Advisor to Board of Trustees) 	<ul style="list-style-type: none"> Haeata Community Campus (Board of Trustees (Member))

Council Officers

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

Ara Institute of Canterbury

Council Minutes

25 February 2020

Minutes from the Ara Institute of Canterbury Council meeting held on Tuesday 25 February 2020 at 11.05am in Room G202, Te Kei, City Campus and via videoconference to Room TA210, Timaru Campus.

1 Statutory Requirements

1.1 Karakia/Mihi

The meeting commenced with a mihi led by Melanie Taite-Pitama.

1.2 Attendance

a Present

i Voting Members

Thérèse Arseneau (Chair), Janie Annear (Deputy Chair), Jeremy Boys, Jane Cartwright, Elizabeth Hopkins, John Hunter and Melanie Taite-Pitama.

ii Non-Voting Officers

Tony Gray (Chief Executive) and Christina Yeates (Minute Secretary).

iii Management

Darren Mitchell (DCE - Chief Operating Officer).

iv In Attendance

Samesh Mohanlall (Health and Business Reporter, Timaru Herald).

b Apologies

i Voting Members

Nil.

ii Non-Voting Officers

Te Marino Lenihan (Kaiārahi) and Michael Rondel (Advisor to Council).

iii Management

Nil.

1.3 Disclosure of Conflicts of Interest

[Pages 20/Ara Council/02/x-x]

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

Nil.

b Declarations of interest for items on today's agenda

Nil.

1.4 Confirmation of Minutes

a Minutes of Committee Meeting – 28 January 2020

One amendment was identified under item 2.1a(iv) RoVE discussion on CoVEs. The expressions of interest for the Primary Industries were due to expire on **6 March 2020** and not 25 March 2020 as originally recorded.

*Further to the above amendment, it was **resolved** that the minutes of the ordinary meeting of the Ara Council held on 28 January 2020 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.*

J Hunter/J Cartwright

Carried

b Matters Arising

- The criteria for the CoVE in Construction was discussed. It was agreed that Ara would participate collaboratively in its' development. The CE confirmed discussions with MIT, Unitec and BICTO have taken place, and that Ara has expressed an interest to play an active leadership role in the opportunity within the South Island.

c Action List of Committee Meeting – 28 January 2020

The action list of 28 January 2020 was received and noted. Specific updates are recorded below:

- AP1936 Ara to register as R&D provider with IRD is underway and in progress to be completed. This action can be removed.

2 For Discussion

2.1 Chief Executive Report

[Pages 20/Ara Council/02/x-xx]

The report was taken as read. Discussion included:

- a **NZIST Update:** Council were provided an update on the recent NZIST Regional Kōrero Roadshow which involved two sessions – for colleagues and stakeholders, and was presented by Murray Strong, Establishment Unit CE. The CE advised that the brief for the stakeholder session had been to invite key stakeholders only rather than community wide involvement. The update to colleagues focused on transition activity to 1 April 2020 and the stakeholder session concentrated on

the proposed brand name and NZIST story. Around 200 colleagues were in attendance (plus a significant number via Zoom) and 35 stakeholders.

b Health and Safety - COVID-19 :

- i. The CE reiterated that the COVID-19 Management Group (CMG) continued to meet regularly and are across all areas of the potential pandemic planning. He also advised of his involvement as the sector representative on the national team (Peak Bodies COVID-19 Emergency Management Committee and the COVID-19 Recovery Group) looking at a range of key issues and decisions for the TEO sector.
- ii. It was agreed that John Hunter will send to the CE 'the criteria for defining the virus and procedures before entering premises' compiled by district health professionals.
- iii. The CE confirmed that Ara is working with the latest Ministry of Education and Ministry of Health guidelines and has also implemented a number of additional health and safety measures including additional handwipes and sanitizers on campus and posters on handwashing etc.

c 2020 Recruitment and Enrolments:

- i. The CE advised that overall enrolment numbers are up, noting that numbers in Hospitality and Service and Enterprise and Digital Innovation has been soft in places (e.g. Cookery). It was further noted that there are good numbers in Nursing, Social Sciences and Trades. Overall numbers are moving in the right direction and look likely to exceed ytd 2019.
- ii. The Deputy Chair provided very positive feedback on DHB relationships in South Canterbury for training nurses and that the introduction of the programme has changed people's lives. This includes Midwifery and is a prime example of good programme delivery by Ara for South Canterbury.
- iii. The CE explained that Ara has also adapted the clinical placements for South Canterbury, as the placements are all currently tied to a Christchurch Hospital model at present.

d Deputy Chief Executive (DCE) Reports

The reports were taken as read and contents noted.

- i. The Chair advised that Council felt confident that Ara is tracking well across the transformation programme.
- ii. It was confirmed that class registers are to be included in the pandemic plan.

- iii. Council queried the split of the Head of Department positions in Nursing, Midwifery and Allied Health and the overall number of appointees. The CE advised that growth in this area and application of new tutor roles allows us to maintain the metrics expected and has been factored into the budget for 2020.
- iv. The number of product developments reported (20 programmes) were also queried in the current sector environment. The CE confirmed that Ara is developing where there is a requirement for a different delivery model but also with the knowledge of rotation of programmes is normal in any academic year and required to keep provision relevant.
- v. Council acknowledged that the website 'go live' for April is an important piece of work.
- vi. The CE confirmed that the investment of the approved increase in staffing by Council for People and Culture has been completed and is now into the onboarding phase (e.g. Business Partners and their collaborative cross-institutional work).
- vii. Management confirmed there will be an update on the Transformation Programme provided to Council at the 31 March meeting. There will also be an FMA update.
- viii. Council acknowledged the efforts of colleagues with the extra business around COVID-19; and that colleagues should be commended for the excellent work that is currently going on around business as usual activity.
- ix. Council requested an Executive summary of the key points of the recent Wellbeing Survey. The CE will check previous detail provided to Council and recirculate if necessary, noting this is an action in the public excluded meeting minutes.

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

T Arseneau

Carried

3 For Information

3.1 Chair Report

The Council Chair noted the following:

- i. RoVE/NZIST activity is progressing and feedback has been positive around the hui led by Murray Strong. (Regional Korero Roadshow).

- ii. The recent Graduation in Timaru was a great success and looking ahead to the March Graduation in Christchurch, encouraged Council's participation.
- iii. The Chair acknowledged that COVID-19 is the latest in a set of disruptive activity that colleagues are facing which is taking its toll on time and focus, and commended Management and their teams.

3.2 Trustees Update

Council noted that there had been no meetings held since the last updates provided.

In regard to OEDT, Council were advised that the Trust Deed activity is progressing to be completed by 31 March 2020. The planned walkthrough is likely to take place and organised as part of the Health, Safety and Wellbeing Leadership Group (HSLWG).

3.3 Sub-Committee Reports

[Pages 20/Ara Council/02/17-18]

a) Academic Board

The Academic Board report for the meeting held on 7 November 2019 was received and noted. The CE provided the following update:

- Monitors will be replaced on a more regular basis;
- The next version of the research document will be provided soon.

b) Council Audit and Risk

No meeting held in January 2020.

c) Council Campus Redevelopment Committee

No meeting held in January 2020.

3.4 2020 Council Work Programme

[Pages 20/Ara Council/02/19]

The programme was taken as read, noting the dates run through to 31 March 2020 only, pending announcements from NZIST on the subsidiary board.

3.5 Media Report

[Pages 20/Ara Council/02/20-24]

The media report for January was taken as read. Council noted the article in relation to the provision of English language lessons to those affected by the 2019 Christchurch Mosque attacks and Ara's involvement.

8 General Business

Nil.

There being no further public business, the public meeting closed at 11.40am.

READ AND CONFIRMED

Chair:

31 March 2020

DRAFT

Ara Council Minutes - Action List as of 25 February 2020

# (yr/#)	Date when Action Arose	Agenda Item	Topic	Action	Council Responsibility	Status	Due Meeting date
1947	28/01/20	2.1a	RoVE	Communications to be forwarded to Council on receipt from EB/NZIST	CE/Chair		Ongoing
1949	28/01/20	2.1c	Health and Safety	(v) Student Accommodation – External Review paper / code of practise in progress	CE/DCE CEE	In progress	
1950	28/01/20	3.2	Trustees Update	Ara Foundation – reporting to be implemented to ensure communication flow now that no Council members are attending meetings.	CE	Completed – meeting minutes to be provided to the Ara Council.	

Ara Council 31 March 2020	Agenda Item		2.1
	Decision Item	Discussion Item	Information Item
PUBLIC	Presented by		Tony Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Chief Executive's Report
BACKGROUND AND PURPOSE	To provide Council 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

1 Enrolment Performance Summary

This update continues to focus on the below aspects from the 2020 Targets Summary Placemat

2020 Targets Summary		Ara Institute of Canterbury <i>Ara rau, taumata rau</i>	
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.

Data extracted 25 March 2020

1.1 Enrolled EFTS

	Active	Committed	Future	Potential		
Ara Overall	7,058.7	7,204.4	5,408.5	5,374.4	-2.0%	0.6%
International/Domestic						
Domestic	6,079.9	6,227.7	4,704.9	4,782.9	-2.4%	-1.6%
International	978.8	976.7	703.6	591.4	0.2%	19.0%
Source of funding						
⊕ SAC 3+	5,457.6	5,531.2	4,273.2	4,350.4	-1.3%	-1.8%
⊕ Intl	978.8	976.7	703.6	591.4	0.2%	19.0%
⊕ TA	138.1	144.0	159.6	156.0	-4.1%	2.3%
⊕ SAC 1-2	113.2	139.8	91.1	92.7	-19.0%	-1.8%
⊕ Other	98.6	106.9	33.6	40.7	-7.8%	-17.4%
⊕ ITO	96.0	104.5	45.8	47.6	-8.1%	-3.6%
⊕ YG	88.9	95.2	76.3	66.8	-6.6%	14.3%
⊕ ACE	87.4	106.1	25.2	28.8	-17.6%	-12.3%
Location						
⊕ All Other	6,672.6	6,688.3	5,069.1	5,001.1	-0.2%	1.4%
⊕ South Canterb...	386.1	359.4	268.7	295.7	7.4%	-9.1%
⊕ eCampus	0.0	156.7	70.8	77.5	-100.0%	-8.7%

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,...	773.7	729.5	607.0	555.6	6.1%	9.3%
⊕ Creative Industries	703.1	703.0	654.7	649.4	0.0%	0.8%
⊕ Engineering & Architectural Studies	743.1	720.8	535.4	568.2	3.1%	-5.8%
⊕ Enterprise and Digital Innovation	1,112.8	1,151.7	821.1	778.5	-3.4%	5.5%
⊕ Health Practice, Te Hoe Ora Ki Mana...	1,135.3	1,140.0	907.1	934.3	-0.4%	-2.9%
⊕ Hospitality & Service Industries	623.6	627.1	527.2	501.0	-0.6%	5.2%
⊕ Humanities	887.3	888.9	518.9	508.3	-0.2%	2.1%
⊕ TANZ eCampus	0.0	156.7	70.8	77.5	-100.0%	-8.7%
⊕ Trades	1,079.7	1,085.9	766.4	801.0	-0.6%	-4.3%
Total	7,058.7	7,203.7	5,408.5	5,373.7	-2.0%	0.6%

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

This report comes as all education establishments have closed for an early term break pending the provision of online education during the COVID-19 lockdown.

- a Ara is broadly on track to achieve the overall full year enrolments target pending Semester 2 enrolments and Non-Starter Withdrawals processing. The full impact of the current situation remains to be seen.
- b Ara has enrolled **5,408.5 EFTS** (9,362 students) to date for 2020, out of a full year target of **7,059 EFTS**. This compares favourably with 5,373.7 EFTS at the same time last year (an increase of 262.4 EFTS in the last fortnight).
- c The total number of 2020 active applications, converted applications, and other enrolments is now 11,400 (compared to 12,579 same time last year and 11,083 last fortnight). The net shift over the last fortnight of +317 which is significant from the last increase of +14. There is a smaller increase over the fortnight at this time of year which saw a 537 increase last year. This is largely from re-enrolments and international applications.

1.2 International Enrolments

- a We are starting to see a reduction in international EFTS including potential (-9.4 EFTS) as non-starter withdrawals start to increase and withdrawn students cannot be exceeded by new enrolments.
- b At the same time last year, the EFTS including potential figure was still increasing (+10.4 EFTS).
- c There has been a small increase in Active, Committed and Future of +4.7 EFTS but the growth at this time last year was +23.6 EFTS.
- d Being ahead of the required growth target at this point in the year means that pending what happens to travel restrictions in Semester 2, this slowdown in growth can be absorbed.
- e Humanities have seen the biggest drop in relation to this.

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 ...	34.1	34.0	38.4	16.9	0.4%	127.7%
Creative Industries	12.3	12.2	8.2	11.3	0.9%	-27.2%
Engineering & Architectural Studies	245.2	232.7	199.3	181.2	5.4%	10.0%
Enterprise and Digital Innovation	305.9	291.5	302.7	198.1	4.9%	52.8%
Health Practice, Te Hoe Ora Ki Manawa	75.1	90.5	65.2	59.9	-17.1%	9.0%
Hospitality & Service Industries	99.6	107.1	86.6	88.9	-7.0%	-2.6%
Humanities	206.0	206.0	91.0	111.5	-0.0%	-18.4%
TANZ eCampus					-100.0%	
Trades	0.7	3.1	1.3	2.1	-76.9%	-36.8%
Total	978.8	977.2	792.7	669.8	0.2%	18.4%

1.3 Enrolments by Programme Level

EFTS including potential compared to a fortnight ago:

- a Increase in Levels 3-4 (+63 EFTS)
- b Small reduction in Level 7 (-3.5 EFTS)
- c All other level groupings are largely stable

Programme Level	Target (Full Year)	Last Year (Full Year)	Current Tracking	Last Year Tracking	Required Growth	Actual YTD Growth
Levels 1-2	481.0	557.5	319.3	347.8	-13.7%	-8.2%
Levels 3-4	2336.0	2481.2	1949.9	1844.4	-5.9%	5.7%
Levels 5-6	940.0	956.9	792.2	845.2	-1.8%	-6.3%
Level 7	3240.0	3162.8	2973.6	2832.9	2.4%	5.0%
Levels 8-9	62.0	46.5	65.3	37.0	33.3%	76.8%
Total	7059.0	7204.9	6100.4	5907.3	-2.0%	3.3%

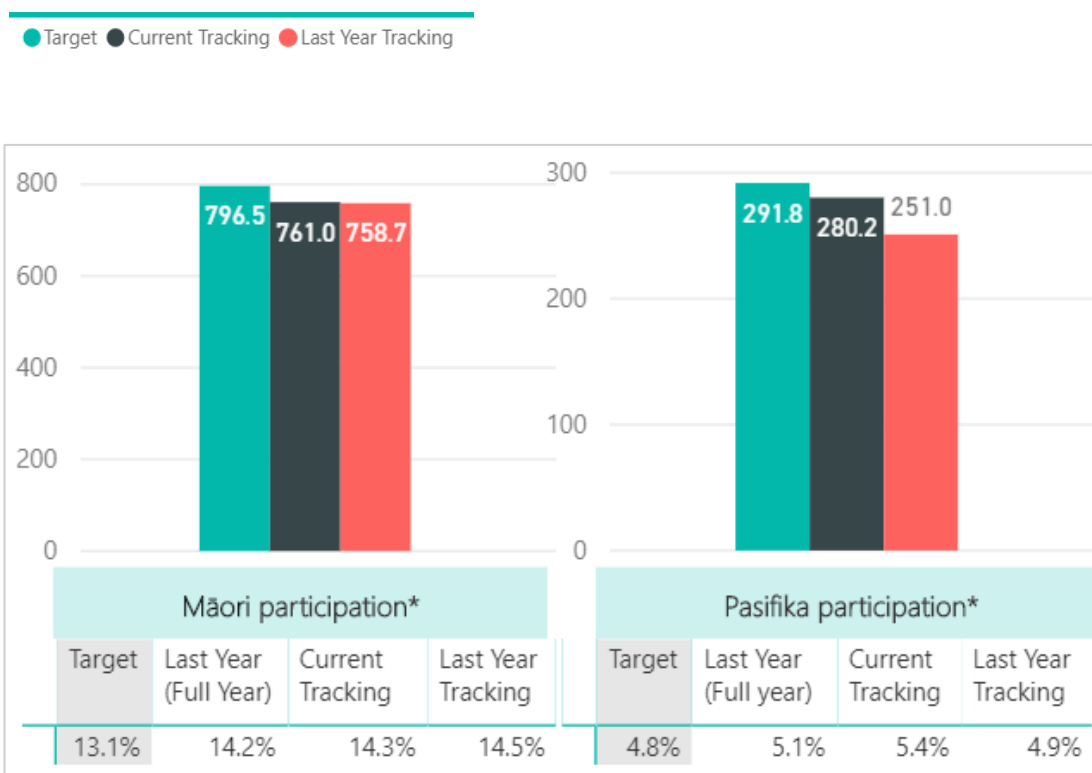
1.4 Enrolments by Department

- a The below table replicates the table in the front section, but also includes 'potential' EFTS.
- b Departments of Creative Industries, and Hospitality and Service Industries, are near their full year targets.
- c Departments with a higher number of 'EFTS to reach target' are dependent on a number of further applications and reenrolments, generally for Semester 2 starts, to achieve their full year targets.
- d Many of the current EFTS, especially Potential EFTS, are at-risk of students Non-Starter Withdrawing, which means the EFTS from new starters need to be even higher.

Department	Target (Full Year)	Current Tracking (excl. Potential)	Current Tracking (incl. Potential)	EFTS to reach target
Applied Sciences and Social Practice, Te Hoe Ora	773.7	607.0	668.0	105.7
Creative Industries	703.1	654.7	694.9	8.2
Engineering & Architectural Studies	743.1	535.4	626.6	116.5
Enterprise and Digital Innovation	1112.8	821.1	911.5	201.2
Health Practice, Te Hoe Ora Ki Manawa	1135.3	907.1	1003.4	131.9
Hospitality & Service Industries	623.6	572.2	607.2	16.4
Humanities	887.3	518.9	579.7	307.7
Trades	1079.7	766.4	913.5	166.2
TANZ eCampus	-	70.8	95.5	-
Total	7058.7	5408.5	6100.4	958.3

1.5 Participation – Māori and Pacific

As an institute we are on track to meet Māori and Pacific participation targets.



1.6 Participation by Department

a Māori Participation

Māori Participation	Target	Current Tracking		Last year tracking		
	13.1%	EFTS	EFTS	%	EFTS	%
Department						
Applied Sciences and Social Practice, Te Hoe Ora	96.9	106.1	16.9%	84.1	14.6%	
Creative Industries	90.5	84.3	12.3%	87.7	13.1%	
Engineering & Architectural Studies	65.2	31.6	7.4%	42.7	9.1%	
Enterprise and Digital Innovation	105.7	70.3	11.5%	66.7	10.1%	
Health Practice, Te Hoe Ora Ki Manawa	138.9	95.1	10.7%	100.8	10.7%	
Hospitality & Service Industries	68.7	109.1	20.9%	106.6	22.9%	
Humanities	89.3	78.1	16.0%	87.3	19.3%	
Trades	141.3	170.4	18.7%	170.2	19.1%	
TANZ eCampus	-	15.4	16.1%	12.5	12.4%	
Total	796.5	761	14.3%	758.7	14.5%	

- Māori Participation is not equally spread across the departments
- Most significant representation in Hospitality and Service Industries and Trades
- Lowest representation in Engineering and Architectural Studies and Health Practice

b Pacific Participation

Pacific Participation Department	Target 4.8%	Current Tracking		Last year tracking	
	EFTS	EFTS	%	EFTS	%
Applied Sciences and Social Practice, Te Hoe Ora	35.5	49.2	8.0%	31.4	5.5%
Creative Industries	33.2	26.1	3.8%	17.3	2.6%
Engineering & Architectural Studies	23.9	16.8	4.3%	17.9	4.2%
Enterprise and Digital Innovation	38.7	25.8	4.2%	33.4	5.2%
Health Practice, Te Hoe Ora Ki Manawa	50.9	34.7	3.8%	37.5	4.2%
Hospitality & Service Industries	25.2	33.5	6.6%	29.4	6.3%
Humanities	32.7	23.7	4.9%	19.1	4.3%
Trades	51.8	64.8	7.2%	60.5	6.9%
TANZ eCampus	-	5.5	5.8%	3.9	3.9%
Total	291.8	280.2	5.4%	251.0	4.9%

- Pacific participation is not equally spread across the departments
- Most significant representation in Applied Sciences and Social Practice and Trades
- Lowest representation in Health Practice and Creative Industries

2 Financial Performance Report

2.1 Financial Statements – February 2020

- a As at 29 February 2020, the reported deficit before abnormal items is \$4.58m, compared to an expected deficit of \$4.61m. The year-to-date deficit after abnormal items (i.e. transformation and C Block demolition costs) is \$4.82m, compared to an expected deficit of \$5.09m.
- b Overall Government Funding year-to-date is \$6.2m, \$0.3m under the year-to-date budget. The main variance is in SAC Funding Level 3-7. As daily enrolment and withdrawal activity for semester one is on-going it is too early to determine with certainty the overall impact. The picture will be clearer at the end of March.
- c The shortfall in the SAC 3+ Income has also resulted in a shortfall in Domestic Fee Income year-to-date. Year-to-date the usage of related scholarships and discounts is under budget by \$375k, which currently more than offsets the variance in Domestic Fee Income. Full utilisation of the scholarships and discounts is planned, therefore, this benefit is only timing related.
- d International Fee Income less related scholarships and discounts is in line with budget. While there is some impact expected from travel issues due to COVID-19, these have yet to be realised in the financials.
- e Overall, Student Tuition Fees Income less related scholarships and discounts exceeds budget year-to-date by \$184k.
- f Other Teaching Income is ahead of budget year-to-date. Activity at this end of the year is relatively low, as much of the income is received on invoice at the end of the relevant courses.
- g Interest Income is currently outperforming budget by \$44k. This is due to a mix of higher cash reserves at the start of the year from higher international income in advance, as well as interest rates outperforming budgeted expectations. This is likely to change however, as there is a strong probability of a substantial cut to the OCR in response to COVID-19. Even if this ultimately does not occur, there will be a short-term impact as banks price in a likely move in the interim.
- h Other Revenue is in line with budget.
- i The layout of the Personnel Costs section within the Statement of Financial Performance has been changed to provide greater visibility. The Net Annual Leave portion of cost has been split out into its own line. Net Annual Leave begins the year substantially in credit due to the high amount of annual leave taken in January, especially by teaching staff prior to the semester start. However, this will be progressively eroded across the year as more leave is accrued each month than is taken, the exceptions being July and December. The expected year-end position is zero, reflecting an expectation that total annual leave does not increase.

- j Teaching and Non-Teaching staff are both narrowly over budget. This is currently being offset by a positive variance in Net Annual Leave meaning that more leave has been taken than expected. Overall Personnel Cost year-to-date are on budget.
- k Occupancy/Property Costs, Finance Lease Charge, General Operating Expenditure, and Depreciation are all in line with budget.
- l Transformation and Demolition costs are under budget year-to-date this is the result of the timing of invoicing rather than any expectation of lower costs.
- m In the Statement of Financial Position, Loans and Receivables is currently high due to student enrolment debt. During 2019 functionality was developed to enable automatic student invoicing which has delivered significant efficiencies in invoice processing times resulting in more students being invoiced within a short period prior to the start of their course of study. This has meant earlier invoicing and a short-term increase in debt.
- n Revenue Received in Advance is currently high at \$46m. 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.

2.2 2019 Annual Report

The audit of the 2019 Annual Report figures is ongoing. There has been only a \$44k change (downwards) in the Total Surplus since the report provided to Council last month.

Statement of Financial Performance
for the year to 29 February 2020

	2020 Year to date		Full Year	
	Actual	Budget	2020 Budget	2019 Actual
Government Funding				
SAC Funding Level 3-7	5,295,163	5,670,732	53,851,021	52,194,906
SAC Funding Level 1-2	132,478	105,801	1,020,917	1,351,157
ACE Funding	35,847	55,504	395,428	471,640
Youth Guarantee Funding	74,134	76,391	1,137,359	1,341,690
CTC funding	316,837	250,750	2,237,954	2,126,447
Other Non-EFTS grants	351,416	352,166	2,473,532	2,778,692
Total	6,205,875	6,511,343	61,116,211	60,264,531
Student Tuition Fees				
Domestic Fee Income	2,984,807	3,183,712	32,202,262	29,964,498
less Scholarships/Discounts	(564,337)	(939,545)	(2,370,950)	(1,598,728)
International Fee Income	1,824,669	1,771,257	17,067,052	16,957,644
less Commissions/Discounts	(177,685)	(132,044)	(1,804,246)	(2,152,945)
Total	4,067,453	3,883,380	45,094,118	43,170,470
Other Teaching Income	86,909	62,400	2,341,608	2,395,624
Other Income				
Interest	288,493	244,335	1,625,000	2,264,772
Other Revenue	815,424	777,831	5,812,149	6,070,910
Total	1,103,917	1,022,166	7,437,149	8,335,682
Total Revenue	11,464,154	11,479,289	115,989,086	114,166,307
Personnel Costs				
Teaching	5,211,217	5,175,071	35,417,746	35,414,954
Non-Teaching	5,729,819	5,686,133	36,058,972	34,961,718
Net Annual Leave	(945,229)	(870,118)	-	123,484
Total	9,995,806	9,991,087	71,476,717	70,500,157
as % of Revenue	87.2%	87.0%	61.6%	61.8%
Other Costs (except Depreciation)				
Occupancy/Property costs	1,362,878	1,394,413	10,244,983	9,884,995
Finance Lease Charge	232,638	232,638	1,390,000	1,403,792
General Operating Expenditure	2,413,577	2,420,601	20,277,911	17,804,588
Total other costs	4,009,094	4,047,652	31,912,894	29,093,376
Depreciation				
All Depreciation	2,044,235	2,054,190	12,150,000	11,783,245
Total Expenses	16,049,135	16,092,929	115,539,611	111,376,777
Surplus/(Deficit) excl Abnormal	(4,584,981)	(4,613,640)	449,475	2,789,530
as % of Revenue	-40.0%	-40.2%	0.4%	2.4%
Abnormal Items				
Transformation Costs	(161,228)	(329,750)	(2,349,191)	(2,324,093)
Demolition Costs	(72,887)	(150,000)	(483,057)	(378,938)
Share of Associate Surplus	-	-	-	-
Total Abnormal Items	(234,115)	(479,750)	(2,832,248)	(2,703,031)
Total Surplus/(Deficit)	(4,819,096)	(5,093,390)	(2,382,773)	86,499
as % of Revenue	-42.0%	-44.4%	-2.1%	0.1%

Statement of Financial Position as at 29 February 2020

	Actual 29-Feb-20 \$000	Budget 31-Dec-20 \$000	Actual 31-Dec-19 \$000
ASSETS			
Current Assets			
Cash and Cash Equivalents	7,256	5,132	12,438
Loans and Receivables	7,695	2,670	2,002
Inventories	958	1,321	1,027
Prepayments	2,183	1,794	2,291
Short Term Investments	55,819	27,135	32,419
Residual Insurance Proceeds	28,281	25,865	28,281
Total Current Assets	102,193	63,917	78,459
Non-Current Assets			
Property Plant and Equipment	310,070	311,435	311,053
Intangible Assets	2,297	1,952	2,348
Investment in Associate	1,209	1,209	1,209
Total Non-Current Assets	313,576	314,596	314,611
TOTAL ASSETS	415,769	378,513	393,069
LIABILITIES			
Current Liabilities			
Trade and other payables	6,233	5,000	6,831
Finance leases	770	1,239	763
Employee Benefit Liabilities	2,387	2,462	2,576
Revenue Received in Advance	46,129	9,149	17,805
Total Current Liabilities	55,519	17,850	27,976
Non-Current Liabilities			
Finance leases	25,216	25,402	25,266
Employee Benefit Liabilities	238	238	238
Total Non-Current Liabilities	25,454	25,640	25,504
TOTAL LIABILITIES	80,973	43,490	53,480
NET ASSETS	334,796	335,023	339,590
EQUITY			
Retained Earnings	231,014	231,241	235,808
Asset Revaluation Reserve	103,782	103,782	103,782
TOTAL EQUITY	334,796	335,023	339,590

Statement of Cash Flows for the year to 29 February 2020

	Year to Feb 2020 \$000	2020 Budget \$000	2019 Final \$000
Cash Flows from Operating Activities			
Cash was Provided from:			
Government Grants	15,053	61,116	63,357
Student Tuition Fees	14,906	45,094	50,501
Other Teaching Revenue	87	2,342	2,396
Other Revenue	3,820	5,812	5,020
Interest	229	1,625	2,165
Total	<u>34,095</u>	<u>115,989</u>	<u>123,438</u>
Cash was Applied to:			
Employees and Suppliers	14,382	101,530	99,690
Net Cash Effect of Abnormal Items	234	2,832	2,324
Total	<u>14,616</u>	<u>104,362</u>	<u>102,014</u>
Net Cash Flows from Operating Activities	19,478	11,627	21,424
Cash Flows from Investing Activities			
Cash was Provided from:			
Sale of Fixed Assets	-	-	53
Total	<u>-</u>	<u>-</u>	<u>53</u>
Cash was Applied to:			
Purchase of Other Financial Assets	-	-	-
Purchase of Fixed Assets	401	5,014	5,903
Campus Capital Plan Spending	507	6,376	3,761
Total	<u>908</u>	<u>11,390</u>	<u>9,664</u>
Net Cash Flows from Investing Activities	(908)	(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	377	2,374	2,217
Total	<u>377</u>	<u>2,374</u>	<u>2,217</u>
Net Cash Flows from Financing Activities	(352)	(2,374)	(2,217)
Total Net Cash Flows	18,218	(2,137)	9,595
Opening Cash, Bank & Short Term Investments	73,138	60,269	63,543
Closing Cash, Bank & Short Term Investments	<u><u>91,356</u></u>	<u><u>58,132</u></u>	<u><u>73,138</u></u>

3 Health, Safety and Wellbeing – February 2020

3.1 Overview – Key Issues

- a The COVID-19 Management Group (CMG) that was established in January 2020 continued to meet three times a week to mitigate risks and respond as events unfolded. When the World Health Organisation upgraded the classification of the virus to a pandemic, Ara immediately activated its Incident Management Plan alongside its Pandemic Plan and an Incident Management Team (IMT) was operational by 17 March 2020 and meeting daily.
- b The Ara community has been regularly and promptly updated on decisions made at the CMG and IMT meetings. At the timing of writing this report we are moving with the country into Alert Level 4 shutdown and our leaders are prepared to lead their teams through continuing uncertainty in a virtual way. The IMT will continue to meet to respond to the evolving situation as well as planning for resumption.
- c The learnings that we had absorbed from the March 2019 Mosque events held us in good stead for the COVID-19 crisis: our Incident Management Plan had been extensively reviewed, we had clearly defined roles in the IMT and leadership at the appropriate level, we had over 35 colleagues trained in Crisis Incident Management response and we had a deeper appreciation of the impact of regular and clear communications to our colleagues and students.
- d An external consultant has been undertaking an audit of health and safety practices (reporting, risk assessment, risk management, safety culture) in the Department of Trades. The face to face interviews with students and colleagues have been completed and the final report was expected 20 March 2020. We will check in with the consultant to determine if this is on track given the current COVID-19 situation.
- e A small project team continues with the implementation of the Assura Health and Safety Management System (SafePlace). We have begun trialling SafePlace with the Department of Trades and are completing training for our trainers, managers and users. We had planned for SafePlace to be fully implemented across Ara by 1 May 2020 but with the COVID-19 events, this date will be adjusted.
- f After extensive work the Incident Management Policy and Plan and the Drug and Alcohol Policy and Procedure were tabled at the Health, Safety and Wellbeing Leadership Group (HSWLG) meeting in early March and were ratified by the TKM. Attention for the Drug and Alcohol Policy now turns to implementation and the three key unions have been advised.
- g The critical risk report was also tabled at the HSWLG early March meeting. It was requested that a case be made to engage a consultant to review the findings and take a more detailed view of our critical risks (things that will significantly harm people), current controls and implementation.
- h Another 100 copies of the A3 lockdown posters have been printed and are being displayed on notice boards around Ara. Fire evacuation trials are normally completed mid-March but have been delayed in order to reduce anxiety which was evident due to both the anniversary of the March Mosque attacks and the emerging COVID-19 situation.

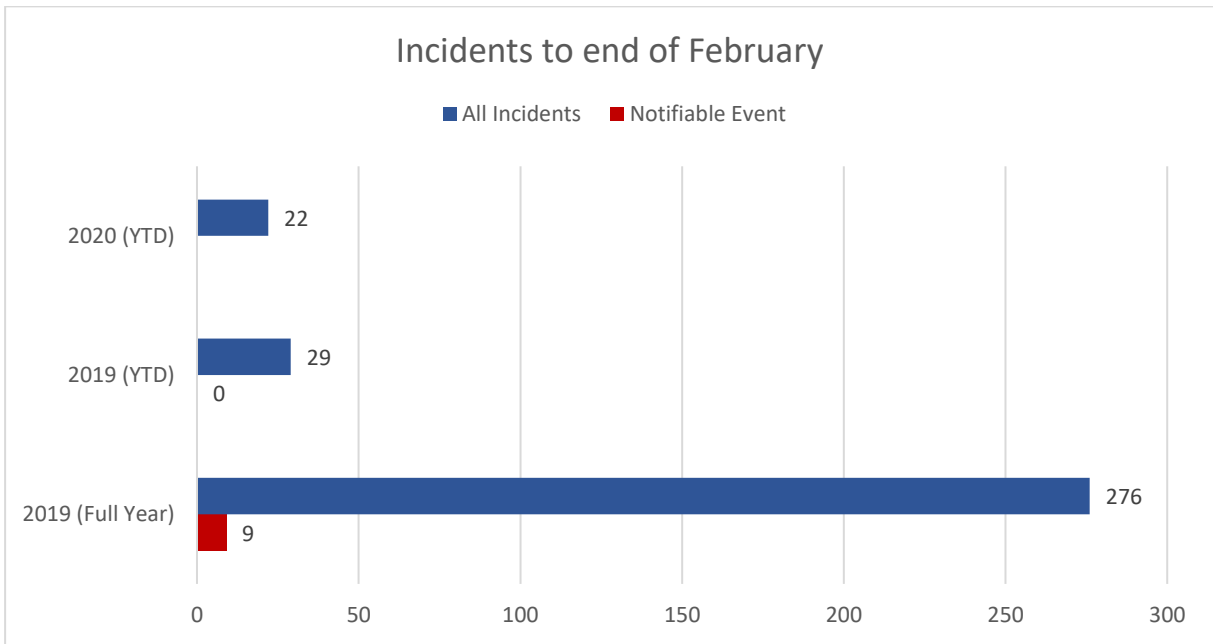
- i The final group of results from Ara's 2019 Wellbeing Survey were reported at the HSWLG meeting in early March. The results reported were measuring Ara's Psychosocial Safety Climate (PSC). PSC measures the workforce's perception of senior management's focus on *psychological health and safety* versus *productivity*, and ultimately provides an evidence based indicator of workforce issues such as high job strain and risk of depression. The 2019 results will act as a benchmark for ongoing assessment.
- j A number of new wellbeing initiatives are currently underway or are in planning, including: workshops for tutors dealing with students impacted by the 15 March Mosque attacks anniversary; an eight week Be Active taster programme (in collaboration with Sport Canterbury) for colleagues and students focusing on making positive lifestyle changes (nutrition, physical activity, sleep, etc) and; collaborating with ANZ to run Financial Literacy and Retirement Planning workshops at Ara campuses.

3.2 Health and Safety

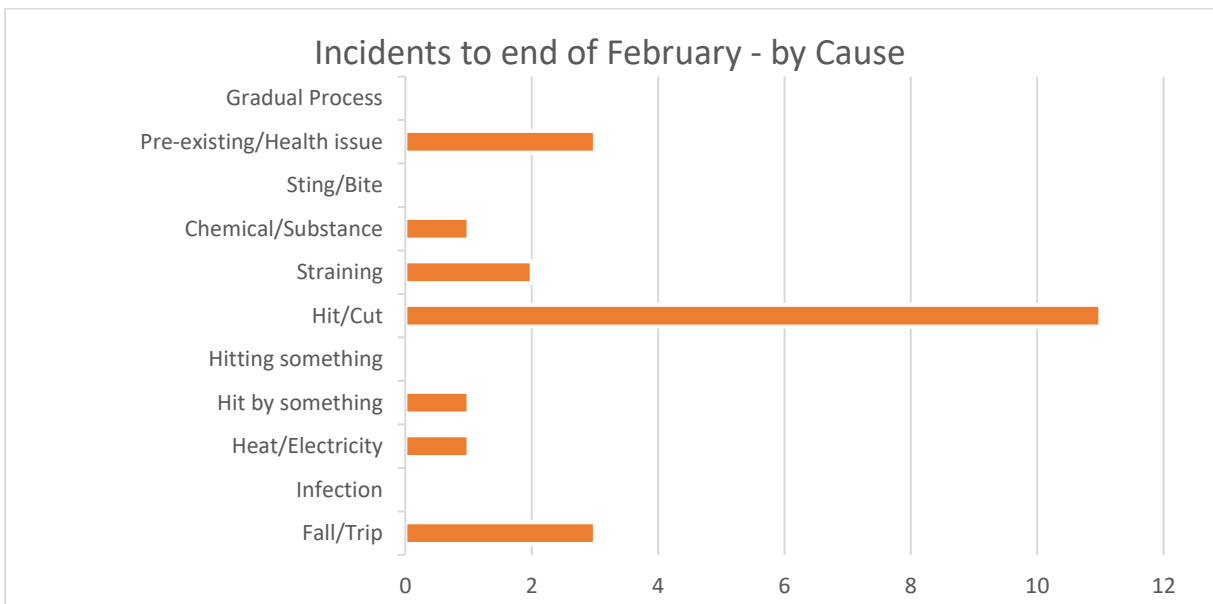
a Performance

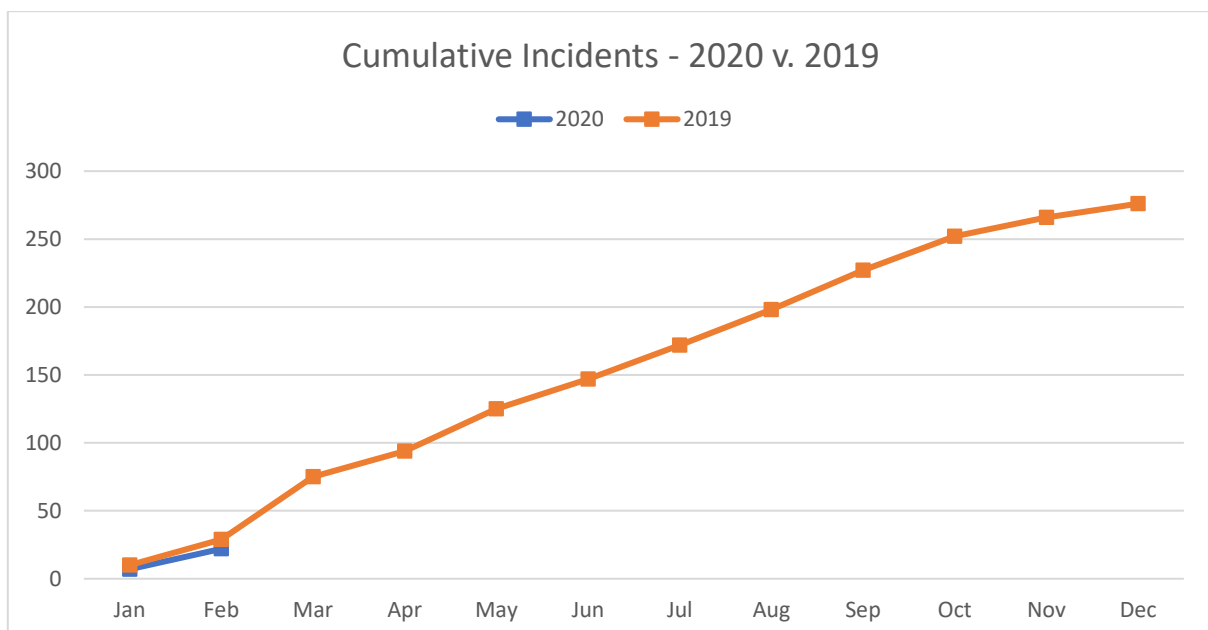
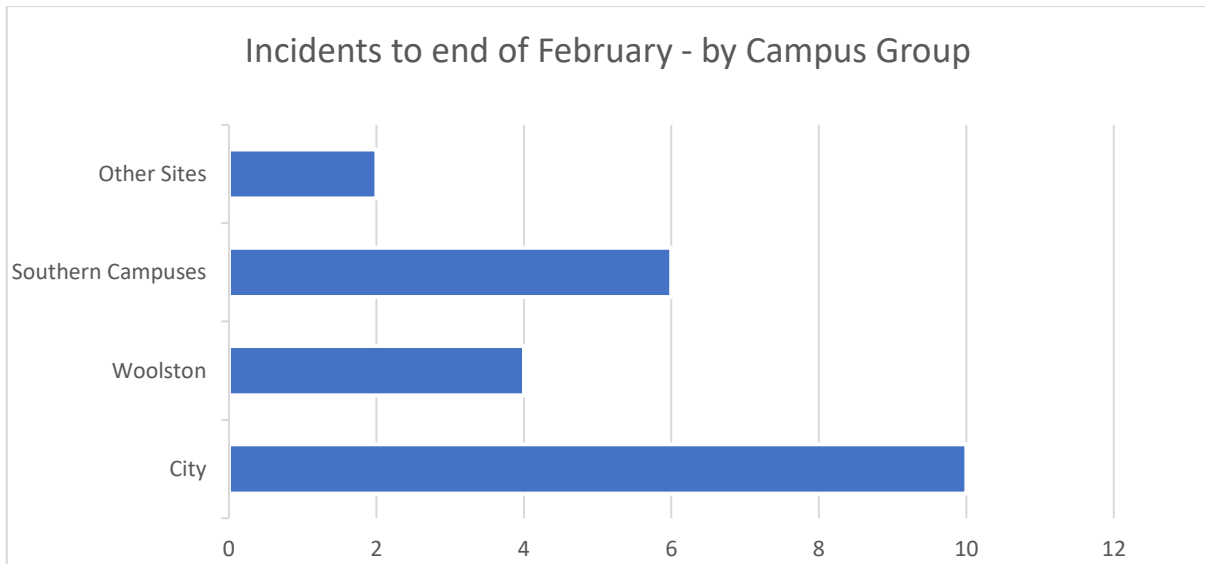
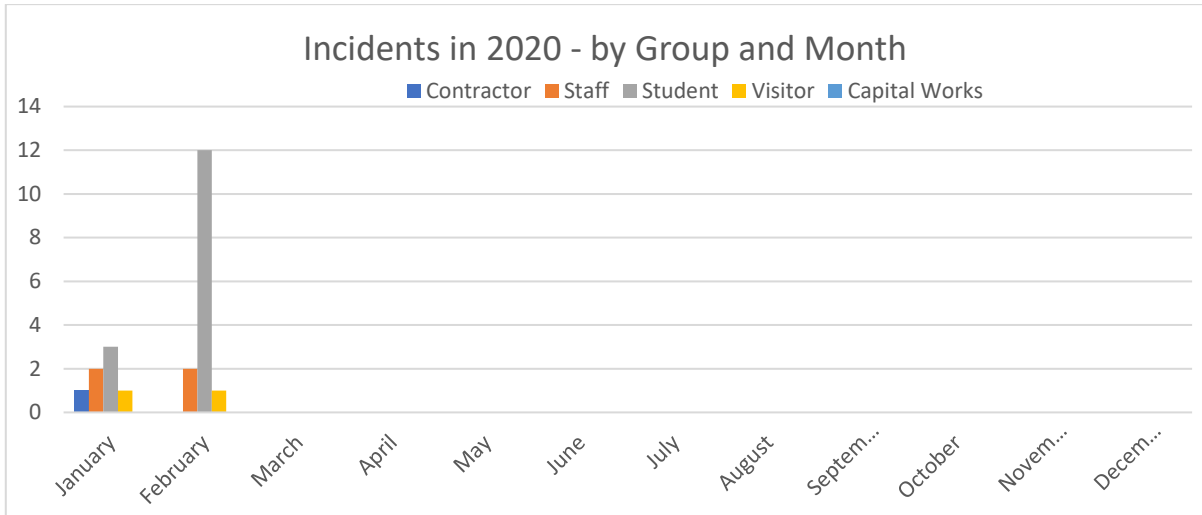
INCIDENT SUMMARY – MONTH AND YEAR TO DATE						
Person Type	Notifiable Injury or Illness		Notifiable Incident		All Incidents	
	This month	YTD	This Month	YTD	This Month	YTD
Colleagues	0	0	0	0	2	4
Students	0	0	0	0	12	15
Contractors	0	0	0	0	0	1
Visitors	0	0	0	0	1	2
Capital Works	0	0	0	0	0	0
Total	0	0	0	0	15	22
INCIDENT DETAIL (SINCE LAST REPORT)						
Refer to commentary below for detail on incidents						

- i Two incidents involving colleagues were reported in February. These involved a pre-existing health condition and fall while using a chair as a ladder. Both occurred on the City/Madras campus.
- ii 12 incidents involving students were reported. These included a trip at Trades, a faint and a cut while cleaning up broken glass – both on the City/Madras campus, a shoulder strain while kayaking in the Waltham pool, and seven minor knife injuries during food preparation – one at City/Madras, one at Oamaru and five at Timaru. A student in a hospital clinical placement received an unplanned exposure to radiation when a protective screen was accidentally moved.
- iii A visitor suffered a trip in the student car park on the City/Madras campus.
- iv A suspicious bag was left unattended in the garden near our childcare facilities on the City/Madras campus. On closer inspection the bag appeared to have been out in the weather for some time and the visible contents appeared to be plastic waste. The bag and contents were disposed of safely.



(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 Assura (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 four HSWG subgroups are reviewing the current risk assessments and controls. The groups reported back to the HSWLG at their meeting on 3 March 2020. To take the work that they have done to the next level, the group recommend that an external consultant be engaged to review these findings and provide advice on implementation.

d Health and Safety Systems

HEALTH AND SAFETY SYSTEMS AND PROCESSES		
Number of audits and inspections (excluding capital works programme)	1	External auditors are currently completing a health and safety audit at Trades.
Colleagues participating in Health and Safety Oversight	36	Health and Safety Coordinators.
Number of new colleagues that completed the online health and safety induction process in February	78% 92%	<ul style="list-style-type: none"> 7 out of 9 new starters in February have completed the online induction. Reminders have been sent. 24 of 26 YTD have completed induction Note: there is a system to continually follow up colleagues until completion has occurred.

4 fire alarm events occurred in February	6 – YTD
17 contractors were inducted during February	38 – YTD
2 workstation assessments completed in February	5 – YTD
4 colleagues received first aid training in February	4 –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.

When	Topic
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 Student Engagement • Contractor Engagement
February/March 2021	Governance and Strategy <ul style="list-style-type: none"> • Planning and Focus • Strategy – context appropriate

- **Risk Management** – the HSWLG has requested that the Health and Safety Manager make a case for an expert to be engaged to undertake this audit and provide recommendations on implementation.
- **Incident Management** – it is expected that the Audit currently being undertaken in the Trades Department 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 Assura (SafePlace) project, there was no action on advancing the Internal Auditing approach.

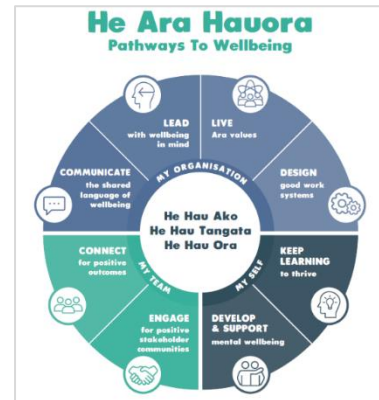
f **Health and Safety Actions**

HEALTH AND SAFETY ACTIONS UNDERWAY			
Action Description	Owner	Due Date	% Complete
External Audit of Depart of Trades	H&S Manager HoD Trades	Mar 2020	90% Auditor has interviewed colleagues and students. Review of global H&S documentation required. Final report expected 20 March (may be reviewed due to COVID-19)
Consideration of new supporting policies – Drug and Alcohol	HSWLG H&S Manager DCE People & Culture	Apr 2020	100% Consultation period completed. Draft tabled at the HSWLG in March 2020. TKM ratified in March 2020.
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 six-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 Assura 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. Will be impacted by COVID-19
Review rehabilitation guidelines as it relates to experience rating	H&S Manager P&C Business Partners	May 2020	95% Final draft out for consultation.

3.3 Wellbeing

a Introduction

- i 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*.
- ii The following graphs track several lead and lag wellbeing metrics.



b Performance

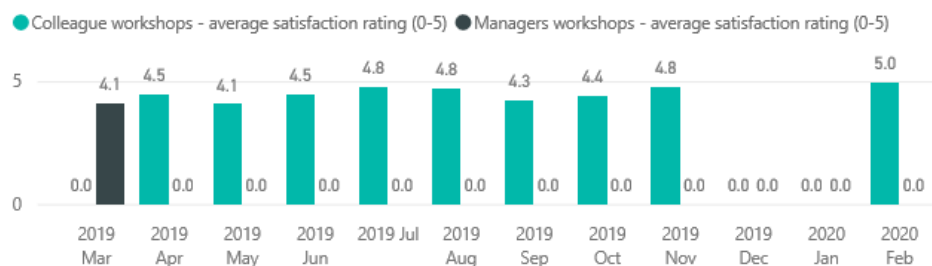
i Wellbeing Workshops:

During 2019 around 450 colleagues completed a wellbeing workshop delivered by the NZ Institute of Wellbeing and Resilience (NZIWR). Workshops are again being offered throughout 2020 – this time facilitated by three Ara colleagues who have been credentialled by NZIWR. Workshops aim to increase wellbeing literacy across the workforce, develop common wellbeing language and an awareness of various wellbeing tools.

Wellbeing Workshop Attendance



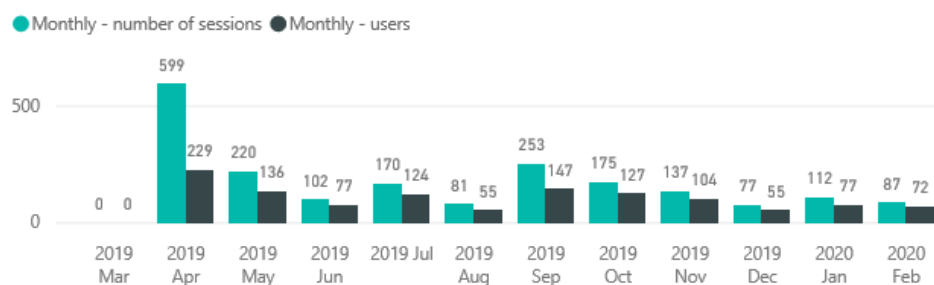
Wellbeing Workshop Satisfaction



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

Being active is a key contributor to short term and long-term personal wellbeing. We are tracking attendance at several physical activity classes. Classes are for colleagues only unless labelled 'mixed' (colleagues and students).

Be Active - Average Class Attendance

Year	2019												2020	
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Jan	Feb
Boxing (mixed) - City/Woolston	16	13	11	7	16	15	14	11	11	0	0	5		
Staff Circuit - City	7	7	5	8	7	6	6	8	8	0	0	17		
Staff Yoga - City	9	15	11	9	6	11	8	0	8	0	0	13		
Staff Yoga - Manawa (includes UoC/CDHB)	14	12	12	7	7	0	0	0	0	0	0	0		
Tai Chi (mixed) - City	6	7	8	7	7	8	5	9	6	0	0	2		
Zumba (mixed) - City	13	10	13	17	10	15	16	20	13	0	0	13		

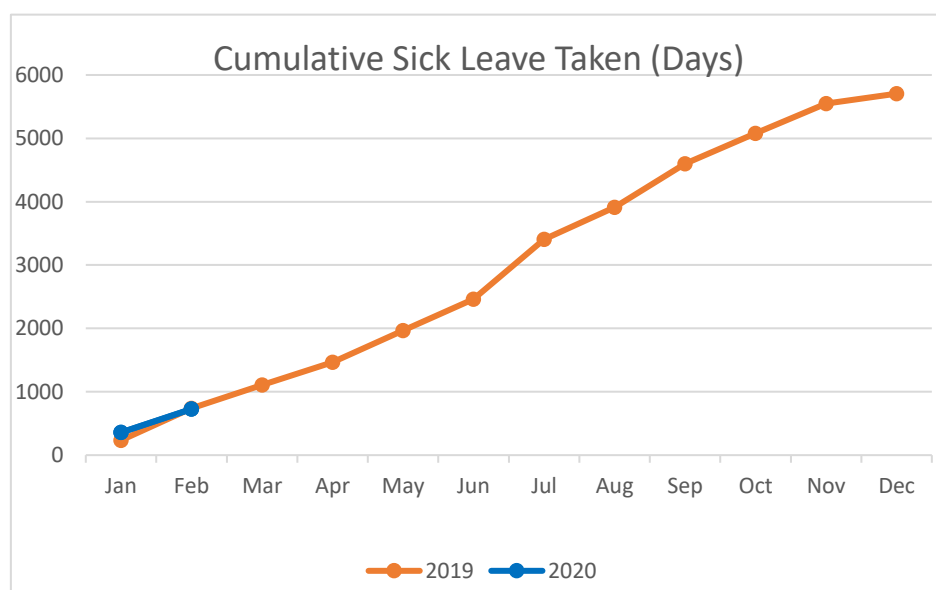
iv Employee Assistance Programme

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.

OCP Counselling

Year	2019												2020	
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Jan	Feb
OCP														
Number of colleagues attending (new)	12	15	9	11	7	7	7	8	10	4	4	6		
Total number of colleagues attending	16	19	15	14	14	12	10	10	15	8	4	8		
Total number of sessions	33	42	27	21	28	27	17	23	27	15	8	14		

v Sick Leave



COLLEAGUE WELLBEING		
Lost days due to sickness	370 days initiated in February <ul style="list-style-type: none"> • 278 – City/Madras • 14 – Manawa • 45 – Woolston • 32 – Timaru 	<ul style="list-style-type: none"> • YTD – 728 days. Includes some in advance. • YTD sick leave of more than 5 days – 154 by 15 people
YTD ACC leave	69 days	<ul style="list-style-type: none"> • Work related ACC – 25 days • Non-work related – 44 days
Number of colleagues on a return to work plan	2 in February	Both non-work related

Corporate Services Project Management Office	Information Paper
	Sponsor: Darren Mitchell
Covid-19 Response	Author: PMO
	31 st March 2020

1. Background and Context

With the first New Zealand case of Covid-19 declared on 28th January, the Coronavirus Management Group (CMG) was established at Ara the following day. This group was established to monitor the situation closely, using the Ministry of Health and the Ministry of Education's guidance to inform it and it met three times per week.

It was the CMG that initiated early communications to staff and students, brought in hand sanitisers and instigated signage to promote healthy hygiene habits across the campuses.

On the 13th March the World Health Organisation declaring Covid-19 a pandemic for the first time and the United States banned travel in and out of Europe. In acknowledgement of this escalation, a decision was taken by the Chief Executive to activate the Incident Management Team (IMT) as per the Coordinated Incident Management System (CIMS) approach so as to step up preparations for and reaction to a variety of scenarios, up to and including, the possibility of full scale Ara campus shut downs.

The Ara Incident Management Plan, the Ara Pandemic Plan, along with directions and advice from Tertiary Education Commission, Ministry of Health and the Ministry of Education provided the basis on which operations to address the situation were guided.

2. Current Actions

The Incident Management Team (IMT) made up of key strategic leaders and operational experts, began to develop and maintain a day by day action plan addressing immediate concerns and delegating critical actions. It also started to catalogue strategic initiatives to maintain confidence in the handling of the pandemic by Ara and to prepare for the possibility of complete campus shut-downs.

To ensure confidence and consistency in decision making and in shaping and sharing communications, the IMT and Ara took the position to reflect the factual advice provided by the Government through the Ministry of Health, Tertiary Education Commission and the Ministry of Education. Furthermore, as much as possible, a business as usual approach to operations was adopted with the express purpose of keeping students, staff and stakeholders focused on continuing to operate, albeit with greater emphasis on safety, hygiene and wellbeing.

Some key actions that were undertaken following the commencement of the IMT:

- Mass gatherings were limited to a maximum of 500 people on 16th March and then reduced again to no more than 100 people on 18th March, slightly in advance of official advice on 20th March. As such, our graduation ceremonies were put on hold along with any large classes or events
- A hold was placed on international travel for work purposes on 3rd March. Those intending to travel internationally outside of their work capacity were advised to reconsider their plans or to register with our Health and Safety Manager to ensure their movements were known, to make them aware of the implications of travelling abroad for their return to work and so that necessary precautions could be taken before their return
- Te Kahui Manukura (TKM) in consultation with the Academic Innovation and Research (AIR) leadership worked to identify programmes that could continue to be offered online and at distance versus those that could not
- A list of self-isolated students and staff was created and continues to be maintained, in accordance with confidentiality guidelines
- New, proactive communications were developed and continue to be shared daily to help address concerns, anxieties and to reduce the circulation of misinformation. This included the setup of a new webpage with update banner and an FAQ list available to staff through Infoweb, and students through MyAra
- Following an investigation into the cost and staffing implications, flu vaccinations were extended to cover all staff and students with a view to mitigating further health risks as we head into the autumn and winter flu season. These will continue to be prioritised as normal and will become available to non-priority staff and students from 13th April
- Preparations commenced for enabling staff to work remotely with critical functions being captured and any additional ICT requirements identified in order for the ICT Division to address them – potentially through the redistribution of equipment where required
- Further to the above, a set of working from home guidelines were developed for staff and for managers and have been made available on Infoweb
- Cleaning regimes were modified and additional cleaning staff deployed; not only to improve cleanliness but to make it more visible and reassuring for students and staff
- A refresh to business continuity and resumption planning was initiated and will be ongoing, accounting for what is a rapidly changing, unprecedented global situation; and
- Discussions with unions were initiated to prepare for potential challenges to working arrangements and Studylink was contacted to get assurance on their preparations for the impact of shut-downs on student loans and allowances.

On 23rd March, a recommendation was made to Ara by the IMT to prepare to shut down all campuses effective from the end of timetabled classes on 23rd March until Wednesday 1st April. This came as government guidance raised the alert level from two to three and as our own preparations took shape. This meant that:

- Term break would become effective as of Tuesday 24th March with efforts turned from normal teaching and learning to instead preparing materials to provide for teaching and learning to continue remotely upon the return to business following the Easter break

- In accordance with government guidelines, all campuses will be shut down and no longer accessible other than for essential services such as security or in response to an emergency situation
- The programmes and courses identified by the AIR leadership team that could be continued online would do so whilst those that currently cannot be delivered in this manner will have significant effort applied to ensure that at the very least, learning materials can be accessed online as soon as possible
- To ensure a consistent experience for students, all incoming contact would be with their tutors in the first instance or for non-course related enquiries, would be directed through the Call Centre as would ordinarily be the case
- In preparing staff and students to work or access learning remotely, the Ara ICT Team have been working to provide suitable devices and remote access options as required as well as strengthening connectivity and capacity of Ara systems. The vast majority of staff are now able to work remotely
- ICT Service Desk and the Call Centre systems were recently updated to enable them to be accessed remotely. As such, staff have been briefed and will now operate as normal but away from the office. The ICT Service Desk will operate Monday to Friday from 8:30 – 16:30 to support students and staff with any technology and connectivity challenges they may face. The Call Centre will operate normal hours for all other enquiries
- The Ara Health Centre closed at the same time as the remainder of the City Campus on 24th March. Ōtautahi House (O House) students have been directed to Moorhouse Medical Centre to provide for their general health needs during the shutdown period and should it be required, the Ara Health Centre could be reopened to provide Moorhouse Medical Centre additional capacity
- O House has now been emptied and shut down. To support those O House students who are not New Zealand residents or any residents that are unable to return home, alternative accommodation has been arranged including homestays in some cases. Communication with the Student Transitions team will be ongoing
- Students on work experience and clinical placement are now receiving clear direction from Ara, based on the guidance and preference of their employers – particularly in health
- Despite the campuses being shut down, the IMT continue to meet virtually on a daily basis and this will be reviewed accordingly. Records will continue to be updated and maintained; and
- In the lead up to campus shut down, the People and Capability team have arranged and been running workshops to provide guidance to managers and team leaders on supporting and leading their teams through the concerns and anxieties created by the current Covid-19 pandemic. These workshops are available to be accessed remotely.

3. Current Plans

DATE: 23/3/20		TIME: 8:00am	Facilitator - analisa@phone 08 3799182	SITUATION SUMMARY:	
OPERATION NAME: Pandemic Plan				<ul style="list-style-type: none"> 60 CASES CONFIRMED • NZ BORDERS SHUT • HIGHTENED ANXIETY NOW MASS GATHERINGS CANCELLED (MAX 100 PAX) NO COMMUNITY TRANSMISSION YET • UK SCHOOLS CLOSING ARA IN 'YELLOW PHASE' OF CIM PLANNING • SELF ISOLATION EXPANDED NZ CITIZENS TO RETURN HOME FROM UK • PRESSURE TO CLOSE CAMPUS 	
ICP LOCATION: G202				<ul style="list-style-type: none"> GRADUATIONS CANCELLED/POSTPONED • ARA TO FUND EXTRA FLU VACCINE FABS & NEW COMMS CIRCULATING • 100+ GATHERINGS STOPPED PANDEMIC CIM GROUP ACTIVATED • MAPPING SURFACE CLEANING (CLEAN GREEN PROCS TO BE SHIPPED) IMT RECOMMENDING SHUTDOWN 24/03 → 31/03/20 WITH REVIEW • 'SHUTDOWN' DEFINED 	
PERIOD BEGINS: 13/3/20		PERIOD ENDS: 01/05/20		OPERATIONAL GOAL:	
MANAGEMENT STRUCTURE:		INFORMATION: DP LIAISON: WR SAFETY: DC		PROACTIVELY REDUCING TRANSMISSION OPPORTUNITIES OF COVID-19 INCLUDING PLANNING FOR DELIBERATE SHUTDOWN.	
INCIDENT COMMANDER: DM PLANNING: CK TM OPERATIONS: HD LOGISTICS: GM, P					
FACTORS:		OBJECTIVES:		STRATEGIES/ACTIONS	
<ul style="list-style-type: none"> MULTIPLE HEALTH CLINIC STAFF UNWELL CURRENTLY (OR IN ISOLATION) CK IN ISOLATION ANXIETY FROM STAFF/STUDENTS AROUND CLEANLINESS/RISK (ESP. MANHAWA) ANXIETY AROUND CONTINUING TO BE PAID/EMPLOYED ANXIETY ABOUT STATUS OF UPCOMING EVENTS (eg. field trips) 		<ul style="list-style-type: none"> REDUCE RISK OF EXPOSURE/TRANSMISSION OF COVID-19 MINIMISE IMPACT & RECOMMENCE BAU ASAP (ESP. TBL) REASSURE STUDENTS & STAFF → DEEMITINE UNWELLNESS MANAGE OUTWARD FACING SERVICES 		<ul style="list-style-type: none"> STOP DOMESTIC TRAVEL IDENTIFY OPPORTUNITIES TO WORK REMOTELY TAKE GUIDANCE FROM AUTHORITIES SHUTDOWN • TEST OUT REMOTE WORKING CAPABILITIES FOCUS ON RESUMPTION PLANNING • TUTOR CONTACT CONTINUE CRITICAL PROMOTIONS • SUPPORT STAFF CONTACT INITIATE EXTRA FLU JOBS STANDARDISED THESSAATS • DEFINING GIN/P PROG. PROACTIVE COMMS • FABLS ENGAGEMENT/CONTACT ONGOING UPPING FLU JAB OPPORTUNITIES PART OF WIDER COMMS. 	
				RESOURCES REQUIRED:	
				<ul style="list-style-type: none"> CS COMMAND REDISTRIBUTION OF LAPTOPS/DEVICE ICT EQUIPMENT/CONNECTIVITY FLU VACCINE DOSES COMMS USING INFOVIEW & MYARA. 	
FOLLOWUP TASKS / OTHER ACTIONS:					
<ul style="list-style-type: none"> HOUSE PLANS TO BE CIRCULATED (KTP) → ADD SIGNS TO ENTRY POINTS (WR GM, P) → PUBLISH CAL CENTRE CONTACTS (KTP) • HC NEEDS SPECIAL ATTENTION (KTP) REFRESH HRIS LIST (DP) → NEW COMMS OUT RE. SELF ISOLATION (WR DC) → SETUP NEW MS FORM FOR POTENTIAL CASES (WR BEE) → GROUP TO REVIEW CAMPUS SHUTDOWN CHECKLIST → GREEN LIST TO SR (DY) REGISTER OF SELF ISOLATION (DP/DC/KTP) → CONFIRM/COMMUNICATE SHUTDOWN TO MIA/CAMMURUM (TO IDEM) → SAMPLE CRITICAL ROLE LIST (TM) REQUIRE ALL STAFF TO INFORM OF ANY CASES (SG) → COMMS TO TIO & CRITICAL (DT) DETERMINE PROGRAMMES IN 'AMBER' THAT CAN MOVE TO GREEN (DY) → REFRESH BRPs (TM) INSTRUCTIONAL GUIDANCE ON REMOTE WORKING (MIA) (DY) UPDATE TO ONTRACK FOR ADMISSIONS STAFF (2P/MIA) 					

Figure 1: IMT Action Plan - Captured at 9:00 on 23rd March 2020

The image above represents the IMT action plan captured at the conclusion of the meeting on 23rd March. A record of these plans since initiation on 17th March have been kept in a Microsoft Teams environment setup for the IMT team and this is also the location for other key documents, planning tools and reference information.

The most recent IMT Action Plan, illustrated in Figure 2 was developed during the continuing virtual IMT meetings being held at 8:00 daily. These meetings are working well and enable the group to maintain a dialogue with each other, address issues and concerns, and delegate actions as they arise.

The IMT group, having come through the shutdown phase, there is now a significant shift into enacting business continuity plans and work is also underway to review and refresh plans for business resumption.

Date: 27/03/2020	Time: 8:00	Situation Summary	
Operation Name: Pandemic Plan		- 283 cases confirmed nationwide - Now at Alert Level 4 - NZ in complete shut down - Community transmission confirmed - Ara in 'red phase' of CIM planning - campuses shut down and IMT now meeting remotely - Vast majority of Ara staff now able to work remotely - quantifying extent of student capability - No confirmed cases in Ara staff or students - all suspected cases have returned negative results	
Control/Coordination Centre Location: Off campus - Remote Meetings		Actions Already Taken	
This Period Begins: 13/03/2020	This Period Ends: 1/05/2020	- Pandemic CIM group activated - now meeting remotely - FAQs and new comms developed and circulating daily - Campuses now shut down 25th March until 23rd April - only security staff remain active - AIRT determined courses/programmes that can continue and others that need development for online access - Union discussions underway - O House now closed and finding their way to alternative accommodation - O House health support directed from Ara Health Centre to Moorhouse Medical Centre - Final year nursing students now determined non-essential and clinical placements cancelled - Workshops for Ara leaders to guide them to support/lead teams through Covid-19 - more to be offered yet - Guidance resources available to support staff working remotely as part of comms - ICT service desk and call centre remaining operational while off campus - ICT equipment and accessibility deployed to staff including repurposing of PC lab equipment - Business resumption planning underway	
Management Structure: Controller: Darren Mitchell Operations: Hayley Devo Planning: Colin King/Tim Maxwell Info/Intel: Dean Patfield Liaison/Comms: Warren Rosser & Belinda De Zwart Safety: Dave Currie Logistics: Grant McPhail Technical Experts: Mark Marshall (ICT), Deb Young (AIR) & Karen Te Puke (CEE)		Operational Goal	
- Proactively reducing transmission opportunities of COVID-19 including planning for deliberate shutdown			
Factors: - Multiple Health Clinic staff unwell currently (or in isolation) - Colin King in isolation - Anxiety from staff/students around cleanliness/risk - Anxiety around continuing to be paid/employed - Some delivery can continue remotely (green), some needs development to enable this (amber) and some is not capable of doing this at all (purple)	Objectives: - Reduce risk of exposure/transmission of COVID-19 - Minimise impact and recommence BAU as soon as possible (esp. T&L) - Reassure students and staff - Manage outward facing services	Strategies/Actions: - Identify opportunities to work remotely - take guidance from authorities - shutdown - test remote working capabilities (e.g. payroll) - cease international and unnecessary domestic travel - focus on resumption planning - continue delivery of critical functions - provide additional flu vaccinations - standardise messaging - contact/engagement protocols for students (tutors/call centre) - proactive comms including FAQs - engagement/contact ongoing - Proactive/frequent comms to students and staff - ongoing engagement/contact during shutdown - part of wider comms	Resources Required/Assigned: - CQCommand - redistribution of laptops/desktops - ICT equipment/connectivity - Flu vaccination doses - Comms tools - Infoweb and MyAra - Online form to record self-isolation and/or suspected cases - Online tutor time sheets
Follow Up Tasks/Other Actions: - Additional 'leading through Covid-19' workshops to be arranged (BdZ) - Tracking of activities/outputs of teaching staff and student engagement to be initiated (DY) - this also applies to requirements for funding by MoE (HD) - Information update to CEs and VCs from TEC to be circulated to IMT (TG, DM) - Meeting to discuss business resumption between AIR and non-AIR teams (CK, TM, DY, TG) - Contact to be made with staff that have not connected to Ara systems to check connectivity (DP) - Contact Health HOD re: ceasing access to Manawa (CK, DY) - Comms to include message about storage of parcels until end of shut down (WR) - Chain required to secure front gate of O House and swipe access in one building requires repair (GMP) - National approach required to withdrawals and refunds - to be discussed at CE level (TG) - Comms required to include reassurance to students about potential changes in programmes due to online learning (WR) - Consistency on how technology should be used for learning (e.g. Zoom) to be raised in AIR LT meeting (DY)			

Figure 2: A screen-shot of the virtual whiteboard continuing to be maintained in IMT meetings stored in the online Covid19 Microsoft Teams site – captured at 9:00 on 27th March.

The IMT and managers across the organisation are directing their attention to continuing to meet business outcomes. In particular, there is a focus on

- Maintaining momentum and productivity across the organisation
- Ensuring our infrastructure continues to support the work that needs to be done
- Ensuring all of our people can access resources, technology, systems and support, and connect as required
- Preparing for the resumption of teaching and learning

Some concerns have been raised about students wishing to withdraw and seek refunds from their programmes of study – particularly those who do not wish to undertake online learning as their primary source of engagement. As this will be a national issue, a joined up approach will need to be developed at a national level and will be raised with the TEC.

To ensure the most recent information can be shared with Council, a verbal update will be provided during the Council meeting on 31st March 2020.

OFFICE OF THE KAIĀRAHI – 6 Month Report

Content

Data Analytics

- Participation
- Retention
- Achievement

Strategic Update

- Framework for Māori Achievement – Phase 1
- RoVE / NZIST
- Strategic Relationships – Internal / External

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

Te Puna Wānaka has been through a redesign process and is currently closed for renovations. My Office has worked closely with the Project Management Office throughout the process to ensure that we maintain relationships with past and present stakeholders and strategic partners, including Mana Whenua and Mata-a-waka, and align all practices with tikanga and kawa.

Ara has entered into a partnership with the **Puhoro STEM Academy** and has made a long-term investment to increase the number of Māori students studying Science, Technology, Engineering and Maths. We recognise that Ngāi Tahu, our strategic partner, is focussed on realising equity in education, employment and income for all Māori in the Ngāi Tahu takiwā by 2040, and that STEM related studies is a priority focus area. The Puhoro STEM Academy has, over the past 5 years, shown significant impact on the number of Māori secondary school students in the North Island studying academic maths and

science through to Year 13 and then transitioning into tertiary level studies. Ara is the first tertiary institute in the South Island to partner with Puhoro, and we are both intent of adapting the programme to align with local strengths and aspirations (i.e. mahinga kai – food security and sovereignty).

We continue to work with **Ngāti Huikai** (Koukourarata/Port Levy, Banks Peninsula) to develop a new programme of study aligned to their aspirations to grow future social and economic opportunities for their whānau in the protection and production of traditional and contemporary foods (mahinga kai) on land and in water. We have established a strategic partnership with **MA’O Organic Farms** in Wai’anae, Hawai’i and the University of Hawai’i who have, over the past 20 years, established their own food security movement as a means to lift young Native Hawaiians out of poverty and deprivation and into education and employment through growing food. They have given us their blessings to adopt and adapt their programme as we think best for our context here in Aotearoa/Te Wai Pounamau, and we believe that their mantra “Grow Food, Grow Youth” speaks volumes and aligns absolutely with our mahinga kai culture. The central pillar of their success has been its connectedness to traditional Hawai’ian philosophies/people, places and practices. It has been designed and developed “by the people, for the people” with support from tertiary institutions, and our challenge (imperative?) here at Ara will be to take up the opportunities presented by the RoVE to design and deliver this programme in a manner that is genuinely underpinned by, and meaningfully uplifts kaupapa and mātauranga Māori. The key is authenticity.

Closely aligned to above opportunity are two compelling kaupapa: firstly, the identification by **ChristchurchNZ** of four **Supernodes**^[1] for the future economic, social and cultural prosperity of our region, including Food & Fibre; and secondly, the potential for Ara to bid for and host an aligned **CoVE** (Centre of Vocational Excellence^[2]). Initial discussions have begun with the CEs of both Ara and Christchurch NZ and I am currently preparing a scoping document to lay out these synergies and identify potential pathways forward. This will include a look at developing Ara’s ‘vacant’ **Seven Oaks Campus** in Waltham (Christchurch) as the first 100% kaupapa Māori campus for NZIST and home for the new Food Sovereignty programme of study.

Finally, following the endorsement by Council last November of our institution’s first ever **Framework for Māori Achievement**, Phase 1 of the implementation plan has been resourced and has begun. The shifting sands of our sector, the decommissioning of Te Puna Wānaka (and consequent disruption to TPW staff and business), and the current global pandemic has required us to be agile and readjust our plan as we go. One of the proposed new positions (Maui Te Tauira Mentor Programme) has been established and filled over the next 12 months by Humarie Chick (formerly Kaiwhakauru Māori, Ara Engagement Team). In discussions with the Chief Executive, we are looking now to establish a bespoke FMA Unit to focus solely on the implementation of the FMA over the next 12 months; this includes an appointment to head the Unit and report directly to the CE and Kaiārahi. They will be joined by Humarie Chick and will progressively engage Te Puna Wānaka colleagues to integrate kaupapa and Mātauranga Māori within five programmes of study. “In the doing

[1] See <https://www.supernode.co.nz/> and <https://www.christchurchnz.com/business/supernodes>

[2] See <https://www.tec.govt.nz/rove/coves/>

will come the learning”, and through a strategy of “Growing Kaupapa Champions” (exemplars) we will then begin to scale the integration of kaupapa and mātauranga across the institution. In regards to the selection of programmes, we have developed the following key criteria:

- Alignment with iwi aspirations (e.g. STEM/STEAM)
- Current/Traditional high Māori student engagement numbers (critical mass)
- Programme size (critical mass)
- Potential to develop Kaupapa Champion (key influencer/change agent)
- Market opportunity (positioning Ara/NZIST as a leader in the development of a skilled Māori workforce)

As the FMA Unit works on towards integrating kaupapa and mātauranga māori across all departments – the central pillar / pou-toko-manawa of the FMA – the Office of the Kaiārahi will continue to work with all DCE’s and their leadership teams to progress other focus areas as already identified within the FMA (page 2).

Ara Māori Data Analytics 2019	
Participation	<ul style="list-style-type: none"> • Overall <ul style="list-style-type: none"> - 14.2% of all Ara students identified as Māori in 2019 (1,782 individuals; 882.5 EFTS) compared to 13.5% in 2018 and 2017 respectively) • Percentage of Māori Students at the programme level: <ul style="list-style-type: none"> - Levels 1-3 32.5% - Levels 4-7 (<i>non-degree</i>) 32.3% - Level 7 (<i>degree</i>) 35.1% - Level 8+ (<i>post-grad</i>) 0.1% <p>Importantly, 35.2% of all Māori students in 2019 studied at Level 7 representing an increase in Ara Māori learners studying at “degree level or above” from the previous two years (34.4% in 2018; 29.8% in 2017). This supports Ngāi Tahu’s workforce development strategy to transition Māori living within Ngai Tahu’s tribal territories into higher skilled, higher paid jobs.</p>

	<ul style="list-style-type: none"> • We know that only 16% of the working age Māori population holds a level 5 qualification or higher (compared to almost 30% for non-Maori), and that one third of the working age Māori population currently has no qualification.¹ • We also know that 645 (60%) of the 1085 Māori school leavers in Canterbury in 2018 went on to enrol in tertiary study, and that one quarter of those students (165) enrolled at Ara. This is roughly the same percentage as those who enrolled at Universities across NZ. <p style="text-align: center;">It is clear that Ara is the tertiary institution of choice for Māori school leavers living in Canterbury.</p> <ul style="list-style-type: none"> • Nearly a quarter (24.1%) of all Ara Māori students last year studied within the department of Nursing, Midwifery & Allied Health, and another quarter (23.2%) studied in the Trades department. • The departments with consistently low Māori student enrolments are Science & Primary Industries (6.5%), Engineering & Architectural Studies (9.0%) and Computing (9.2%), <i>all STEM related subjects</i>. • The remaining departments maintain Māori student proportions similar to the overall Māori student demographic: <ul style="list-style-type: none"> – Business (12%), Nursing Midwifery & Allied Health (13%) and Creative (13.1%)
<p>Retention</p>	<ul style="list-style-type: none"> • Retaining Ara Māori students continues to be a significant challenge which we are looking to address, in part, through the development of the FMA “Mauī Te Taurira” Mentor Programme. • One of the first focus areas of the Mentor Programme Project Lead, Humarie Chick, is to investigate why Ara Māori students find it difficult to remain ‘on course’. A previous longitudinal study² suggests that it is a combination of a number of factors including: <ul style="list-style-type: none"> – Parenting <i>per se</i> but particularly solo parenting – Whānau commitments – “First in Whānau” syndrome (tertiary institutions are completely foreign to the student) – Financial pressure.

¹ See <http://www.maorifutures.co.nz/wp-content/uploads/2019/11/Income-Equity-for-Maori.pdf>

² Reremoana Theodore, Karen Tustin, Cynthia Kiro, Megan Gollop, Mele Taumoepeau, Nicola Taylor, Kaa-Sandra Chee, Jackie Hunter & Richie Poulton (2015): Māori university graduates: indigenous participation in higher education, Higher Education Research & Development, DOI: 10.1080/07294360.2015.1107883

	<ul style="list-style-type: none"> A thematic analysis of discussions already undertaken with programme delivery teams at Ara has shown strong views from tutors on the following key requirements to improve outcomes for Māori learners. <table border="1" data-bbox="734 328 2011 738"> <tr> <td>Supportive Whānau</td> <td><i>“Support outside of Ara...whanau, friends, community, lwi”</i></td> </tr> <tr> <td>Teaching, delivery and Cultural awareness (Ara)</td> <td><i>“Excellent general teaching for Māori”</i></td> </tr> <tr> <td>Strong networks & peers and being culturally connected</td> <td><i>“Students will thrive more in their learning environment if they have a good network of encouraging peers” “Students don’t seem to thrive as well within a large group of non-Māori”</i></td> </tr> <tr> <td>Resilience, Strength & confidence</td> <td><i>“Students are unable to cope with high pressure and stress which leads to disengagement and withdrawal” “Our Students will feel more confident if they identify with their culture more”</i></td> </tr> </table>	Supportive Whānau	<i>“Support outside of Ara...whanau, friends, community, lwi”</i>	Teaching, delivery and Cultural awareness (Ara)	<i>“Excellent general teaching for Māori”</i>	Strong networks & peers and being culturally connected	<i>“Students will thrive more in their learning environment if they have a good network of encouraging peers” “Students don’t seem to thrive as well within a large group of non-Māori”</i>	Resilience, Strength & confidence	<i>“Students are unable to cope with high pressure and stress which leads to disengagement and withdrawal” “Our Students will feel more confident if they identify with their culture more”</i>
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Resilience, Strength & confidence	<i>“Students are unable to cope with high pressure and stress which leads to disengagement and withdrawal” “Our Students will feel more confident if they identify with their culture more”</i>								
<p>Success</p>	<ul style="list-style-type: none"> 73.3% of Māori domestic students at Ara successfully completed their courses in 2019, compared to 85.5% of non-Māori domestic students. Broadly speaking, this is consistent with results from the last three years. Above average Māori Student achievement was experienced in the following departments: <ul style="list-style-type: none"> 87.2% in Creative Industries (c.f. 93.7% for non-Māori) 82.4% in Engineering & Architectural Studies (c.f. 87.2% for non-Māori) 81.6% in Nursing Midwifery & Allied Health (c.f. 89.9% for non-Māori) 83.5% in Science & Primary Industries (c.f. 83.7% for non-Māori) The biggest disparity of achievement was seen across Level 1-3 (-10.6%), with a similar outcome for Levels 4-6 (-9.9%). The disparity at Degree Level or above was only -6.1%. These results will allow our FMA Unit (see below for details) to focus on where innovation and best practice is required. 								

Strategic Update	
<p>FRAMEWORK FOR MĀORI ACHIEVEMENT (FMA)</p>	<p>ENDORSEMENT</p> <ul style="list-style-type: none"> • <u>November 2019</u> – The FMA was endorsed by Council following a dedicated workshop attended by Eruera Tarena (Executive Director, Tokona Te Raki; Board Member, Taumata Aronui) and Murray Strong (Executive Director, NZIST) <p>INVESTMENT</p> <ul style="list-style-type: none"> • <u>December 2019</u> – The FMA (Phase 1) Business Case was reviewed by Audit Committee and approved by TKM. <p>ENGAGEMENT</p> <ul style="list-style-type: none"> • <u>January 2020</u> – The Communications & Engagement Plan (June 2019) was reviewed and updated with new Internal Communications Lead, Warren Rosser. <p>IMPLEMENTATION</p> <ul style="list-style-type: none"> • <u>March 2020</u> – Establish FMA Unit to be focussed exclusively on the implementation of phase 1 of the FMA <p>In discussion with the Chief Executive, we have recognised that dedicated attention and commitment is required to successfully implement the FMA. This is particularly true for Phase 1, which will set the template for wider implementation across all Ara departments and programmes of study. With that in mind, we have decided to establish an independent FMA Unit that will focus on two key areas during Phase 1:</p> <ol style="list-style-type: none"> a) the integration of kaupapa and Mātauranga Māori into five programmes of study over 2020; b) the development and implementation of an innovative kaupapa Māori mentoring programme to facilitate and promote greater retention and achievement of Māori students within those programmes. <p>Both focus areas will be founded on and shaped by the Māui Te Tauira narrative that Hemi Hoskins (HOD Humanities) presented to Council on the 26th November last year.</p>

	<p>At the same time, the Office of the Kaiārahi will continue to work with all DCEs and engage with their leadership teams to advance the strategic focus areas that each DCE identified during the development phase of the FMA (see page 2 of the FMA attached in Appendix A).</p> <ul style="list-style-type: none"> • <u>February 2020</u> – A draft Staff Capability Matrix was developed with Megan Cooper (Senior Advisor, P&C) and Hemi Hoskins (HOD Humanities, AIR). Two workshops are being arranged with select groups of colleagues to test and refine the matrix.
<p>RoVE</p>	<p>PRIORITY LEARNERS PANEL</p> <ul style="list-style-type: none"> • <u>3 March 2020</u> – A selection of Māori Students and the Puhoro STEM Academy navigator participated in the NZIST Priority Learners Panel discussion instigated by the NZIST delegation who were investigating the suitability of Christchurch as the location for their long-term Headquarters.
<p>STRATEGIC RELATIONSHIPS</p>	<p>HE TOKI KI TE RIKA (Māori Trade Training)</p> <p>See http://hetoki.co.nz/our-programs-2/pre-trade/</p> <ul style="list-style-type: none"> • <u>November 2019</u> – Eureka Challenge “Design Dash” <ul style="list-style-type: none"> - A 2-day workshop taking a ‘deep dive’ look into two He Toki programmes of study (Certificate in Beauty Level 4, Food & Beverage Level 3) with high Māori student numbers but lower than average completion rates. - Goal – identify and better understand the key dynamics, barriers and opportunities for Māori learners within these two programmes, and uncover ways to enhance Māori learner achievement. - Facilitated by Tracey McGill (Innovation Manager, AIR) in collaboration with CEE (engagement and student support services teams), AIR (tutors and managers) and invited experts (including Kaiārahi). - Resulted in the identification of 5 solutions to be further explored by the department (HSI) and integrated into the Strategic Focus Areas and Priorities 2020-2021. - The ‘Design Dash’ model is being explored by the Kaiārahi and FMA Unit as an exemplar tool to adopt in relation to other programmes of study. • <u>June-December 2019</u> – increase kaupapa Māori capabilities on team

- Harry Westrupp (Te Wahapū, Engagement Services, CEE) was assigned 0.2 FTE over a 6 month trial period to work with the He Toki Operations Group (i.e. CEE and AIR managers and staff responsible for He Toki student success) to improve their connection with He Toki students and enhance Māori learner achievement.
 - Key challenges: influencing others to adopt kaupapa Māori meaningfully and authentically; monitoring and measuring actions / accountability.
 - The trial period was extended into January to help the He Toki Operations Group prepare for Sem1, but was ultimately discontinued.
 - **March 2020 – another approach required**
 - Emma West (Engagement Services Manager, CEE) was appointed as chair of the He Toki Operations Group and tasked to manage a review of processes and practices in order to seek alignment with the FMA and instil appropriate measures of accountability.
 - **Ongoing** – I continue to sit on the **He Toki ki Te Rika Board** as Ara’s representative, and am currently the chair. At Board meetings, I am supported by Hayley Devoy (Manager, Organisational Performance, Corporate Services) and Harry Westrupp (CEE) to ensure that Ara is as constructive and accountable as we can reasonably be.
 - **Ongoing** – invitations to support Ara Māori student **engagement and retention events**.
 - **Ongoing** – attendance by Ara staff at Tokona Te Raki **industry events and education seminars**.
 - **Ongoing** – collaboration to monitor, measure and continuously improve our implementation of the He Toki kaupapa at Ara.
- HE TOKI KI TE MAHI (Apprenticeship Trust)**
- See <http://hetoki.co.nz/our-programs-2/apprenticeship/>
- **Ongoing** – I continue to sit on the **He Toki ki te Mahi Board** as Ara’s representative.
 - **November 2019** – On behalf of the Board, I facilitated a **strategic workshop** to help the Trust rethink its current business model, reposition itself for the future of work, and sustain economic viability.
 - **March 2020** – COVID-19 will challenge the economic viability of the Trust. **Austerity measures** being taken.

	<p>TOKONA TE RAKI – MĀORI FUTURES COLLECTIVE</p> <p>See http://www.maorifutures.co.nz/</p> <ul style="list-style-type: none"> • <u>Ongoing</u> participation in the Kaihautū Leaders Forum, a collective of local and national ‘thought leaders’ focussed 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. <p>PUHORO MĀORI STEM ACADEMY</p> <ul style="list-style-type: none"> • A kaupapa Māori STEM Academy developed by Māori leadership at Massey University which has, over the last 5 years, shown significant positive impact on the retention and success of Māori secondary school students in STEM related studies (including transition to tertiary studies in STEM subjects). See https://www.puhoro.co.nz/our-impact • <u>November 2019</u> – Business Case approved by TKM for investment. • <u>February 2020</u> – Partnership Agreement signed • <u>1 February 2020</u> – Significant turn out at the first event (Whanau Day). • <u>March 2020</u> – First Wananga (scheduled of 26 March) cancelled due to COVID-19. <p>NGĀI TAHU</p> <ul style="list-style-type: none"> • <u>March 2020</u> – collaboration with Te Rūnanga o Ngāi Tahu and Christchurch NZ to host the NZIST panel looking at where to locate their Headquarters. • <u>Ongoing</u> – invitations to support Ara Māori student engagement and retention events. <p>NGĀTI HUIKAI / TE RŪNANGA O KOUKOURARATA</p> <ul style="list-style-type: none"> • <u>Ongoing</u> – collaboration to develop a new programme of study (Food Sovereignty Ki Uta Ki Tai) aligned to Ngāti Huikai’s economic, social, cultural and environmental strengths and aspirations.
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	<p>NGĀTI HUIRAPA / TE RŪNANGA O AROWHENUA</p> <ul style="list-style-type: none"> • <u>Ongoing</u> collaboration and support of formal Ara events in Timaru (whakatau and graduation). <p>MA’O ORGANIC FARMS (Wai’anae, Hawai’i)</p> <p>See https://www.maoorganicfarms.org/our_values</p> <ul style="list-style-type: none"> • <u>March 2020</u> – Joint hosting of MA’O youth leaders attending the annual Whanau Ora Symposium POSTPONED due to COVID-19 • <u>Ongoing</u> – collaboration to support the development of the new Food Sovereignty Ki Uta Ki Tai programme of study. <p>CHRISTCHURCH NZ – SUPERNODES & CoVES</p> <p>See https://www.christchurchnz.com/business/supernodes and https://www.tec.govt.nz/rove/coves/</p> <ul style="list-style-type: none"> • <u>March/April 2020</u> – investigate the close strategic alignment between Christchurch NZs Supernodes, the establishment and location of a Food & Fibre CoVE at Ara, the FMA, the development of the new Food Sovereignty Ki Uta Ki Tai programme of study, and the potential establishment of Ara’s first ever kaupapa Māori campus at the vacant Seven Oaks campus in Waltham, Central Christchurch.
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Key Focus Areas & Priorities

LEARNERS AT THE HEART OF EVERYTHING WE DO

EKE PANUKU AWARDS

- A total of 42 nominations were received from 7 Departments, including 21 nominations from students and/or their peers (12 of which were endorsed by Departments). There were 8 finalists for the two Supreme Awards (Māori and Pacific)
- In total, there were 10 Foundation Awards and 13 Departmental Awards handed out, in addition to the two Supreme Awards which went to:
 - **Sea Muaimalae** (Social Work) – Pasifika Supreme Award
 - **Riki Paea** (Social Work) – Monte Ohia Supreme Award

ARA MĀORI STUDENT ‘Self Leadership’ JOURNALS

- Three ‘self-leadership’ journals are being designed to frame and facilitate self-reflection and leadership by Māori students. The first will focus on the Whare Tapa Whā, the second on Matariki, and the third the Māui Te Taura narrative.
- The project has been led by the Office of the Kaiārahi in collaboration with kaupapa Māori members of the Student Services team, the FMA Unit and Ara’s design team.

WELCOME CEREMONIES (SEMESTER 1)

- Our main ‘campus wide’ welcome ceremonies were conducted on the following dates:
 - 19 February – Woolston Campus (approx. 300-350 in attendance)
 - 24 February – City Campus (approx. 1000-1200 in attendance)
 - 26 February – Timaru Campus (approx. 200-220 in attendance)
- Specific whakatau / welcome events were also held for He Toki students:
 - 5 February – Woolston Campus (approx. 80-100 in attendance)
 - 12 February – City Campus (approx. 40-50 in attendance)
- Careful consideration was given by TKM and senior Ara Māori leadership in regards to the use of hongis at our welcome ceremonies, and a decision was made to not include the hongis in response to the emerging

COVID-19 situation. We recognised the essential role that hongi play in formal whakatau and pōwhiri ceremonies, and we decided to conduct 'Welcome Ceremonies' instead that blended a mix of Māori and Pākehā protocols together as one. The Office of the Kaiārahi led the planning of all welcome events, collaborating with other Ara teams and student representatives. The timing of all welcome ceremonies was shifted this year to align with lunch time and, as far as possible, other student orientation events.

MĀORI & PACIFIC HIGHER LEARNING SCHOLARSHIPS

- 18 Māori and 11 Pacific Scholarships have been awarded this semester.

WEEKLY WEDNESDAY WĀNANGA

- The Office of the Kaiārahi instigated and has supported the development of a comprehensive programme of cultural activities and learning opportunities for He Toki students based at all three campuses (Woolston, City and Timaru).
- The principal issue continues to be accessing culturally competent and confident colleagues to design, develop and deliver kaupapa Māori programmes like this.

TIMARU GRADUATION 2020

- Students welcomed into the Timaru Events Centre with karanga and waerea from Ngāti Huirapa representatives, Hamiora and Kalandia Rāhui.

MĀORI STUDENT ENGAGEMENT EVENTS

- 28 January 2020 – **Tū Mai Māori Mā** a kaupapa Māori whānau information hui
- 25 February 2020 – this year, the **Student Services Carnival** included an Ara Māori Stall with a mix of internal kaupapa Māori services and initiatives alongside a number of kaupapa Māori community organisations (Te Pou Hereka Waka, Ōtautahi Sports Association, the Māori Women's Welfare League, and Kia Ora Hauora).

	<ul style="list-style-type: none"> • <u>3 March 2020</u> – Ara played host of the launch of KiaOra Hauora’s new app called “Connect” which connects Māori Health students to potential employers (and vice versa). The launch was attended by local and national Māori leadership including the Hon. Peeni Henare (Minister for Whānau Ora, Minister for Youth, Associate Minister of Health (Māori Health)). <p>NATIONAL MĀORI WOMENS WELFARE LEAGUE</p> <ul style="list-style-type: none"> • <u>30 September – 4 October</u> – National Conference to be hosted at Ara (subject to change following COVID-19 state of emergency). <ul style="list-style-type: none"> – A brilliant opportunity to connect Ara Māori students to a powerhouse organisation of Te Ao Māori. – My Office is working with colleagues and local representatives of the League to maximise opportunities to grow our cultural intelligence and build our networks (engaging future students).
<p>DYNAMIC DELIVERY OF CONTEMPORARY PROGRAMMES & RESEARCH</p>	<p>NOHO MARAE 2020</p> <ul style="list-style-type: none"> • <u>20-24 January</u> – Ara Staff (Koukourārata Marae, Port Levy) • <u>30 – 31 January</u> – Midwifery (Koukourārata Marae, Port Levy) • <u>20 – 21 January</u> – PGSP (Wairewa Marae, LittleRiver) • <u>3 – 4 March</u> – Broadcasting / Creative Industries, Year 1 (Ōnuku Marae, Akaroa) • <u>13 – 15 March</u> – Te Puna Wānaka (Te Aitarakihi, Timaru) <p>The Office of the Kaiārahi is working with Te Puna Wanaka to develop guidelines for all departments and divisions in relation to cultural intelligence and safety in preparation for future noho marae.</p> <p>WORKFORCE DEVELOPMENT – CULTURAL INTELLIGENCE</p> <ul style="list-style-type: none"> • <u>2019</u> – Significant uptake from Local Government and MSD (South Canterbury) for Te Reo Māori tuition, and clear demand for other ongoing CQ (Cultural Intelligence) Training options.

	<ul style="list-style-type: none"> • <u>Ongoing</u> – The development a micro-credentialised “Cultural Intelligence” Professional Learning & Development training package. We have called this suite of course “Te Tokorima a Ara” given it’s focus on the following five area: <ol style="list-style-type: none"> 1. Te Tiriti o Waitangi 2. Tikanga, Kawa & Te Reo Māori 3. Ngāi Tahu – people & place, values & aspirations 4. Contemporary Issues 5. Kaupapa & Mātauranga Māori – culturally aligned teaching & learning <p>PROGRAMME DEVELOPMENT</p> <ul style="list-style-type: none"> • <u>Ongoing</u> – Food Sovereignty Ki Uta Ki Tai (in collaboration with Ngāti Huikai)
<p>HIGH PERFORMING, CUSTOMER FOCUSED TEAMS</p>	<p>MĀORI STAFF SOLIDARITY</p> <ul style="list-style-type: none"> • <u>Ongoing</u> – Ara Māori staff hui (approx. every 6 weeks). • <u>Ongoing</u> – Ara Māori merchandise (T-shirts, hoodies, caps) – very popular with all colleagues – Māori and non-Māori – across the institution. This is likely due to our focus on Ara Values and an amazing design (care of an Ara Design School graduate and emerging SME owner, Hori Mataki @Ariki Creative) in both Māori and English languages. • <u>Ongoing</u> – Ara Māori Facebook page Link • <u>January/February 2020</u> – General Staff Waiata & Haka practices (in preparation for Whakatau given that the Te Puna Wanaka student kapa haka would not have had time to practice) • <u>12 December 2019</u> – Kaupapa Māori Planning Day <ul style="list-style-type: none"> - A “Drop-in” session to identify and discuss any kaupapa Māori event or initiative planned for 2020 with the Office of the Kaiārahi. • <u>Ongoing</u> – Ara Māori Pānui/Newsletter. <ul style="list-style-type: none"> - Three publications over the last 6 months October, December, March

- Total number of reads has increased 400% since we began publishing updates via our ‘SWAY’ newsletter

December	70
October	43
July	18
June	20
May	31
April	30
March	43
February	18

TE PUNA WĀNAKA RENOVATIONS

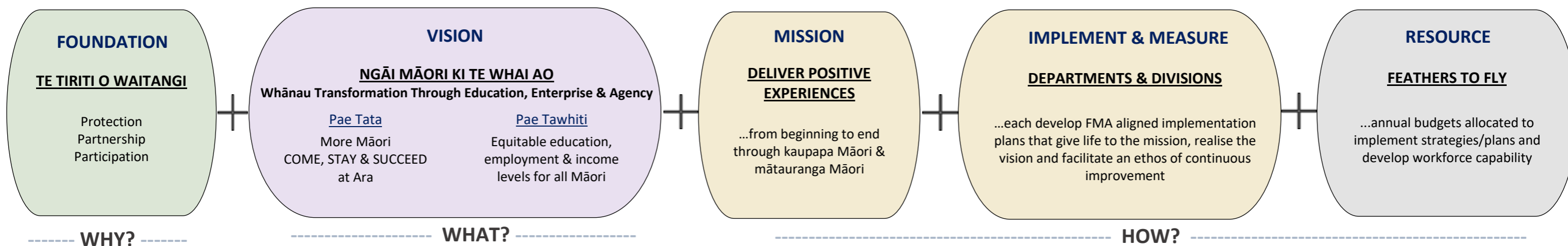
- February 2020 –an intimate closing ceremony / whakawātea was conducted with staff and whānau, including elders from some of the families of the ancestors hanging on the wall in the wharenui. The photos have followed TPW staff into their temporary accommodation. The mauri stones are being looked after in my office and were used during our main Welcome Ceremony at the Madras St campus as a touch stone that allowed our people connect with our culture (and each other) in the absence of hongī.
- March 2020 – Ongoing constructive collaboration on the Project Control Group engaged to progress the renovations, culminating this month with detailed designs being signed off.
- COVID-19 – delays in the renovation programme will be inevitable which may have implications for the implementation of Phase 1 of the FMA.

ARA WEBSITE & INFOWEB

- Ongoing – “Lift & shift” of existing website material, ensuring that we remove outdated content.
- Ongoing – At the same time Tate and I have been developing **new content** to align with the streamlined new structure. We recognise and note, however, that each department and division needs to be responsible for updating their own content as the Kaiārahi Office does not have the capacity nor capability (insights) into all aspects of Ara’s business.
- On hold – **Infoweb content** redesign and updates.

	<p>ARA BRANDING – ADVANTAGE YOU</p> <ul style="list-style-type: none"> • <u>Ongoing</u> – collaboration with Ara Marketing Team to better integrate kaupapa and mātauranga Māori (Advantage You – Kia raka te mauī. Kia raka te matau.)
<p>INNOVATIVE & SUSTAINABLE PRACTICE</p>	<p>SUSTAINABILITY ADVISORY COMMITTEE (SAC)</p> <ul style="list-style-type: none"> • <u>September 2019</u> – I took over as Chair of the Committee and will now need to resource the committee with administrative assistance. • <u>October 2019</u> – Strategic Workshop held at Koukourārata Marae to review the Committee’s Terms of Reference and Ara’s Sustainability Charter (2016), with a mind on developing a strategy to realise the aspirations contained within the Charter. • <u>December 2019 & March 2020</u> – Stocktake of Sustainability measures across Ara begun. Survey developed to canvas current commitment to sustainable principles across Ara. <p>DIVERSIFIED INCOME</p> <ul style="list-style-type: none"> • Te Reo Translations (ongoing throughout 2019/2020) <ul style="list-style-type: none"> - One external (paying) client (Christchurch City Art Gallery Te Punawai o Waiwhetu) - Total income – \$2,360.00 - Koha to Te Whānau o Te Mātauranga Māori (the Kapa Haka from Te Puna Wānaka) – \$1,500.00 • Ministry for the Environment (ongoing throughout 2019) <ul style="list-style-type: none"> - Critical Friends Groups looking into legislative reforms for the housing sector - Income of \$9,400.00 plus GST • Ngā Aho – National Collective of Māori Design Professionals <ul style="list-style-type: none"> - Co-author of report on the reform of the Resource Management Act (commissioned by the MfE) - Completed at end of 2019 - Yet to invoice. <p>CoVES, SUPERNODES & A KAUPAPA MĀORI CAMPUS (Seven Oaks)</p> <ul style="list-style-type: none"> • <u>March 2020</u> – concept proposal being developed and meeting planned with ChristchurchNZ CE, Joanna Norris, to confirm synergies and discuss potential collaboration.

FRAMEWORK FOR MĀORI ACHIEVEMENT



FIRST PRINCIPLES

<p>Relationships First <i>Whakawhanaungatanga</i></p> <p>When we connect with people in culturally appropriate ways we open minds, hearts & hands.</p> <p>First Impressions Count</p>	<p>The Key is Authenticity</p> <p>“Teach me through my culture, not about my culture” <i>(Benny Shendo)</i></p>	<p>What’s good for Māori is good for all NZ</p> <p>Weave kaupapa Māori & mātauranga Māori into what we do & how we do</p>	<p>‘101’ for all Experts on call <i>(Trevor Moeke)</i></p> <p>Establish & build baseline cultural capabilities across Ara, anchoring experts in key positions to help others grow</p>	<p>Teatowel-tanga</p> <p>Cultural capabilities are best built <i>in situ</i> (e.g. noho marae) through lived experience & loving instruction</p>	<p>Mā ka hana ka ‘ike <i>(Hawai’ian proverb)</i></p> <p><i>In the doing comes the learning</i></p> <p>It’s OK not to know as long as you give it a go</p>	<p>Teina-Tuakana Tuition <i>(younger sibling—elder sibling)</i></p> <p>Teaching & learning through modelling & mentoring, trial & error</p>	<p>Whare Tapa Whā <i>Holistic Approaches & Measures</i></p> <p>Study-ready Work-ready Community-ready Iwi-ready</p>	<p>Kanohi Kitea <i>(a known face)</i></p> <p>Being seen builds trust Being present is a must</p>	<p>Iwi & Industry Relevant</p> <p>Education builds both communities & economies</p>
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STRATEGIC ALIGNMENT

<p>Ara</p> <p>OUR PURPOSE</p> <p>Ngāi Tātou ki te whai ao: Transforming lives through education, enterprise & agency</p> <p>OUR VALUES</p> <p>Hono – Connect Hihiri – Inspire Aroha – Respect</p>	<p>Ara</p> <p>FOCUS AREAS 2020-2022</p> <ol style="list-style-type: none"> Learners at the heart of everything we do Dynamic delivery of contemporary programmes & research High performing customer-focussed teams Innovative & sustainable practice 	<p>MoE</p> <p>KA HIKITIA Māori Education Strategy <i>“Māori Enjoying and Achieving Educational Success as Māori”</i></p> <p><i>(draft)</i> TERTIARY EDUCATION STRATEGY 2020-2025</p> <p>Objective 3 Incorporate te reo & tikanga Māori Culturally Responsive</p>	<p>NZQA</p> <p>TE HONO O TE KAHURANGI Kaupapa Māori quality assurance framework for the Tertiary Sector</p> <p>TE KŌKIRITANGA 2018-2020 Māori Strategic Action Plan</p> <p>Accelerated Māori Learner Success Advanced use of Mātauranga Māori</p>	<p>NZIST</p> <p>TE TAUMATA ARONU</p> <p>A key priority of RoVE is to better recognise the needs of Māori learners and communities and acknowledge that Māori are significant employers with social and economic goals.</p>	<p>Iwi</p> <p>TE RAUTAKI MĀTAURANGA Ngāi Tahu Education Strategy</p> <p>Create Pathways Prioritise Success Provide Leadership Promote Innovation</p>	<p>Iwi</p> <p>TOKONA TE RAKI Ngāi Tahu Workforce Development Strategy</p> <p>“Equitable education, employment & income levels for all Ngāi Tahu & Māori in the Ngāi Tahu takiwā by 2040”</p>
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DEPARTMENTAL & DIVISIONAL FOCUS AREAS 2020-2021

Academic Innovation & Research

Priority Focus Areas

- **Participation & Success:** kaupapa & mātauranga Māori is progressively integrated into programmes & products
- **Cultural Experts** are progressively engaged to facilitate and fast-track the integration of Kaupapa & Mātauranga Māori into programmes and products
- **Professional Development** is aligned to building and maintaining culturally responsive teaching and learning practices
- **Performance Evaluations** are (re)designed to ensure that all departments are focussed on, and accountability against, Māori learner success.

Customer Experience & Engagement

Priority Focus Areas

- **Participation & Success:** kaupapa and mātauranga Māori informs and shapes how we engage Māori students and support their ongoing participation and success
- **Cultural Experts/Advisors** are progressively and strategically engaged to facilitate the integration of kaupapa & mātauranga Māori into workstreams
- **Events & Celebrations:** An annual programme of kaupapa Māori initiatives, events & celebrations is developed, resourced and managed to help ensure clarity and consistency

Office of the Kaiārahi

Priority Focus Areas

- **FMA:** Grow understanding, champion & guide the implementation of the FMA
- **Iwi-Māori Relationships:** Align Ara with Iwi and industry needs and aspirations through connecting & collaborate with Mana Whenua and Mata-a-waka to
- **Māori Staff:** Grow solidarity & spirit

Corporate Services

Priority Focus Areas

- **Māori data analytics:** Support all departments & divisions integrate Māori data analytics within their "business as usual"
- **I.C.T. Infrastructure** supports the development and growth of a cultural competent and confident organisation (staff & students)
- **Strategic Investment** through annual plans and budgets to support the progressive implementation and growth of the FMA over time
- **Campus Environments** meaningfully reflect local culture and nature, helping build a strong sense of belonging for Maori learners and their whānau

People & Culture

Priority Focus Areas

- **Organisational Capability Development** is informed and shaped by kaupapa and mātauranga Māori in order to develop a culturally competent and confident workforce
- **Recruitment Policies & Processes** are reviewed and updated in order to facilitate and fast-track the development of a culturally competent and confident workforce
- **Health, Safety & Wellbeing** strategies, plans & practices reflect the holistic nature of Te Ao Māori and respond to the realities of Māori learners and colleagues



FMA Implementation Plans are to be developed in collaboration with the Office of the Kaiārahi.

Ara Council 31 March 2020	Agenda Item	Page 20/ Ara Council 3325
	Information Item	
PUBLIC	Presented by	T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Academic Board
BACKGROUND AND PURPOSE	<p><i>A summary report to Council from Academic Quality of:</i></p> <ul style="list-style-type: none"> <i>The Academic Board meeting was held on 20 February 2020.</i> <p><i>The Academic Board role is to:</i></p> <ul style="list-style-type: none"> <i>Advise Council, and recommend where appropriate, on the academic strategic direction and practices of the institution.</i> <i>Develop, monitor, review and maintain policies on academic matters including research conducted by staff.</i> <i>Consider proposals for new programmes.</i> <i>Approve programmes.</i> <i>Manage sub-committees as required, including:</i> <ul style="list-style-type: none"> <i>Defining delegations, roles, Terms of Reference (ToR) and membership.</i> <i>Receiving and acting on reports.</i> <i>Reviewing performance and effectiveness.</i> <i>Consider and report on any other academic matters which are referred to it by the Council or CE, or which the Board believes are of significant importance.</i>
RECOMMENDATION(S)	1. That the Academic Board report be received.
LINK TO ARA STRATEGY	High Performing Organisation.
KEY ISSUES IDENTIFIED	Nil.
FINANCIAL IMPLICATIONS FOR ARA	Nil.
RISK IMPLICATIONS FOR ARA	Nil.
RATIONALE FOR EXCLUDING PUBLIC	N/A

1 Policies

The majority of policies that are overdue for review are Terms of Reference for sub-committees of Academic Board. It was moved that these would be put on hold until February 2021 due to upcoming ROVE changes which may have an impact on these.

The following policies were approved:

- APP503 – Naming and Awarding Qualifications and Recognising Achievement
- APP504 – Regulations Governing Admission and Enrolment
- APP301 – Student Rights and Responsibilities
- APP704 – Self-Assessment
- APP705 – Formal Academic Surveys
- APP304 – Academic Misconduct
- APP506 – Probation
- APP511 - Academic Support and Progression
- APP512 - Suspension and Refusal/Cancellation of Enrolment

2 External Degree Monitor Reports and Action Plans

A degree monitor report was received for the following programme:

- Graduate Diploma in Tertiary Teaching and Learning (GDTTTL)

The report had positive feedback with limited recommendations which are already been addressed. Specific comment was made about Ara's long-standing commitment to high quality teacher education.

3 Self-Assessment

NZQA have advised that the External Evaluation Review (EER) will go ahead in September 2020. It will be a targeted review over four focus areas. Given there was no consultation with ITPs about this, a letter has been sent to NZQA outlining concerns.

4 RoVe update

The TOR and guidelines for the proposed Academic Board was tabled. The Academic Board is a skills-based model, which will be decided when the Full Board is set up. It is recommended that each current ITP Academic Board will become a sub-committee of the Poari Akoranga (suggested title of the alternative title for Academic Board) and be known as Academic Committees.

2020 Council Work Programme

as at 26 March 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)	
	31 Council Meeting (Christchurch)	
April	2 Ara Institute of Canterbury Ltd inaugural Board Meeting	
	Programme of meetings to be determined	

Council meeting timings

10.30 am – 11.00 am Council only time

11.00 am – 3.00 pm Council meeting

Council 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

Media Report February 2020

4 February

Is your body ageing faster than it should be?

<https://www.stuff.co.nz/national/health/118847026/what-is-your-metabolic-age-it-might-be-higher-than-you-think>

5 February

Hopping into the op-shop scene

<https://www.ara.ac.nz/news-and-events/news/hopping-into-the-op-shop-scene>

10 February

- Ara facilitates German apprenticeship exchange to New Zealand

<https://www.ara.ac.nz/news-and-events/news/ara-facilitates-german-apprenticeship-exchange-to-new-zealand>

- The future of NZ media: What now for Government media policy

<https://www.stuff.co.nz/national/politics/119372291/managing-the-media-what-now-for-government-media-policy>

14 February

Choosing How We Remember: Finding Peace One Year After Christchurch | New Zealand

<https://upnewsinfo.com/2020/03/14/choosing-how-we-remember-finding-peace-one-year-after-christchurch-new-zealand/>

15 February

- Courses dropped but jobs to remain at Ara Institute of Canterbury's Timaru campus

<https://www.stuff.co.nz/timaru-herald/news/119428933/courses-dropped-but-jobs-to-remain-at-ara-institute-of-canterburys-timaru-campus>

- Southern Spotlight: Christian Carruthers - a tutor with designs for life

<https://www.stuff.co.nz/life-style/119421036/southern-spotlight-christian-carruthers--a-tutor-with-designs-for-life>

17 February

Timaru graduate grateful for a second shot at study

<https://www.ara.ac.nz/news-and-events/news/ara-institute-timaru-graduate-grateful-for-a-second-shot-at-study>

18 February

Fresh student orientation events line-up

<https://www.ara.ac.nz/news-and-events/news/fresh-student-orientation-events-line-up>

19 February

Tertiary institutes abandon hongis at welcome ceremonies over coronavirus fears

<https://www.stuff.co.nz/national/education/119643919/tertiary-institutes-abandon-hongis-at-welcome-ceremonies-over-coronavirus-fears>

25 February

- Big Yes to encouraging student entrepreneurship in the region
<https://www.stuff.co.nz/timaru-herald/news/119761252/big-yes-to-encouraging-student-entrepreneurship-in-the-region>
- Cathedrals of learning
<https://architecturenow.co.nz/articles/cathedrals-of-learning/>

27 February

Success of Reform of Vocational Education depends on how implementation 'plays out'

<https://www.stuff.co.nz/timaru-herald/news/119710590/success-of-reform-of-vocational-education-depends-on-how-implementation-plays-out>

28 February

- Music student awarded first Ara/CMCA Scholarship
<https://www.ara.ac.nz/news-and-events/news/music-student-awarded-first-aracmca-scholarship>
- Hundreds of young Canterbury entrepreneurs kickstarted into action
<https://www.ara.ac.nz/news-and-events/news/hundreds-of-young-canterbury-entrepreneurs-kickstarted-into-action>
- Timaru's female tradies say every day is women's day
<https://www.stuff.co.nz/timaru-herald/news/119882208/timarus-female-tradies-say-every-day-is-womens-day>

Media Report March 2020

6 March

Ara amplifies indigenous voices in the Creative Industries

<https://www.ara.ac.nz/news-and-events/news/ara-amplifies-indigenous-voices-in-the-creative-industries>

9 March

- Ara delivers a new early-parenting education course

<https://www.ara.ac.nz/news-and-events/news/ara-delivers-a-new-early-parenting-education-course>

- Army officer and midwifery lecturer to contest two Canterbury seats for Labour

<https://www.stuff.co.nz/the-press/news/120109370/army-officer-and-midwifery-lecturer-to-contest-two-canterbury-seats-for-labour>

11 March

- Keep calm and play your part to contain the virus, NZ's first public COVID-19 meeting told.

<https://www.ara.ac.nz/news-and-events/news/keep-calm-and-play-your-part-to-contain-the-virus,-nzs-first-public-covid-19-meeting-told2>

- Staff travel ban imposed at Ara due to coronavirus

<https://www.stuff.co.nz/national/health/coronavirus/120193905/staff-travel-ban-imposed-at-ara-due-to-coronavirus>

- Help students choose the right pathway

<https://www.schoolnews.co.nz/2020/03/help-students-choose-the-right-pathway/>

16 March

Ara's March Graduation Ceremonies Postponed

<https://www.ara.ac.nz/news-and-events/news/aras-march-graduation-ceremonies-postponed>

17 March

- Te Reo classes taking public sector workers to new level

<https://www.ara.ac.nz/news-and-events/news/te-reo-classes-taking-public-sector-workers-to-new-level>

- Ara Subsidiary Board of Directors appointed

<https://www.ara.ac.nz/news-and-events/news/ara-subsidiary-board-of-directors-appointed>

18 March

Ara one of only two NZ institutions to gain Chinese joint programme approval - Ara

<http://www.voxy.co.nz/national/5/360612>

20 March

Coronavirus: Christchurch nursing students volunteer to help at medical wards

<https://www.stuff.co.nz/national/health/coronavirus/120431278/coronavirus-christchurch-nursing-students-volunteer-to-help-at-medical-wards>

22 March

Coronavirus: University of Canterbury moves all classes online

<https://www.stuff.co.nz/national/health/coronavirus/120473124/coronavirus-university-of-canterbury-moves-all-classes-online>

24 March

Coronavirus update from Ara

<https://www.ara.ac.nz/news-and-events/news/coronavirus-update-from-ara>