

Office of the Council Secretary

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Notice of Meeting

A meeting of the Ara Council will be held:

on **Wednesday 10 July 2019**

at **11.00 am (Public session to commence at 1.30pm)**

in **Room TA210, Timaru Campus.**

Tracey McGill
Council Secretary



COUNCIL MEETING AGENDA

Wednesday 10 July 2019

11.00 am*

Room TA210, Timaru Campus

*Note: Ara Council only time 10.30am to 11.00 am and the public meeting commences from 1.30pm.

Ara Council Public Excluded Meeting

It will be moved that the public be excluded from this section of the meeting.

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

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

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

1) Meeting Attendance	11.00am	1.1 Welcome and Apologies		
2) Strategic Topics for Discussion	11.05am	2.1 RoVE Update	[s9(2) (f), (i), (j)]	Verbal
3) For Decision	11.15am	3.1 N, S and O Blocks – CCRC 3.2 C Block – CCRC 3.3 Accelerated Transformation Programme Investment Plan (Revised)	[s9(2) (f), (i), (j)]	Attached
4) For Discussion	11.45pm 12.00pm	MONTHLY REPORTS 4.1 Chief Executive – Public Excluded a Health and Safety b Ministry of Awesome 4.2 Deputy Chief Executives – Public Excluded 4.3 Internationalisation Strategy Report 4.4 Scholarships	[s9(2) (i), (j)]	Attached Attached Attached Attached
12.15pm Health and Safety Walkabout				
5) Meeting Business	1.00pm	5.1 Meeting held Tuesday 28 May 2019 (PE) a Approval of minutes b Matters arising c Action List	[s9(2) (f), (i), (j)] [s9(2) (f), (i), (j)]	Attached
6) For Information	1.15pm	MONTHLY REPORTS Subcommittees and Other 6.1 Trustees Update 6.2 Council Audit and Risk Committee –PE a Risk Register 6.3 Council Campus Redevelopment Committee – PE (as per agenda item 3.1 and 3.2) 6.4 Remuneration Committee (verbal update)	[s9(2) (i), (j)] [s9(2) (i), (j)] [s9(2) (i), (j)]	Verbal Attached Verbal Attached
7) General Business	1.25pm			

Ara Council Public Meeting			
8) Meeting Business	1.30pm	8.1 Karakia : Ara Waiata	Kaiārahi
		8.2 Apologies	
		8.3 Disclosure of Conflicts of Interest	Attached
		8.4 Meeting held Tuesday 28 May 2019 a Approval of minutes b Matters arising c Action List	Attached
9) For Discussion	1.45pm	MONTHLY REPORTS 9.1 Chief Executive a Health and Safety b Deputy Chief Executives	Attached
	2.00pm	OTHER c Pasifika Strategy Report	Attached
10) For Information	2.15pm	MONTHLY REPORTS 10.1 Chair Report 10.2 Trustees Update 10.3 Sub-Committee Reports a Academic Board b Council Audit and Risk c Council Campus Redevelopment Committee	Verbal Verbal Attached Verbal
		OTHER 10.4 2019 Council Work Programme 10.5 Media Report	Attached Attached
11) General Business	2.50 pm		
	3.00 pm	Poroporoaki	

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

Seek distant horizon to reach
your potential

Haere mai e te iti
Haere mai e te rahi

Come one,
Come all

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

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

Hei tikitiki mōhou
Mō tātou e

To strive for excellence
for all

Haere mai kia kapohia
ngā kai a ngā tīpuna

Come and take hold of
the knowledge of our ancestors

Kua tau tō waka ki Ara e

You have arrived in our midst.

Ara Council 10 July 2019	Agenda Item	8.3
		Information Item
PUBLIC	Presented by	T Gray

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	2019 Register of Disclosure of Conflicts of Interest
BACKGROUND AND PURPOSE	<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)	Council to check the information on the register is accurate and current and advise the Council Secretary of any changes.
LINK TO ARA STRATEGY	N/A
KEY ISSUES IDENTIFIED	N/A
FINANCIAL IMPLICATIONS FOR ARA	N/A
RISK IMPLICATIONS FOR ARA	N/A

2019 Register of Disclosure of Conflicts of Interest

as at 1 July 2019

Council Members

<p>Janie Annear Deputy Chair [Term: 01/01/16 - 30/04/20]</p>	<ul style="list-style-type: none"> • Janie Annear Consulting (Director) • Local Government Commissioner • Specialised Structures Advisory Board (Director) • Westhills Forestry Ltd (Shareholder) • Rosehill Trust (Trustee) • Timaru Holdings (Partner) 	<ul style="list-style-type: none"> • Injury Management (Owner)
<p>Thérèse Arseneau (Chair) [Term: 01/05/17 - 30/04/21]</p>	<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)
<p>Jeremy Boys [Term: 01/01/16 - 30/04/19]</p>	<ul style="list-style-type: none"> • Opuha Water Ltd (Director) • JW&AM Boys Family Trust (Trustee) 	
<p>Jane Cartwright [Term: 01/05/14 - 30/04/19]</p>	<ul style="list-style-type: none"> • Ara Foundation (Trustee) • Brackenridge Estate Limited (Chair) • Health Practitioners Disciplinary Tribunal (Member) • Nurse Maude Association (Chair – Clinical Quality & Risk Committee). 	<ul style="list-style-type: none"> • Canterbury Clinical Network (Independent Advisor) • Cartwright-Newton Family Trust (Trustee) • JC Ltd (Director)
<p>Elizabeth Hopkins [Term: 01/05/14 - 30/04/20]</p>	<ul style="list-style-type: none"> • Ara Foundation (Trustee) • Hi-Aspect (Chair) • Hopkins Partnership (Director and Shareholder) • University of Canterbury (Employee) 	
<p>John Hunter CCRC Chair [Term: 01/05/14 - 30/04/19]</p>	<ul style="list-style-type: none"> • Hunter York Family Trust (Trustee) • Nelson Bays Primary Health (Chair) • PHO Alliance (Executive member) 	
<p>Melanie Taite-Pitama [Term: 01/03/17 - 28/02/21]</p>	<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) 	

Council Officers

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

Ara Institute of Canterbury

Council Minutes

28 May 2019

Minutes from the Ara Institute of Canterbury Council meeting held on Tuesday 28 May 2019 at 1.30pm in Room G202, Te Kei, City Campus and via videoconference to Room TA210, Timaru Campus.

9 Statutory Requirements

9.1 Karakia/Mihi

The meeting commenced with the Ara Waiata.

9.2 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), Te Marino Lenihan (Kaiārahi) and Christina Yeates (Minute Secretary).

iii Management

Darren Mitchell (DCE - Chief Operating Officer), George Nelson (DCE – AIR) and Belinda de Zwart (DCE – People and Culture).

iv In Attendance

Samesh Mohanall (Timaru Herald).

b Apologies

i Voting Members

Stephen Collins.

ii Non-Voting Officers

Nil.

iii Management

Tracey Berry (DCE – Customer Engagement and Experience).

9.3 Disclosure of Conflicts of Interest [Pages 19/Ara Council/05/133-135]

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

Nil

b Declarations of interest for items on today's agenda

Nil.

9.4 Confirmation of Minutes [Pages 19/Ara Council/05/135-144]

a Minutes of Committee Meeting – 30 April 2019

*It was **resolved** that the minutes of the ordinary meeting of the Ara Council held on 30 April 2019 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.*

J Cartwright/M Taite-Pitama

Carried

b Action List of Committee Meeting – 30 April 2019

The action list of 30 April 2019 meeting was received and noted. Specific updates are recorded below:

- AP1919 – Health And Safety: actions completed. The Chair advised that there had been some discussion in Public Excluded around health and safety; the CE advised that Council colleagues had now received the terms of reference for the Health, Safety and Wellbeing Leadership Group; a review of the type of health and safety reporting provided to Council has taken place. Additional resourcing into health and safety management including the Ara systems to capture near misses etc would proceed. The lockdown review of 15 March 2019 had also been presented to Council to provide an overview and recommendations in best practice going forward.
- AP1920 – Review of Governance documentation – refer to agenda item 10.2. Action completed.
- AP1921 – RoVE – the Ara submission has now been made available on the external Ara website. Action completed.
- AP1923 – 2019 Council work programme has been reviewed in terms of workshop activity and revised accordingly by the Chair and CE. Completed.

c Matters Arising

Nil.

9.5 Correspondence [Pages 19/Ara Council/05/145-153]

a Council noted receipt of the following correspondence:

- Letter from the Controller and Auditor-General in relation to 'Insights and Reflections: Our 2017/18 Central Government Audit Work' dated 9 May 2019;

- OIA request from Dr Shane Reti MP and Ara Response dated 15 May 2019; Council noted the increase of OIA requests connected to RoVE activity.
- Letter from Hon Chris Hipkins, Minister of Education in relation to the Ara Annual Report 2018, dated 21 May 2019.

10 For Discussion

10.1 Chief Executive Report

[Pages 19/Ara Council/05/154-173]

The report was taken as read and the Chief Executive provided the following update:

PBRF

- The CE commended colleagues on the improvement in PBRF scores; Council noted the achievement of a first A category for the organisation. Policy on PBRF outcomes and appointments of Associate Professor and Professor into key areas of the organisation is to be implemented, aligning with other institutions. Focus will also be on further developing research as part of our degree provision.
- The CE commended the work done by the Manager, Research in this area. The Kaiārahi advised he is working closely in this area to ensure it aligns with Ngai Tahu's research strategies and developing the framework around Maori strategic objectives and supporting our communities.

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

T Arseneau

Carried

10.1a Health and Safety

The monthly report was taken as read.

- Refer to earlier agenda item 9.4b AP1919 for previous CE update.
- The Chair noted that the Health, Safety and Wellbeing Leadership Group is positioned at a strategic level and Council looks forward to receiving copies of the meeting minutes.

10.1b DCE Reports

The reports were taken as read.

DCE AIR- Comments:

- Tiny Houses Auction – Council noted how it was great to see such a genuine and authentic approach to learning.

- ii. The Kaiārahi advised he is liaising with Unitec as this was the first Maori trades training project to be recognised; looking at collaboration opportunities to support growth for the future.

DCE CORPORATE SERVICES - Comments:

- i. Council noted the close-out of Manawa and how the café will enhance the student experience.
- ii. Strategic hui connected to the future of Maori and Pasifika Trades Training – this will connect back into the FMA; improvement of participation rates; relationship with Ngai Tahu is good and He Toki is in the space of redesign; consideration to how we move forward in context of possible RoVE outcomes.

DCE CUSTOMER EXPERIENCE AND ENGAGEMENT- Comments:

- i. Predictive analytics development needs to be properly supported to ensure students are aware of how the data is being used.
- ii. Council were advised that both the Student Voice and Te Ohaka is available to students on the Southern Campus.
- iii. Council noted that progress with the Pasifika strategy will be reported on at the next Council meeting.
- iv. AdvantageYou – pleasing to note that, even though it is early days, the Pulse survey amongst colleagues on the impact of AdvantageYou was very positive. A full report will be provided for recruitment into 2020.

DCE PEOPLE AND CULTURE- Comments:

- i. It was noted that satisfaction rates for the Wellbeing Workshops are high.

10.2 Ara Council Governance Documentation [Pages 19/Ara Council/05/174-228]

The recommendations from the Council Governance subcommittee and attached documentation were taken as read.

- a Jane Cartwright provided an overview of the process the Committee took to review the existing Council Standing Orders and Statute, and to propose the new Ara Charter and election process in light of the revised Ara Constitution and legislative changes. This included addressing consistency of language across all documentation, payment to staff and students and consideration to staff and student eligibility.
- b Council provided feedback around competencies and language, but it was agreed to email any specific changes and suggestions to the Council Secretary post-meeting.

- c Council noted that the staff and student election process is a significant undertaking.

*Subject to minor amends as discussed, it was **resolved** that the Ara Council approve the Ara Statute, Standing Orders and Ara Charter that reflect the legislative changes to the Ara Constitution as per the Education Amendment Act 2018 (Section 222AA(1)); and further resolve to approve the proposed election process for staff and student representation on Council.*

J Cartwright/J Hunter

Carried

11 For Information

11.1 Chair Report

The Council Chair provided the following comment:

- a **PBRF:** On behalf of Council, the Chair congratulated all involved in the PBRF results.
- b **Mayoral Forum:** Advised that the Council Chair and CE attended the recent Mayoral Forum dinner and provided an update on RoVE and discussed the challenges in Canterbury generally; the session was well received.

11.2 Trustees Update

Nil updates received other than noting that the Ara Foundation are taking advice into the continuation of Council members, Jane Cartwright and Elizabeth Hopkins in the light of both terms expiring.

11.3 Sub-Committee Reports

[Pages 19/Ara Council/05/229-230]

a) Academic Board

No Academic Board meeting has taken place since the last update.

b) Council Audit and Risk

Council were advised there were no matters of substance to report from the Council Audit and Risk public meeting held on 10 April 2019. The meeting minutes were taken as read.

c) Council Campus Redevelopment Committee

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

11.5 Common Seal Report

[Pages 19/Ara Council/05/231-234]

The report was taken as read.

*It was **resolved** that the Ara Council receive and note the contents of the report of the Affixing of the Common Seal for the period 31 October 2018 to 20 May 2019.*

J Boys/ J Cartwright

Carried

11.5 2019 Council Work Programme

[Pages 19/Ara Council/05/235-236]

The programme was taken as read.

- a Discussion on the Future of Learning Conference in September 2019 and possible Council attendance.
- b It was noted that the Council Chair is unavailable for the September Council meeting.

11.6 April Media Report

[Pages 19/Ara Council/05/237]

The report was taken as read.

12 General Business

Nil.

There being no further public business, the public meeting closed at 2.25pm for the Ara Council to reconvene the public excluded session.

READ AND CONFIRMED

Chair:

10 July 2019

Ara Council Minutes - Action List as of 28 May 2019

# (yr/#)	Date when Action Arose	Agenda Item	Topic	Action	Council Responsibility	Status	Due Meeting date
1922	30/4/19	10.3a	Academic Board	CE to arrange for external representation on human ethics subcommittee; thought to postgraduate board of studies representative on Academic Board membership and to ensure diverse representation on ethnicity across the membership.	Chief Executive/Academic Board	In progress for next Academic Board meeting	August

DRAFT

Ara Council 10 July 2019	Agenda Item		9.1
	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	
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 Overview

- a In the period since the last Council meeting external diary events have included:
 - i Chairing TANZ Accord/attending TANZ eCampus board meetings
 - ii Meetings with Ministry of Education and NZQA officials
 - iii Meetings with Labour and National MPs
 - iv Meeting with outgoing Christchurch City Council Chief Executive
 - v Attendance at the EduTech Conference (Sydney)
 - vi Meeting with CDHB Chief Executive and Christchurch City Council representatives on car park planning
 - vii Attendance at the Health Precinct Advisory Council (HPAC) meeting and interview panel for the new HPAC Chair

- b In the context of EduTech, the focus for my attendance included the following areas that potentially have future strategic development potential for Ara:
 - i Leading institute wide transitional change – a session focussing on Victoria University (Melbourne); the approach to changing the teaching week; the integration of work integrated learning and the redevelopment of the curriculum to meet the changes.
 - ii Why “belonging” is better – a session on how to grow the institutional community to support student belonging and success (University of New South Wales).
 - iii Leadership and talent development – delivery by “Qantas ” and “Cotton On” identifying industry approaches to developing and retaining capability in the workforce.
 - iv Modern learning through entrepreneurship and innovation – this session provided a few additional ideas to the ongoing development of Te Ōhaka, but also served to suggest we are ahead of the game, in comparison to many.

- c In addition, I attended a total of nine other sessions over the one and half days plus main plenary sessions of:
 - i Transforming Education (Anthony Salato, Group President, Microsoft Australasia/Pacific)
 - ii “Walking your Talk” – how leaders shape culture (Carolyn Taylor, UK organisation Walking the Talk)
 - iii Creative Thinking and Innovation (Sir Ken Robinson)
 - iv Thinking outside the box – leadership under pressure (Dr Richard Harris, Australian of the Year 2019)

2 Health and Safety and Wellbeing – May 2019 Report

2.1 Introduction

This is the second monthly report in what is essentially an evolving format. The format follows our Health and Safety key strategic focus areas (namely, Leadership, Colleague Engagement, Critical Risks, and Health and Safety Systems) and includes Wellbeing. We are also continuing to explore how other organisations report on health, safety and wellbeing with a view to over time incorporating aspects relevant to us.

As mentioned in the previous report, we will be adding data to this report under the above headings as we are able to do so robustly. Reporting will be greatly enhanced by the roll out of a new Health and Safety Management System (HSMS) over coming months.

More appropriate and accurate metrics will assist the Health, Safety and Wellbeing Leadership Group to prioritise effort to enable our goal of ensuring all people at Ara are Living Safe and Well.

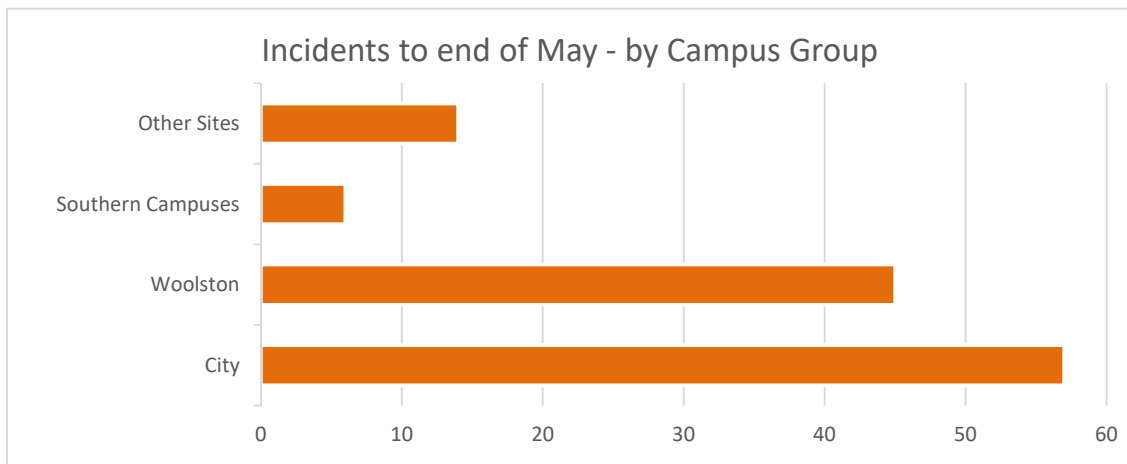
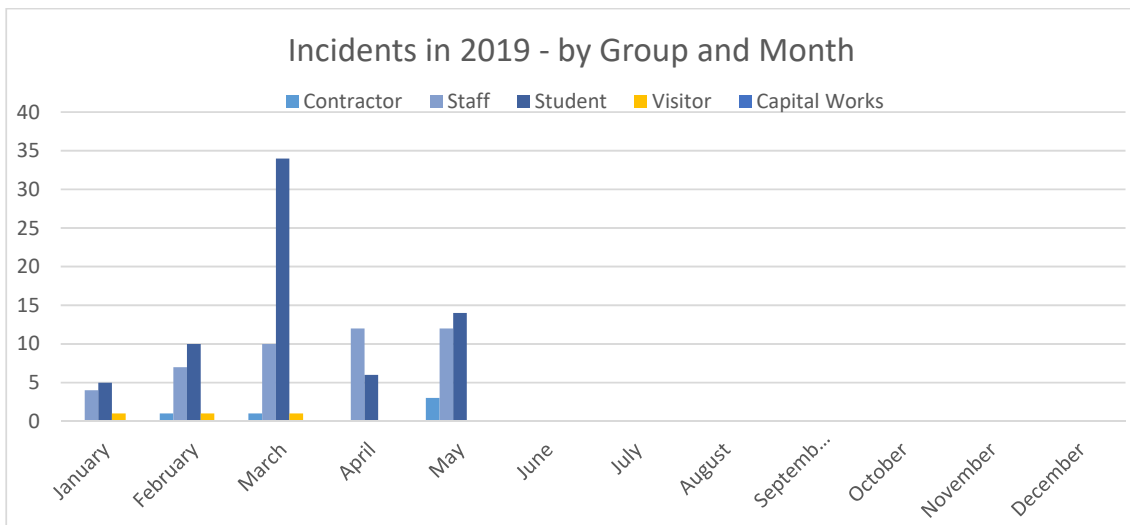
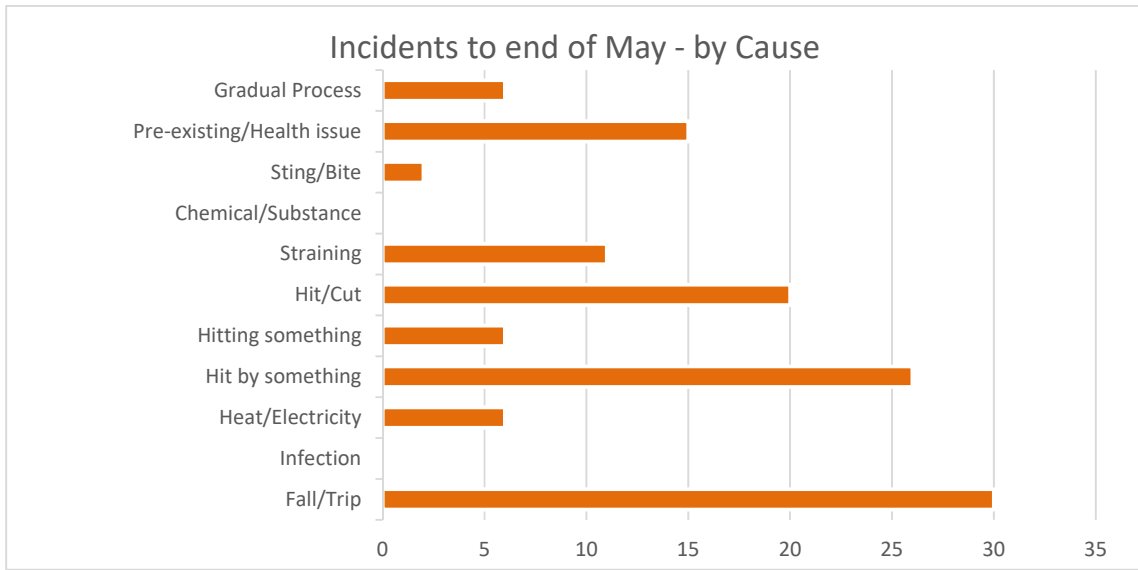
2.2 Overview – Key Issues

- a As reported in the April report, there was one notifiable injury in May. A Trades student caught his finger between the fan belt and the alternator pulley of a mounted car engine and the injury required admission to hospital. WorkSafe was notified and they advised that no action would be taken. The causes of the incident included the student intentionally putting his finger in moving machinery and the car engine not being guarded. Once WorkSafe gave clearance for the incident site to be 'released back to operation', a guard was fitted to the engine minimising the risk.
- b To date there have been 11 significant injuries in 2019, five of them notifiable. To date we have been unable to determine commonalities of these incidents; investigations are yet to be completed (due to difficulty accessing injured parties).
- c In light of this spike in significant injuries, to heighten our people's focus on health and safety and managing risks that can cause serious injury, we have requested Managers gather teams to review their risks and update their registers by 3 August 2019. Once this is done, we will connect the external health and safety specialist that we have engaged to sense check the whole list (currently 276 risks) and then work with the Health and Safety Manager and a collaborative team to determine our Ara critical risks.
- d The Lockdown Report capturing the learnings from the 15 March 2019 event was finalised and provided to Council in May 2019. The learnings from the report have been incorporated into the existing action plan which will include updating the Incident Management Plan.
- e Our focus on the health, safety and wellbeing culture shift commenced in April with the inaugural meetings of the Leadership Group and Health and Safety Working Group. In May the Wellbeing Action Group (WAG) met for the first time. The HSW Leadership Group had an extended meeting in June and the focus was on how to build our health and safety culture and providing direction and priorities to the Health and Safety Working Group. More information will be provided on this in the next report.

2.3 Performance – Health and Safety

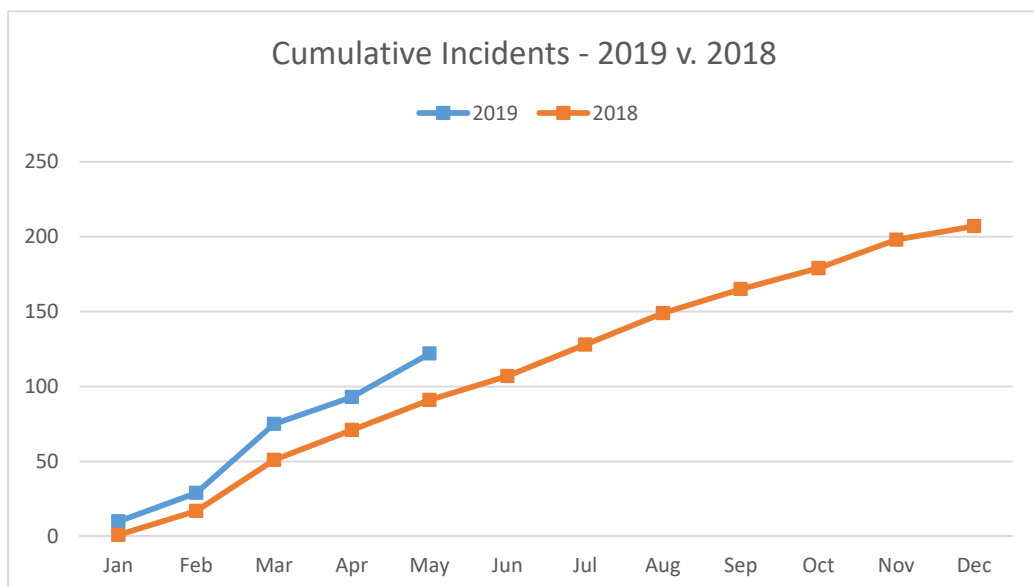
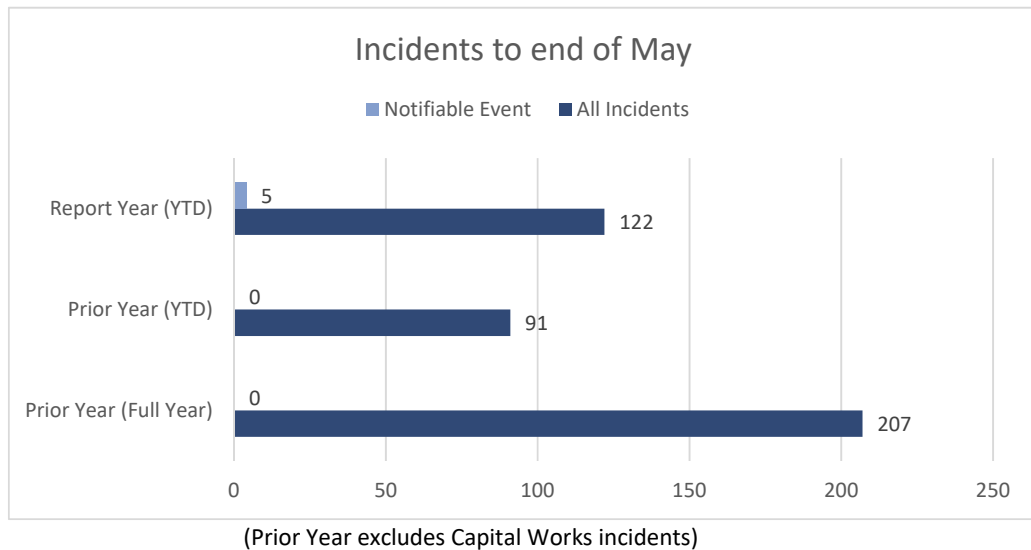
INCIDENT SUMMARY – MONTH AND YEAR TO DATE						
Person Type	Notifiable Injury or Illness		Notifiable Incident		All Incidents	
	This month	YTD	This Month	YTD	This Month	YTD
Staff	0	2	0	0	12	45
Students	1	3	0	0	14	69
Contractors	0	0	0	0	3	5
Visitors	0	0	0	0	0	3
Capital Works	0	0	0	0	0	0
Total	1	5	0	0	29	122
INCIDENT DETAIL (SINCE LAST REPORT)						
<ul style="list-style-type: none"> • Refer to commentary for detail on incidents • Refer to Overview – Key Issues (a) for details on the Notifiable Injury 						

- a Twelve staff incidents were reported during May. These incidents included two strains, two trips or slips, one health related incident, one dog bite, five near miss or health and safety process failures. WorkSafe have indicated they will not be following up on the fractured shoulder incident in April. They have reviewed our report on the April injury involving a lathe and do not intend taking any action other than making minor recommendations. WorkSafe will provide a formal response in due course, and these recommendations will be considered.
- b Fourteen incidents involving students were reported – of note, one was notifiable. These included three health related incidents, one cut, one strain, one animal bite, three hit by something, one slip, one assault – chipped tooth (by a mental health patient), and one needle stick (not contaminated). The notifiable injury was reported in the April report and the status is covered above in the Overview 2.2 (a).
- c Whilst outside the reporting period, an incident occurred in June with a student becoming very aggressive and threatening a member of staff. It escalated to the point where the individual was issued with a trespass notice with follow up by the Police.
- d Three contractors reported incidents during May. One involved a trip crossing Madras Street and the other involved contact with ‘sharps’ in the accommodation block rubbish. Students in our accommodation block have been reminded to wrap sharp materials appropriately prior to disposal.



2.4 Trending Performance

- a This part of the report will show trending data with the aim of assisting leadership to focus efforts in the right areas to improve performance.
- b HOLDING PLACE: TRIFR – Total Recordable Injury Frequency Rate
- c This trend will be available in this report over the coming months. We are currently exploring how Ara captures hours worked (staff and contractors) and how student hours can also be captured so that we can accurately report this trending information.
- d The calculation of this trend includes all recordable injuries/illnesses (medical treatment injuries, restricted work injuries and lost time injuries) plus fatalities multiplied by 200,000, then divided by the total number of hours worked by all employees during the calendar year.



2.5 Performance – Wellbeing

- a HOLDING PLACE: Wellbeing measure (lag indicator)
- b We have been exploring how we can measure the wellbeing of our people, teams and organisation. The options are limited in this area – particularly when we are considering cost and scale of surveys.

2.6 Leadership

- a The newly established Health, Safety and Wellbeing Leadership Group and the Health and Safety Working Group both met for the first time during April and it met for an extended meeting exploring Health and Safety culture in June (more on that in the next report). This is the newly established structure for leadership and colleague involvement to lift our health and safety culture and grow our wellbeing culture. In May the Wellbeing Action Group (WAG) – a representative group of 26 ‘wellbeing champions’ from all campuses – met for the first time.
- b On 7 May 2019, 14 colleagues, including all TKM, attended Coordinated Incident Management System (CIMS) training.
- c On 9-10 April 2019, seven members of the People and Culture team completed a ‘psychological first aid’ course.

2.7 Colleague Engagement

- a HOLDING PLACE: Incident Reporting
- b One indicator of colleague engagement in health and safety is reporting of near-misses, incidents and hazards. A quick calculation of this information for 2018 indicates that we have one reported near-miss or hazard per week. In preparation for the HSW Leadership Group meeting in June, an updated quick calculation was done for 2019 year to date: the result was one and a half per week.
- c It is expected with the introduction of the Assura Health and Safety Management System, this number will increase.

2.8 Critical Risks

- a HOLDING PLACE: Identified Critical Risks and reduction of risk
- b We currently have 66 hazard/risk registers across Ara. These are being reviewed by the Managers and teams of each department. Once finalised, an external health and safety specialist (from IMPAC) will work with Ara to identify our critical risks.

2.9 Health and Safety Systems

- a Galvin Consulting submitted their final report on the Lockdown Review and this has been provided to Council. The learnings from this report have been incorporated into an improvement action plan.

- b Council have confirmed funding for the new health and safety management system. The supplier of the system Assura has provided us with a broad eight week implementation plan for the technical aspects. With incorporated leadership and colleague responsibilities/training it is estimated that the roll out will take between three to four months. More detailed planning will occur when the Health and Safety Manager returns from leave in mid-July. It is anticipated that project management support will be needed.

HEALTH AND SAFETY SYSTEMS AND PROCESSES		
Number of audits and inspections (excluding capital works programme)	2	External advice sought concerning: <ul style="list-style-type: none"> our lockdown procedures critical risks Risk/hazard registers being reviewed (see below)
Staff participating in Health and Safety Oversight	36	Health and Safety Coordinators
Number of risk/hazard registers reviewed (due 3 rd August)	1	66 risk/hazard registers in total Training on risk assessment/management being arranged
Number of new staff (tenured and fixed term that completed the online health and safety induction process	9 out of 13 (69%)	Reminders have been sent to those who have yet to complete. 2018 induction rate: 100%

- c The usual audit programme has been disrupted by the change in structure to our health, safety and welfare leadership and colleague involvement. Usually the Health and Safety Committees would conduct internal audits on a regular basis. As part of improving our health and safety culture journey it will be proposed to the Health, Safety and Wellbeing Leadership Group that we move to departments internally auditing each other. This will need to be preceded by training and enrolling managers and nominated colleagues/staff.
- d In the meantime, we have asked managers to review with their teams their hazard/risk register and report outcomes by 3 August 2019.

0 fire alarm events occurred in May	6 – YTD
21 contractors were inducted during May	135 - YTD
0 workstation assessments completed in May	9 – YTD
0 staff receiving first aid training in May	11 – YTD

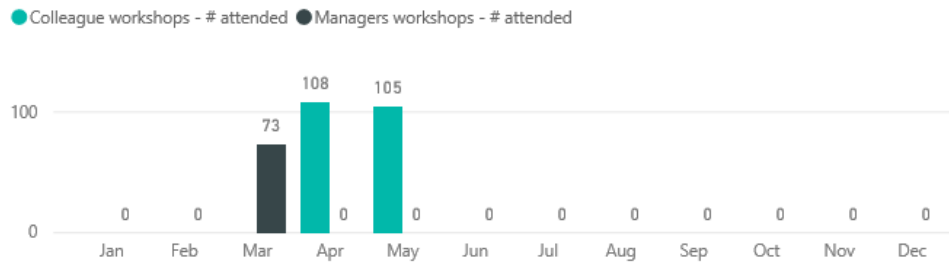
2.10 Wellbeing

- a A key element of the Ara Transformation Programme involves an increased focus on kaimahi wellbeing. To that effect a health and wellbeing strategic framework, *He Ara Hauora – Pathways to Wellbeing*, was endorsed by TKM in February 2019 and presented to the Health, Safety and Wellbeing Leadership Group in April.



- b The following graphs represent a first attempt to track wellbeing metrics as the strategic framework is brought to life.
- c **Wellbeing Workshops:** A programme of wellbeing workshops is currently being rolled out, aiming to increase wellbeing literacy across the workforce, develop common wellbeing language and an awareness of various wellbeing tools.

Wellbeing Workshop Attendance

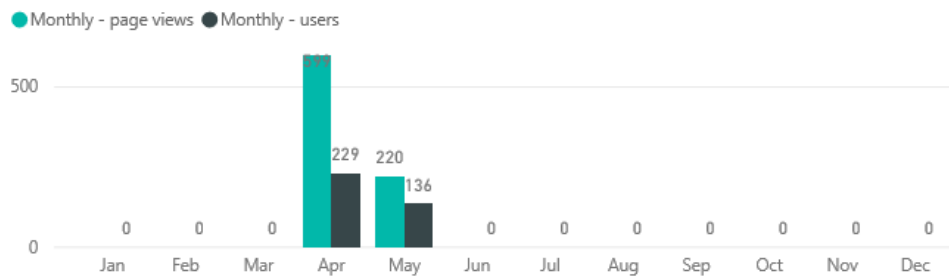


Wellbeing Workshop Satisfaction



- d **Infoweb Hits:** At the beginning of April a new wellbeing Infoweb site went live. It is a key wellbeing communication channel and information repository.

Wellbeing Infoweb Page Hits



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

Be Active - Average Class Attendance

Activity	Jan	Feb	Mar	Apr	May
Boxing (mixed) - City	-	11	16	13	11
Staff Circuit - City	-	8	7	7	5
Staff Yoga - City	-	11	9	15	11
Staff Yoga - Manawa (includes UoC/CDHB)	-	4	14	12	
Tai Chi (mixed) - City	-	9	6	7	8
Zumba (mixed) - City	-	11	13	10	13

- f **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. The increase in usage of this service reinforces what we are hearing anecdotally in terms of mental health concerns amongst the workforce and an increase in student mental health issues. The Health and Wellbeing Manager and Capability Manager are exploring what tools and training can be put in place for tutors.

- g The increase in usage in both March and April time-wise reflect the Christchurch March Mosque attacks and RoVE announcements.

OCP Counselling

Measure	Jan	Feb	Mar	Apr	May
Number of colleagues attending (new)	6	11	12	15	9
Total number of colleagues attending	8	13	16	19	15
Total number of sessions	17	28	33	42	27

COLLEAGUE/STAFF WELLBEING		
Lost days due to accidents	118 days	Reporting of lost days via health and safety system is not robust
Lost days due to sickness	April 445 days YTD 1,966 days	YTD sick leave of more than 5 days, 31 people, 455 days
YTD ACC leave	226 days	Work related ACC – 118 days Non work related – 108 days
Number of colleagues on a return to work plan	5 in May	4 non work related 1 work related
Employee Assistance Programme – May 2019		
New clients	9	53 – YTD
Sessions	27	147 – YTD

- h Information provided by Canterbury District Health Board shows a spike in influenza and cold cases in Canterbury in 2019. Despite a number of our colleagues/staff choosing to receive the flu vaccination through our Health Centre, we have had a higher incidence of absence due to flu and colds this year.

2.11 Health and Safety Actions

HEALTH AND SAFETY ACTIONS UNDERWAY			
Action Description	Owner	Due Date	% Complete
Consideration of new supporting policies – Drug and Alcohol	HSWLG H&S Manager DCE People & Culture	Apr 2019	95% Principles discussed at the HSWLG in June. Final draft to go to the HSWLG in August
Review Health and Safety Policy	HSWLG	Jul 2019	95%
Review Incident Management Policies and Plans	H&S Manager HSWLG	Aug 2019	80% Learnings from Lockdown Review report to be incorporated
Review Lockdown feedback, implement changes, and report.	H&S Manager/FM	May 2019	100% COMPLETE
Incorporate Lockdown Review Report Learnings into action plan and complete	H&S Manager	Sep 2019	50% complete
Identify top critical risks at Ara Report on controls and measure reduction in risk.	H&S Manager	* Oct 2019	External advice sought following a significant increase in serious incidents
Promote increased reporting of near miss incidents	H&S Manager	* August 2019	Not yet started
Establish Health, Safety and Wellbeing Leadership and Working groups and an annual schedule	H&S Manager H&W Manager	March 2019	100% COMPLETE
Develop and implement a Health and Safety Communications Plan	H&S Manager Internal Communications Resource	* Nov 2019	Not yet started
Explore a new Health and Safety Management System and confirm decision	H&S Manager	Apr 2019	100% COMPLETE
Review rehabilitation guidelines as it relates to experience rating	H&S Manager DCE People & Culture	Jun 2019	95% Awaiting ratification by P&C
Review all Hazard/Risk Registers	Department Managers	Aug 2019	Ongoing

* timeframes are proposals – to be agreed by the Health, Safety and Wellbeing Leadership Group as part of their priorities discussions

Tony Gray
Chief Executive

ACADEMIC, INNOVATION & RESEARCH DIVISION– REPORT FOR COUNCIL



Executive Summary

Key focus areas this month

- 2020/2021 Mix of Provision
- Programme development and changes
- Maori achievement and Cultural Competence

Students at the heart of everything we do	
<p>Outcomes delivered during current reporting period</p>	<p>Events</p> <ul style="list-style-type: none"> • JazzQuest in Music Arts provides the opportunity to connect with around 250 secondary school students and 25 music teachers. • Scheduled Semester Two Engineering Talk series and end of year student exhibitions. • 88 attended Timaru Trades Sector Day. • Colleagues provided advice to students at Open Day and Careers Expo. • A group of Ara carpentry students and a staff member are about to embark on a Habitat for Humanity project in Fiji building a cyclone proof house. The project has come about as a result of the proceeds of the Tiny House project which the students completed while enrolled on a dual enrolments course in 2018. The Ara Tiny Houses were sold at auction and Ara was supported through the sales process by the generosity of Ray White Real Estate who provided the marketing and auction free of charge on the basis of the Habitat for Humanity project. An Ara broadcasting student will also participate in the project and provide commentary through social media throughout. <p>Student Feedback</p> <ul style="list-style-type: none"> • All departments are working to produce 'you said, we did' feedback to demonstrate to current learners actions that have been taken to address their feedback. These are also being fed back through student rep meetings.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

	<p>New Department</p> <ul style="list-style-type: none"> • New Department of Enterprise and Digital Innovation launched (bringing together the Computing and Business Departments). Recruitment is underway for a new Head of Department. <p>Graduate Destinations</p> <ul style="list-style-type: none"> • Each area working on refreshing graduate destination information, in preparation for developing a more cohesive system Ara-wide. • Bachelor of Nursing destination surveys completed for November 2018 graduates. BN 93% employment vs 85% nationally. <p>Māori Achievement</p> <ul style="list-style-type: none"> • Whanau days have been held for dual enrolment programmes in Hairdressing and Beauty Therapy and Hospitality Supported Learning to engage whanau in learning. • Working to ensure Māori participation on Advisory Boards (confirmed for Hospitality & Service Industries, in development for Creative Industries). • Nine nursing students attended national hui in Whakatane with three staff and kaumātua. Midwifery students held noho at Tūtehuarewa Marae. Social work noho at Te Puna Wānaka. • Māori content has been incorporated into Subject Guides and Māori terminology into Moodle headings in new course template. • A range of activities planned for Matariki, eg for Trades - welcoming Kaumātua and Kuia of current Māori students on site at Woolston campus to experience what their whanau members are learning with the intention that they will enhance Ara's reach into the Māori community and influence engagement and enrolment.
Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	<p>Agile and Executive Delivery</p> <ul style="list-style-type: none"> • Embedding CAPL into phase 3 of programme development process to work towards including this across a broader range of programmes. • Pilot of Executive Delivery underway with places for 12 learners to participate in the NZ Diploma in Business. • Three 5-credit micro-credentials proposed for training CAPL assessors and facilitators. • Treaty of Waitangi awareness course added as an option for CAPL degree candidates. • Shifted to rolling delivery for CAPL so that candidates can start any time (February – November).

	<p>Post Graduate</p> <ul style="list-style-type: none"> • Conducted Māori consultation for Post Graduate Diploma and Master of Creative Practice with 20 participants. An ongoing consultation group has been formed, with excellent feedback received. • Nursing, Midwifery and Allied Health Postgraduate portfolio has been redeveloped and reviewed to reflect wider Canterbury stakeholder needs. Includes repackaging of Post Graduate Certificate/Diploma and Master of Health Practice, Master of Health Science and Master of Nursing. Provides pathways to post graduate from all Ara health related degrees <p>Changes to Existing Programmes</p> <ul style="list-style-type: none"> • Redesign of the Bachelor of Broadcasting Communications is underway, assessing the balance of academic and vocational outcomes that are appropriate for future delivery and student outcomes. • The new third year of the Bachelor of Performing Arts is being taught for the first time, with new Work Integrated Learning opportunities. The team is currently monitoring the success of these and identifying opportunities for improvement for 2020 delivery. • Developing simulated learning opportunities for new Graduate Diplomas in Quantity Surveying and Construction Management as Work Integrated Learning placement numbers are limited. • Preparing for Fee for Service delivery of a range of Engineering courses in Semester Two. • Post MROQ review of Business and Computing programmes underway. • Work Integrated Learning and Project Based Learning being reviewed and strengthened across the portfolio. Project based learning has been embedded into new Beauty Therapy and Barbering programmes. <p>New Programme Development</p> <ul style="list-style-type: none"> • A short course in media communication has been developed and will be piloted with Te Kāhui Manukura (TKM). • Soft launch of the new Graduate Certificate and Diploma in Building Information Modelling and Diploma in Interior Design (Commercial) planned for Semester Two. These will begin as part time options while further courses are developed and teaching colleagues sourced/allocated. • New Cisco Training Scheme approved. • Barbering Level 4 and Beauty Therapy Level 5 qualifications approved and under development. • The delivery plan has now been agreed with HealthScope and the programme and courses are being loaded onto curriculum for a 2020-Semester 1 first intake. The programme document is with NZQA for approval (Type 2 change). The programme and course development are underway.
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	<ul style="list-style-type: none"> • A micro-credential suite has just been approved by TKM for quality and evaluation. Pre-testing for TEC funding is in progress. • Programme initiation documents being developed based on Technology Enhanced Learning goals. • More robust programme development. Application to develop form reiterated to include environment scanning, global benchmarking, consultation with engagement team, marketing and finance. • MoU with WITT for delivery of Competency Assessment Programme and Bachelor of Nursing in progress. WITT will seek accreditation to deliver Ara approved programmes. <p>Blended Delivery</p> <ul style="list-style-type: none"> • Embedding more online and blended delivery options; this delivery style has resulted in reduced student satisfaction and low success rates (eg Te Reo Māori and Teacher Education) for some areas. Return to more face to face evening delivery has seen positive improvements in dynamics, and the Department of Humanities is exploring this further. <p>Assessment Review</p> <ul style="list-style-type: none"> • The Review of Assessment Practice is well underway. 20 evaluators have been trained and are involved in the project. These evaluators come from across the departments. A latent outcome is that these 20 evaluators will be able to take learnings back to their departments and champion best practice in assessment. Document reviews are almost complete for the selected programmes in both Humanities and Business. The steering group is reviewing the first round of reports with the view to produce an executive summary for each of these departments. Evaluation of student samples of courses in the selected programmes is commencing. Engineering and Architecture Studies data is being collected and ordered to commence the review of selected programmes. The work plan through to June 2020 is established and approved by the steering group. CAPL assessments are also to be reviewed. This process will differ and the steering group is working through the processes so that they align with the wider project and meet the specific needs in respect of reviewing the CAPL assessment process. <p>Quality</p> <ul style="list-style-type: none"> • AIR Quality Framework developed and shared. • Academic Reporting diagram developed and shared. • Department groups instigated and implemented to share best practice and develop line of sight form programme to Council.
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	<ul style="list-style-type: none"> • Programme evaluative conversations have taken place in all departments for over 100 programmes. Programme self-assessment reports completed for all programmes using new reporting template. • Degree monitoring for 95% of degrees taken place in Semester 1. <p>Research</p> <ul style="list-style-type: none"> • Nine stories about Ara colleague research have been written to produce a digital research publication.
High performing customer focused teams	
Outcomes delivered during current reporting period	<p>Toi Whakaari</p> <ul style="list-style-type: none"> • Discussions underway with Toi Whakaari regarding opportunities for staff to visit, exchange and collaborate with Creative Industries colleagues at Ara. <p>Valuable Conversations</p> <ul style="list-style-type: none"> • One completed for almost all colleagues, with some areas underway with second conversations. <p>Poka Plans</p> <ul style="list-style-type: none"> • Role clarity a common theme. Different methods being used to address this, including use of RACI (Responsible, Accountable, Consulted, Informed) charts in Humanities. <p>Innovation</p> <ul style="list-style-type: none"> • The first Eureka Challenge (Portfolio and Pathway Review) pilot kicked off in May with the AIR Leadership Team and finishes mid-September. The team have been out gathering feedback from a range of colleagues across Ara. Planning and preparation is underway for TKM, and People and Culture to also complete a Eureka Challenge before the end of this year. • Students invited to participate in Te Ōhaka marketing boot camp in July. • Post the successful launch of Te Ōhaka we are developing and implementing: <ul style="list-style-type: none"> ○ Engagement and communication promoting the Semester 2 schedule of Te Ōhaka activities to Ara students and colleagues. ○ Reporting schedule with MoA to capture and quantify the numbers of students and staff engaging in the activities. The details of the report will be used to measure levels of uptake and activities against the investment by Ara into the collaboration agreement with MoA. ○ Supporting departments to meet the KPIs for students in their department to participate and engage in the activities.

	<ul style="list-style-type: none"> ○ Modelling the potential of the Heylo (Enterprise Year) business plan and opportunities. ○ A Business Plan for Council that articulates and includes all of the above and is aligned to the Collaboration Agreement schedules for Stage 1. ● A new tool called a "Scramble" has been developed to support innovation at Ara. A Scramble is a rapid response course of action using a team of specialist leaders to respond to a situation identified as an immediate opportunity for improvement or realisation. The process is supported by a Scramble Guide and templates. ● A number of meetings and relationships have been formed with Fabriko, City Learning, ChristchurchNZ, and discovery discussions with the Ashburton Mayor, a trip around all Ara Connect satellites in the community and visit to Level One (co-working space) in New Brighton. <p>Sharing Good Practice</p> <ul style="list-style-type: none"> ● AIR Semester 2 "Kick Off" day scheduled for Wednesday 17 July 2019. Opportunity for AIR colleagues to come together, discuss direction and share best practice. Planning underway including request for workshops run by colleagues, for colleagues. ● AIRmail fortnightly newsletter well received – lots of content. 10 editions have been shared. ● Department induction video completed for Trades. <p>Cultural Competence and Confidence</p> <ul style="list-style-type: none"> ● Assisting with waiata practice and understanding sessions across Christchurch campuses (and updating Moodle page).
Investment decisions that deliver a sustainable future	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> ● 2020/2021 Mix of Provision planning is underway. ● Creative Industries is on track to meet budgeted EFTS targets for 2019. New Manager, Performing Arts appointed with a contract that includes research activity. ● CAPL sitting at 60% of target. Targeted marketing and information evening planned to work towards targets. ● Engineering and Architectural Studies on track to meet overall MoP targets, but looking likely to over-deliver in International EFTS, and under-deliver in Domestic EFTS. ● Enterprise and Digital Innovation – Computing – EFTS – The domestic revenue is above the target (by \$52k) despite being 4 EFTS behind at the end of May. This is due to being ahead of targets in higher earning EFTS. Diversified income – on target with Core Education contract and SIGNAL. Savings – net savings to end of May is \$182K (84% of the target at the end of May). GEG – tracking on target.

ACADEMIC, INNOVATION AND RESEARCH DIVISION

- **Enterprise and Digital Innovation – Business** – EFTS – Domestic EFTS are 69 behind the target at the end of May, revenue \$300k short of targets. However, International EFTS are ahead of targets (6.5 EFTS). Savings – at the end of May net savings of \$74k (40% of the target). General operating expenses – savings to date \$34k. Working closely with Marketing and Engagement to increase Semester 2 EFTS.
- **Hospitality and Service Industries** on track to meet EFTS targets, potentially outperform by 10 EFTS.
- **Humanities** are on track to meet budgeted EFTS although planned phasing is out so presenting as behind in English at present. This will be clawed back over coming months where targets are seen to drop off significantly.
- **Nursing, Midwifery and Allied Health** on track to meet EFTS targets, large dependency on July Bachelor of Nursing intake.
- **Trades** is projecting a shortfall of budgeted EFTS but is currently attempting to recruit in plumbing in order to meet additional demand and mitigate shortfall. Recruitment is proving challenging in this competitive market.

Summary of financial performance

As at 21 June 2019

Enrolments



EFTS Enrolled

6537.4¹

Goal: 7394.3 (-11.59%)

Dept	EFTS	Target
ASC	0.7	0.0
BUS	461.0	717.1
COM	441.2	556.3
CRE	695.9	719.0
EAS	683.3	719.6
HSI	610.7	626.7
HUM	682.5	938.4
NMA	1661.9	1670.5
SPI	172.9	148.4
TNZ	123.8	223.5
TRA	1003.7	1074.7
Total	6537.4	7394.3

CORPORATE SERVICES DIVISION – REPORT FOR COUNCIL



Executive Summary

Key focus areas this month

- Implementation of new Risk Process as agreed with the Council Audit and Risk Committee
- Council papers and outcomes for NS, O, L and DL Blocks from the Council Campus Redevelopment Committee
- Paper to inform legal and ethical advice on appropriate use of student data within Ara
- Accelerated Transformation Programme investment plan updates – outcome from Council
- Providing project management and business analysis support to the Transformation Programme:
 - People and Culture projects – Wellbeing, Induction Refresh, Talent Growth Cycle, Employee Engagement, High Performing Teams
 - Project Management for Online Enrolments, Web Re-platforming, International Agent Portal, MyAra Phase 3
 - Project Inception for Health and Safety system
 - Ongoing support for Online Enquiries project
- TEC interface, allowing costs and EFTS to be accurately analysed
- Development of project brief and engagement plan for the refresh of the Regional Master Plan
- Manawa operational governance group workshop and project closure report
- EMOEI (Enquiries Management Optimisation Event Interface) project, currently in development
- MyAra – planning work for next phase, student segmentation
- TEC funding integration – minor remediation based on testing results
- Contract negotiations and clarification with new print service supplier
- Network performance analysis and improvements
- Audit New Zealand debrief and follow up on Audit Management Report
- Manawa Lease – Accounting Treatment continuation – engaging with TEC and MoE to ensure compliance approvals are in place
- Internal Audit proposal for the Council Audit and Risk Committee

Students at the heart of everything we do

Outcomes delivered during current reporting period

- Business case delivered for International Agent Portal
- Manawa café fit out completed and café operating
- Online Enrolments Business Case approved and Project Inception Document delivered to Project Sponsor

CORPORATE SERVICES DIVISION

	<ul style="list-style-type: none"> • Landscaping-Stage 2 and 5 now completed, some small tidy up work to be completed • Grounds/grass area by K and W Blocks has been reinstated (corner of Moorhouse Avenue/Barbadoes Street) • Sullivan Avenue project closed out. Tidy up gardening to be completed. • Planning underway on business cases related to NS and O Blocks and C Block decant (as described at CCRC) • CPSA Atrium area being refurbished – completion end of July 2019 • ALX refurbishment project completed. Procurement of equipment for new concierge area initiated • Self Service ICT service portal started testing • Ara MoP planning for 2020 and 2021 inclusive – submission to TEC 12 July 2019 • Progression on Finance processes relating to bulk invoicing, payment online for graduation and PayPal for printing
Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • New VR solution has been deployed, awaiting testing • Puhoro (Māori initiative for STEAM) evaluation and conversations • Continued departmental performance conversations – aligned to agreed provisional targets • MIT and Ara conversations pertaining to “Kick for the Seagulls” programme (Prison Education scheme)
High performing customer focused teams	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Council papers on accelerated Transformation Programme • ToR drafted for Capital Asset Management Committee • Agreed updated approach to Risk Management with Council Audit and Risk Committee • Discussion on Te Ōhaka support framework • Enhanced user level access protection first rules implemented. This will deliver user level restrictions particularly when access is from outside the campuses • New room booking system made available • Self-service management of email messages held due to potential malicious activity enabled • Growing Inspiring Leaders Workshops attended by level 300 managers • MPTT and Trades Academy reporting to the TEC and MoE • Data analytics to support the Kaiārahi • NZPPA Payroll – Holiday Pay Act report review • ComplyWith – Legislative compliance project progression • Attendance at ITP Finance Forum

CORPORATE SERVICES DIVISION

Investment decisions that deliver a sustainable future	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Tribal 4.29 upgrade testing underway • TEC funding integration – completed and in testing. • New VDI solution released to staff • Completed SMS-D365 integration changes, now in testing • Print supplier selected and now in final contract negotiations • MAC fleet management solution designed and implemented. • D365 Upgrade - testing complete, ready to upgrade 29/6 • Exploration of D365 budgeting functionality • Submission of TEIFM 2018 annual return and forecast • Submission of PBRF external research income return • Preparation of TEC Capital Intentions Reporting (to be submitted by 1 July) • Review of software options for budget/forecast/modelling • Providing information for Student Services discussion with Student Council on 2020 student levy • GST current processes review
Summary of financial performance	
<p>Operating within authorised budgets with minor exceptions. These are appropriately detailed and reporting process in place to resolve any issues. Currently exceptions are mobile phone costs. April printing costs in line with proposed reductions.</p>	

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION – REPORT FOR COUNCIL



Executive Summary

Key focus areas this month

- Recruitment and marketing for semester two enrolments. Alongside increased learner support (assessment and exam preparation and readiness); and events focused on wellbeing and increasing connection to Ara
- Continuation of initiatives and projects that support enhanced outcomes for Students including process improvements, activities, systems and people

Students at the heart of everything we do	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Co-creation of the 'Student Experience' framework has commenced, with students engaged to co-build • May and June have been particularly active in engagement and recruitment activity, including Open Days on all campuses, hosting of Spacpac Careers Expo, Business Breakfasts for Industry, South Canterbury Trades Sector Days and out of town expos and visits • Shadow Tech, hosted by Ara with support from Tech NZ saw 70 female high school students receive mentoring from 16 companies • Experience Ara continues to grow, with 1,580 participants this year to date and 135 activities • MyAra continues to see increased use with over 9,000 users (1,800 on average per day users), ongoing development of MyAra continues • The MPTT Learner Support Fund process is now embedded with a strong improvement in the number of students accessing these funds • Samoan language week was proudly and widely celebrated including excellent collaboration between PISA, CEE Pasifika staff and two schools • Dual Enrolment whanau events held on each campus • Lunchtime student transition/careers sessions held across a number of campuses – hundreds attended, along with dozens of industry/firms. Ongoing delivery of career development sessions in class • Wednesday morning breakfast club (free) continues to be very popular at Woolston/Trades

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

	<ul style="list-style-type: none"> • Over 1,100 recorded participants in sport and recreation events (not all events recorded) so far in 2019. Currently offering 27 recreation/wellbeing opportunities each week for students and staff (most are free) • Producing a video to showcase physical activity opportunities on campus and encourage participation • 2020 Student Levy agreement with Student Council being reached – an increase in levy was approved by Student Council with increase to be largely attributed to health, counselling and event/club activities • An Oamaru Ara student (and another student) were killed in a traffic accident – wrap around support care in place for staff and students • Weekly haka/waiata practice being well attended • The Learning Services maths room has moved within the Library to a larger and more flexible location • A large number of activities in support of students have occurred including recreation, support and wellness • Planning for semester two ‘freshies’ events has been completed (delivered in first month of semester two) • Flu programme has now ceased as vaccine stock is no longer available – good uptake from students • Green prescription clinics underway and promo day held – good engagement and referrals • Bone screen clinic held end of May • Heavy demand for counselling services continues – we are reviewing the budget and operating model of the Health Clinic to establish a more sustainable model to meet this increased demand. Student levy fee increase will also support additional hours in 2020 • Refreshed Rakaia Centre atrium area nearing completion for end June/early July. Recruitment for Concierge underway, most furniture in place, ICT needs, brochure stands and signage to be installed in coming weeks • Ōtautahi House has retained full occupancy – reviewing operations, processes and procedures. After second year in full operation of 192 beds we are identifying areas of improvement for student experience and Ara efficiency, including developing a comprehensive single operating manual • In discussions to establish the Ara Smash Cricket – a small financial contribution for national Sky coverage, and free attendance at the Smash Cricket (Canterbury Women’s and Canterbury Men’s) opening game for all Ara staff and students
Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • The Ara Advantage campaign is now in ‘buy’ messaging for mid-year recruitment. A full report is due in July • Significant increase in Te Hoe participants, with 2019 looking like 50-100% increase in enrolments – excellent media coverage has also been achieved. (Engagement Team is leading this into Councils and workplaces) • CEE led out a special childcare day for the children of staff which received exceptional feedback to support the National Teachers’ Strike – we sought special MoE permission for the day and ran it via staff volunteers

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

	<ul style="list-style-type: none"> • Progress is being made on joint programmes with China (Bachelor of Nursing and Bachelor of Engineering Technology) with Chinese Government approvals expected by end October • The Timaru campus and Broadcasting School CognAssist deployment took place and follow up work and evaluation is continuing • The Case Management Tool (CMT) Enhancement project has completed requirements, so a development plan can be written • Predicative Analytics legal and ethical position confirmation being sought – due this week • Planning for Matariki celebrations on all campuses from 24 June – 5 July 2019 • Content for the A2E deployment has been sent to Asher House for integration • Enrolments in ELC are down, particularly Fridays, which is attributed to the Manawa move (fewer children of Nursing staff/students enrolled now) and reduction in courses teaching on Fridays. Reducing staff hours accordingly • Preparation discussions underway with Trades by Counselling and Health Clinic to trial integrating five ways to wellbeing into level 2 foundation programme as pilot • Pasifika Strategy review continues. Update provided separately at this Council meeting • Scope for Online Enrolment completed and approved to move to business case - underway • Online Agent Portal business case finalised and moved to approval stage • MoE fields in Online Application being made compulsory from end June to streamline online process • Web re-platform – initial exploratory work approved enabling us to move to business case – to be completed by end August • In discussions to host NZ Basketball tournament at Ara
High performing customer focused teams	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • Student Engagement Adviser Review has been implemented and was well received. Recruitment for Concierge and Advisor Frontline now underway (100 applications, 10% internal) • Health Clinic audit occurring August – documentation collation and review to support underway • Drafting of ‘Service Standards’ will be picked up in July • Gallup staff survey results received (CEE improved in all areas), and individual team Poka Plans now being revisited • OCP/Supervision support in place for Health Clinic nurses • Work on consolidated and prioritised CEE objectives and Purpose statements underway • Sponsored PISA attendance at student conference in Dunedin • Upskilling a number of teams working with students and residents with Autism Spectrum Condition (ASC)

CUSTOMER EXPERIENCE AND ENGAGEMENT DIVISION

Investment decisions that deliver a sustainable future	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> Continued dialogue with Immigration NZ in regards to student visa processing delays – likely impact greater than 200 lost EFTS and \$5m for Ara Overall enquiries, applications and enrolments continue to strengthen into semester two. Enrolments have further improved to 4.4% year-on-year (mid-June), this is a material improvement on recent years (which have been flat/negative). The cost of INZ delays in visa processing has been significant for Ara (and would have more than closed the 5% growth ask gap). We remain focused on achieving regardless, and are continuing to experience solid growth, particularly in International Assessing current financial performance of the Recreation Centre to set strategies to increase revenue. Court hires 33% over target to date (and opportunities in other areas) Graduation online and payment online in final development and testing phase – implementation scheduled for 15 July 2019 Enquiries modules for staff and students interface in development, with roll-out occurring from July
Summary of financial performance	
Customer Experience and Engagement remains within expenditure budget YTD, holding a positive variance, having made a number of staff changes, contract renegotiations and overall maintaining a prudent expenditure approach.	

PEOPLE AND CULTURE DIVISION – REPORT FOR COUNCIL



Executive Summary

Key focus areas this month

- Health, safety and wellbeing culture journey – a number of safety activities (CIMS training, finalising Lockdown Review Report, engaging a consultant to support us in more clearly defining our risks and how to manage them) in response to the 15 March 2019 lockdown and any other significant injuries
- Wellbeing – continue to roll out wellbeing workshops for colleagues and launch of the Wellbeing Action Group
- Engagement – Analysis, communication and ‘next steps’ of the Pulse Survey, an assessment of progress on our engagement journey
- Resourcing People and Culture Division – changes in the team and addressing the increasing volume of work impacting internal customer service levels – transactional and project managing People and Culture projects from the transformational programme

Students at the heart of everything we do	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • There was one serious harm injury to a student in May – it was notified to WorkSafe who have advised they will not be taking this further. Explorations into improving how we manage risks across Ara is underway. • The Health and Wellbeing Manager participated in a Customer Experience and Engagement team workshop beginning the journey to design an Ara Student Wellbeing Framework. • Developing collaborative relationships with University of Canterbury in the student wellbeing space. • The People and Culture (P&C) Capability team have been supporting the Customer Experience and Engagement (CEE) Division by developing an online training resource for the student engagement team.

PEOPLE AND CULTURE DIVISION

Dynamic world class programmes and delivery	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • P&C provided support to Academic, Innovation and Research (AIR) leadership in facilitating the bringing together of the Business and Computing departments to form the Department of Enterprise and Digital Innovation. • The academic on boarding/induction process was finalised and the P&C Capability team are now establishing an administration/tracking process. • The Capability team have been working with teams to implement a Pou Toko (teacher-coach) role. Those who have led the way have provided good feedback on the value of the role. • The Capability team also provided support to the Academic Board, and Professional Learning Groups along with the annual Academic Promotion process. • Of note, 60 colleagues have expressed interest in the academic promotions process which is more than double compared to last year. A similar increase in interest is also occurring in the promotions/recognition process in the business support teams • The Capability Manager provided input into a draft Ara Digital Strategy being developed by the AIR Learning Design team. Concurrently, the value of establishing a collaborative “Workforce Digital Capability Group” was explored by P&C across all divisions with positive affirmations that this should go ahead.
High performing customer focused teams	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • The Pulse engagement survey was conducted early in the month, results analysed and communicated to TKM, the Leaders’ Forum and to all colleagues as the month closed. We achieved a positive shift in the three benchmarked Gallup questions, with one of the shifts being 0.31 which is statistically significant. This could be an early indicator that our transformational activity is having a positive impact. • The P&C Leadership Team undertook a day of professional development, learning about change management and the ‘change agent’ role they play, along with learning and practicing coaching skills, enabling them to support transformational behaviour shifts. Feedback from the team on the value was extremely positive. • Wellbeing workshops for colleagues continue, although participation rates are waning. Where leaders get involved to encourage attendance, there is a marked improvement in enrolment. • The inaugural meeting of the Wellbeing Action Group was held, bringing together over 20 colleagues in a collaborative forum to connect and build wellbeing. Finding avenues to communicate wellbeing initiatives internally needs a solution. • The Council confirmed the investment in additional activity (Coaching and 360 self-awareness tools) to embed the leadership development from the workshops. Activity to put these tools in place commenced.

PEOPLE AND CULTURE DIVISION

	<ul style="list-style-type: none"> • DCE direct reports (approximately 40 leaders) were ‘enrolled’ in the Growing Inspiring Leaders programme with workshops scheduled to commence in the first week of June. They completed a self-assessment tool and met with their leader to define goals for the programme. What makes a successful leader was a key agenda item in the Leaders’ Forum held towards the close of the month. • Core capability development support requests and delivery included digital tools and Ara systems training, interpersonal skills, team development, mental health training, Treaty workshops, and coaching. • The new departmental portfolios for the P&C Business Partners have been confirmed and advised one on one to the department managers. • There were a number of P&C team changes during the month with one Business Partner resigning, one team member returning from paternity leave, and a new role and resource, People and Culture Co-ordinator, being added to the team to support Transformational activity coordination, along with introducing a career path into P&C. • Teams who have embraced the challenge of holding four per year, commenced having Valuable Conversations number two with their teams. • Custodians (E tū) negotiations were finalised, ready for the ratification vote in June. • AASC negotiations continue.
Investment decisions that deliver a sustainable future	
Outcomes delivered during current reporting period	<ul style="list-style-type: none"> • The business case for further leadership development to compliment, embed and maximise the investment impact from the Growing Inspiring Leaders at Ara workshops was approved by Council. • The Lockdown Review Report was finalised, provided to Council and learnings incorporated into the action improvement plan that was commenced after the 15 March 2019 events.
Summary of financial performance	
<p>People and Culture overall spend continues to track within budget, with general expenditure underspend balancing out P&C staffing overspend. The staffing costs of the Division have been impacted with transitioning to the new structure with a number of people coming up to speed with their role, serious illnesses and coverage being needed for long term absences. Capacity challenges to support service delivery of business as usual and an organisation that is undergoing structural changes, and P&C Transformation project management and delivery continue. A business case for additional resources for Capability to support Transformation has been included in the Transformation Investment Plan put to Council in May and further developed for the July Council meeting. Conversations around appropriate resourcing for supporting the health and safety of the organisation continue with the Chief Executive.</p>	

Ara Council 10 July 2019	Agenda Item 9.1c
	Discussion Item
PUBLIC	Presented by Tracey Berry and Maria Pasene

ARA COUNCIL REPORT SUMMARY	
TITLE OF REPORT	Pasifika Strategy Update
BACKGROUND AND PURPOSE	<ul style="list-style-type: none"> To update on progress made under the Pasifika Strategy To advise that the Biennial review of Strategy is now underway
RECOMMENDATION(S)	1. That the paper be noted.
LINK TO ARA STRATEGY	Outcomes for Pasifika learner are articulated in the Ara Strategy where parity of achievement for Pasifika learners is a key focus, thus raising organisational expectations for this learner group.
KEY ISSUES IDENTIFIED	<ul style="list-style-type: none"> Sound progress has been made since the Strategy was implemented The Pasifika Advisory Group (PAG) is a key conduit to the local community Ara Pasifika colleagues and students continue to strengthen their engagement toward the strategic outcomes for Pasifika.
FINANCIAL IMPLICATIONS FOR ARA	-
RISK IMPLICATIONS FOR ARA	<p>Within the TES 2014-2019, the <i>Pasifika Education Plan</i> sets a target of Pasifika students participating and achieving at all levels at least on a par with other students in tertiary education.</p> <p>Indicators of success toward this are:</p> <ul style="list-style-type: none"> There is an increase in rates of progression for Pasifika from study at levels 1 to 3 to higher levels. There are increased rates of Pasifika enrolling in and completing qualifications at levels 4 and above. There are better employment outcomes for Pasifika graduates (or, for lower level qualifications, progression to higher qualifications). TEOs set and achieve appropriate performance targets for Pasifika learners. TEOs set appropriate targets around increasing the numbers of Pasifika teaching staff in their organisations. TEOs offer learning and research opportunities that engage Pasifika learners as Pasifika within tertiary education. TEOs engage Pasifika communities in the mentoring and pastoral care of Pasifika learners. <p>Ara has a responsibility to respond to this policy focus.</p>

Pasifika Strategy Update

Ara instigated our Pasifika Strategy in April 2017, developing a strategic pathway centred on four key outcomes over 2017-2019. The below provides an update on each of these.

Furthermore over the course of 2019, The Pasifika Advisory Group (PAG), in conjunction with a committed sub-group, and through engagement with community and colleagues, will be refreshing (further strengthening) the Pasifika Strategy for Council consideration in late 2019, early 2020. TES strategic priorities for Pasifika for 2019-2024 will be incorporated once released.

Outcome 1 – Pasifika student participate, progress and achieve qualifications

	2016	2017	2018	2019 (to date)
Pasifika Students	709	682	636	464
Full-time	279	266	287	253
Part-time	430	416	349	262
EFTS - Pasifika	314.2	310.9	309.5	245
EFTS - Maori	864.7	828.5	826.2	737

Successful Course Completion

Pasifika	76.0%	72.8%	73.0%
Maori	75.9%	77.4%	75.5%
Overall	84.9%	85.5%	84.8%

Qualification Completion (SAC)

Pasifika	55.4%	57.0%	54.1%
Maori	57.7%	64.7%	60.0%
Overall	74.3%	81.2%	75.4%

Student Retention

Pasifika	71.1%	72.2%	70.5%
Maori	64.5%	64.4%	67.9%
Overall	77.3%	76.8%	77.3%

Student Experience Survey (main 4 questions)

Pasifika	86.4%	83.7%	85.3%
Maori	86.2%	82.5%	83.2%
Overall	81.2%	79.9%	80.9%

2018 Saw a continuation in the decline of total numbers of Pasifika students (consistent with declines generally at Ara), however this was all in part-time learners, with full time learners up from 2017, and overall efts levels maintained. 2019 learner numbers as at end May are up year on year (the first time in

several years), and are expected to end the year above 2018 if a strong semester two is achieved. Pasifika learners enrolled for 2019, as a proportion of total Ara enrolled students remains at a similar level to 2018, circa 5%, reflecting that Ara is equally up in enrolments. Course completion for Pasifika remains well beneath the organisational average, although marginal improvement was recorded in 2018 (against a broader small decline of non-Pasifika across Ara). Similarly qualification completion has a large differential to Ara averages, and declined for Pasifika in 2018. The small numbers across varied programmes make establishing patterns difficult, however programme evaluations continue to identify where issues are present and are being monitored. Student Experience improved in 2018, as it did for Ara generally, with Pasifika learners reporting experience levels above that of general Ara students. The improved satisfaction delta increased further in 2018.

Outcome 2 – The learning environment at Ara incorporates Pasifika values

Following advocacy from the Pacific Island Students Association (PISA) a dedicated study space for Pasifika students has been established in X Block in early 2019. The space has computers available as well as informal and group study space and is being well used.

In each of the recent years a Warm Pasifika Welcome has been run by the Student Support staff with support from the Ara Pasifika staff network and PISA. This was very well attended for 2019 semester one and supported by ~100 students, whanau and community members (attendance up from 80 in 2017 and 86 in 2018). In addition, every term at Woolston, Madras and Timaru Pasifika Connections runs as a lunchtime get together for all Pasifika students. This term a successful lunchtime Pasifika event was also run at Manawa with the positive related outcome of the establishment of an informal RN Pasifika mentoring programme for Ara student nurses.

Samoan Language week continues to provide a focus for a week of celebration events lead by PISA and supported by Student Advisors and the Pasifika staff network. This year both Haeata Community College (at Madras) and St Thomas's of Canterbury College (at Woolston) joined our celebrations and performed. PISA continue to make a valuable contribution to student life and student voice at Ara. Such as the recent collaboration between the Ara Rec Centre and PISA, with PISA taking over coordination of the Social Volleyball initiative which is popular with Pasifika students and which currently engages up to 20 predominantly Pasifika students per week. In support of PISA, we have recently paid travel expenses for four of their student executive to travel to an upcoming conference in Dunedin.

Outcome 3 – Increase Pasifika graduate employment rates

Graduate Outcome Survey (proportion of those surveyed who are currently employed)

	2016	2017	2018
Pasifika	56.3%	67.6%	79.1%
Maori	71.6%	71.1%	65.3%
Overall	72.2%	75.1%	72.8%

The number of Pasifika students completing the Graduate Outcome Survey continues to increase, from 14 in 2016, and 37 in 2017, to 56 in 2018 (from a pool of approx. 150 eligible Pasifika graduates),

strengthening the quality of the results. Employed Pasifika graduate employment levels increased materially in 2018, to above the Ara overall average. Pasifika graduate satisfaction levels are highest for levels 1-3 (96.9%) versus Level 4+ at 82.3%.

The Student Transition Team have worked with Tapu Toa to successfully host a Maori and Pasifika Tertiary Student Internship event. Numbers attending and outcomes achieved are currently being identified. The Student Transition Team will have a presence at the Pasifika Careers Expo alongside the engagement team, being held on the 29th June at Ara.

Outcome 4 – Pasifika staff participate and progress within the organisation across management, teaching, research, administration and support roles

	Aug 2017	Feb 2018	May 2018	May 2019
Pasifika Staff	23	21	24	24
% of all Ara colleagues	1.45%	1.48%	1.65%	1.65%

The Ara People and Culture strategy is currently being drafted for consideration of TKM and Council. A key element of the draft Ara People and Culture Strategic Framework is to *Leverage Diversity and Inclusion at Ara*.

A current constraint of the Ara HR system is employees can only identify themselves as one ethnicity, as opposed to NZ Census, and other systems where individuals can select a number of ethnicities. Therefore we do not feel that this data is inclusive of all our Pasifika people. At 1.65% Ara would be well underrepresented in the Canterbury context (2.4% have identified as having Pasifika ethnicity). However this is difficult to validate due to our systems limitations in fully capturing the diverse picture of our Ara workforce. Medium age will also be a contributor, with the projected Pasifika medium age 21-22 years (2018). The Median age of Pasifika colleagues in Ara is 38-39.

Our Pasifika colleagues work across disciplines within Ara:

Corporate Services: Finance = 2

Academic, Innovation, Research Staff = 3 (2 of whom are SASM), Trades, Hospitality, Nursing = 7

Customer Experience and Engagement: Engagement and Marketing = 7, Student Support = 5

There is a good spread across the divisions, however there could be an opportunity to increase numbers in AIR (relative to the large size of that team – over 600 colleagues) and have Pasifika representation within People and Culture. We are currently preparing a position description for Pasifika Ara leadership to span Ara and provide culture guidance and support for staff and students.

In late 2018 Ara hosted the 2018 APSTE conference, which provided an opportunity for all Pasifika staff to engage with peers throughout New Zealand. There has been evidence of good progression opportunities for Pasifika colleagues in recent years, with seven progressed in the form of permanent increase in hours and or secondments to provide opportunities to try different roles. Some people have changed their positions and even career direction: for example from an Academic staff member to a Workforce Representative, an appointment of a Student Ambassador through to Intern to a full time permanent employee in Marketing, two Academic staff reaching SASM levels, and a colleague who started as a Custodian with Ara and is now a “Employment Transition Liaison – Maori and Pasifika”.

Ara Council 10 July 2019	Agenda Item	Page 19/ Ara Council/10.34
		Information Item
PUBLIC	Presented by	T Gray/G Nelson

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 30 May 2019.</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	-
RISK IMPLICATIONS FOR ARA	-
RATIONALE FOR EXCLUDING PUBLIC	-

1 Academic Policy

The following academic policies have been reviewed and were approved:

- APP514 Withdrawals, Refunds and Compassionate Consideration
- APP806 Postgraduate Board of Studies membership and Terms of Reference

2 TANZ activity

Deborah Young provided an update from a recent TANZ Academic managers meeting.

- John West, is the new TANZ Products and Services Manager
- Some ITPs reported that they are still encountering some issues in implementing the approved Academic Harmonisation policy changes
- Consistency reviews were proving very time consuming and resource intensive for all ITPs. TANZ are presenting reviews for all e-campus delivery programmes on behalf of each ITP.
- It was reported that Ara had the highest number involved in e-campus with 71 actuals and 51 in the pipeline.

3 Degree Monitoring Reports

A Degree Monitoring reports was received for the following programme:

- Bachelor of Musical Arts

Two staff members were acknowledged for their recognition in the report. The accompanying action plan is to be revised to include evidence of investigation to the assessment research actions, and to be presented at the next Academic Board meeting.

4 Self-Assessment

Degree Monitoring is nearing completion for Semester 1. The centralising of the process has had a positive impact on being able to accurately report on activity and outcomes. It was acknowledged that some refinements to the process will take place before the next round in 2020.

Internal Evaluation Week has been set for 9-13 September 2019. Will Workman has been contracted as the lead evaluator and will be supported by Ara colleagues throughout the week. Identification of possible focus areas is currently being finalised.

5 Research and Knowledge Transfer Committee (RKTC)

A report was tabled outlining research activity in Semester 1, 2019. An area of concern relating to the allocation of research time and the number of approved projects was raised. It was noted that research activity has decreased and is only just above the 50% mark. Given the Ara target is 65%, Academic Board asked for the matter to be referred back to RKTC with appropriate plans and reporting mechanisms put in place.

Ara Council Audit and Risk Committee Minutes

13 June 2019

Minutes of a meeting of the Ara Council Audit and Risk Committee held on Thursday 13 June 2019 at 2.30pm in Room G202, City Campus and via videoconference to Room TA210, Timaru Campus.

Welcome

The Chair opened the meeting welcoming the Committee.

1 Meeting Business

1.1 Attendance

a Voting Members

Michael Rondel (MR) (Chair), Jeremy Boys (JB) via videoconference and Elizabeth Hopkins (EH).

b Non-Voting Members

Tony Gray (TG), Darren Mitchell (DM) via videoconference, Christina Yeates (Minute Secretary).

c In Attendance

Emma Henshall (Finance Manager).

1.2 Apologies

John Hunter (JH).

2 Confirmation of Minutes

2.1 Minutes of Council Audit and Risk Committee meeting of 10 April 2019

*It was **resolved** that the Minutes of the Council Audit and Risk Committee meeting held on 10 April 2019 be approved as a correct record of proceedings at that meeting and be signed by the Chair accordingly.*

E Hopkins/J Boys

Carried

2.2 Business Arising out of the meeting

Nil.

3 Action List

Nil.

4 Public Excluded

2.35pm

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

M Rondel/ J Boys

Carried

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

4.1	Minutes of Meetings of 10 April 2019 – Public Excluded	[s9(2)(i)]
4.2	Business Arising from previous Public Excluded Minutes	[s9(2)(i)]
4.3	RoVE Update	[s9(2)(i)]
4.4	Debrief on the Annual Report and Audit Process	[s9(2)(i)]
4.5	Review of Draft Submission to the MoE re. Manawa Lease	[s9(2)(i)]
4.6	10 Year Model and Assumptions	[s9(2)(i)]
4.7	ANZ Management Report	[s9(2)(i)]
4.8	PwC Procurement Report	[s9(2)(i)]
4.9	Internal Audit Focus and Plans	[s9(2)(i)]
4.10	Risk Management and Risk Register	[s9(2)(i)]

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

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

The Council moved back into open meeting.

There being no further business the meeting closed at 5.00pm.

READ AND CONFIRMED

Chair:

August 2019

Ara Council Campus Redevelopment Committee Minutes

20 May 2019

Minutes of a meeting of the Ara Council Campus Redevelopment Committee held on Monday 20 May 2019 at 1.30pm in Room G202, Te Kei, City Campus.

1 Welcome

The Chair opened the meeting welcoming the Committee.

2 Meeting Business

2.1 Attendance

a Voting Members

John Hunter (JH) (Chair), Stephen Collins (SC), Tony Gray (TG) and Darren Mitchell (DM).

b Non-Voting Members

Nil.

c In Attendance

Colin King (Manager, Project Office) (CK), Grant McPhail (Manager, Facilities) (GM) and Christina Yeates (Minute Secretary).

2.2 Apologies

Janie Annear (JA) and Dave Lang (Project Director/Project Manager) (DL).

3 Disclosure of Conflicts of Interest

Nil.

4 Confirmation of Minutes

4.1 Minutes of Council Campus Redevelopment Committee meeting of 19 March 2019

*It was **resolved** that the Minutes of the Council Campus Redevelopment Committee meeting held on 19 March 2019 be approved as a correct record of proceedings at that meeting and be signed by the Chair accordingly.*

D Mitchell/J Hunter

Carried

4.2 Business Arising out of the meeting

Nil.

5 General Business

Nil.

6 Public Excluded

1.35pm

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

J Hunter

Carried

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

6.1	Minutes of Meetings of 19 March 2019 – Public Excluded	[s9(2)(f),(i),(j)]
6.2	Business Arising from previous Public Excluded Minutes	[s9(2)(i)(j)]
6.3	Project Management Office Capital Works Programme Report	[s9(2)(i)(j)]
	a) Individual Projects Update	
	b) Health and Safety	
6.4	N, S and O Blocks	[s9(2)(i)(j)]
	a) RMP Gateway Process	
	b) Economic Assessment	
	c) Viability of Continued Use	
	d) Project Description for Transition Plan	
6.5	RMP Refresh	[s9(2)(i)(j)]
6.6	Capital Projects Assessment	[s9(2)(i)(j)]
6.7	DL Project Inception	[s9(2)(i)(j)]
6.8	L Block Project Inception	[s9(2)(i)(j)]

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

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

The Council moved back into open meeting.

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

READ AND CONFIRMED

Chair:

2019 Council Work Programme

as at 6 June 2019

Month	Topics	Notified Non-availability
January	Note: No Council Meeting	
	24 REM Committee	J Boys 9 Jan- 5 Feb
February	14 Graduation (Timaru - 2 pm)	
	26 Council Meeting (Christchurch) <ul style="list-style-type: none"> Conflicts of Interest – signed updated register from each member Reconfirm Committee and Trust Memberships Council Documentation Review – Charter/Standing Orders/Statute Board Self-Assessment 2018 End of Year Provisional Financial Report 	
March	13 Council Audit and Risk Committee Meeting	E Hopkins 1-31 March
	19 Council Campus Redevelopment Committee Meeting	
	Chief Executive Remuneration and Performance Review Committee	
	26 Council Meeting (Christchurch)	
	29 Autumn Graduation Ceremonies (9.30 am and 2.30 pm sessions)	
April	10 Council Audit and Risk Committee Meeting	
	30 <ul style="list-style-type: none"> Health and Safety Manager Report Draft Annual Report 2018 Risk Management Framework – Quarterly report 	
May	8 Council Audit and Risk Committee Meeting	
	20 Council Campus Redevelopment Committee Meeting	
	28 Council Meeting (Christchurch) <ul style="list-style-type: none"> Final approval of 2018 Annual Report Report on Affixing of Common Seal Kaiārahi Report Fee Setting 	
	Full Academic Board	
June	13 Council Audit and Risk Committee Meeting	J Hunter 4 June - 7 July T Gray 24-28 June
	17 Chief Executive Remuneration and Performance Review Committee	
	25 Note: no Council Meeting	
July	10 Council Audit and Risk Committee Meeting	M Taite-Pitama - July
	16 Council Campus Redevelopment Committee Meeting	
	10 Council Meeting (Timaru) <ul style="list-style-type: none"> Risk Management Framework - Quarterly Report Pasifika Strategy Report Internationalisation Strategy Report Health and Safety Manager Report Health and Safety Walkabout 	

August	27	Council Workshop (1) (Christchurch) <ul style="list-style-type: none"> ➤ Ensuring Equity in Education ➤ Maori and Pasifika Deep Dive 	
September	11	Council Audit and Risk Committee Meeting	
	17	Council Campus Redevelopment Committee Meeting	
	20	Spring Graduation Ceremony (10am)	
	24	Council Meeting (Christchurch)	<i>T Arseneau – 24 September</i>
October	?	Chief Executive Remuneration and Performance Review Committee	
	29	Council Meeting (Christchurch) <ul style="list-style-type: none"> • Report on Affixing of Common Seal • Risk Management Framework – Quarterly Report • Annual Report 2019 – content/format • Health and Safety Manager Report • Health and Safety Walkabout • Pasifika Strategy Report • Kaiārahi Report 	
November		Full Academic Board	
	13	Council Audit and Risk Committee Meeting	
	19	Council Campus Redevelopment Committee Meeting	
	26	Council Workshop (2) (Christchurch) <ul style="list-style-type: none"> ➤ Young Person's View of the Future ➤ Industry Partners <ul style="list-style-type: none"> • 2019 Budget sign-off 	
December	10	Council Meeting (if required) <ul style="list-style-type: none"> • 2019 Budget – Sign off 	
	4	Council Audit and Risk Committee Meeting	

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

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

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

Media Report May and June 2019

2 May

Tiny Houses Ara students have [built some great-looking tiny houses](#), which are ready for auction.

10 May

Ara alumni and the Court theatre <http://www.ara.ac.nz/news-and-events/news/ara-alumni-rocking-the-court-theatre-stage>

13 May

Practical Learning Tiny houses built by Ara students [will be auctioned on Saturday](#), with proceeds used to fund a field trip to Fiji to work with Habitat for Humanity.

14 May

Ara staff member kayaks in Antarctica <http://www.ara.ac.nz/news-and-events/news/inspiring-others-to-go-exploring-ara-staff-member-kayaks-in-antarctica>

16 May

Engineering a better future <http://www.ara.ac.nz/news-and-events/news/engineering-a-better-future>

Innovative thinking rewarded <http://www.ara.ac.nz/news-and-events/news/innovative-thinking-rewarded>

21 May

Tiny Houses 2 tiny houses built by Ara students were [sold to the same buyer \(Stuff\)](#).

23 May

Midwifery Victoria Uni is joining Otago Poly, Ara, Wintec and AUT by [offering a Bachelor of Midwifery](#).

Student project supports wetland improvement <http://www.ara.ac.nz/news-and-events/news/student-project-supports-wetland-improvement>

South Canterbury sector day <http://www.ara.ac.nz/news-and-events/news/south-canterbury-students-trade-school-for-a-day>

27 May

Hub Ara [opened an innovation hub and co-working space](#) that it has developed with the Ministry of Awesome

28 May

Pearson Ara has [opened a Pearson VUE test centre](#) for a range of exams beyond English.

4 June

Te Reo Ara is [getting good signups from businesses](#) for short te reo Māori programmes.

7 June

ICT Grad Schools TEC has released a 4-page report from Aug 2018 [reviewing ICT Graduate Schools](#). It identified some successes, and slow progress in other areas. Many of the problems came back to the balance between conservatism and innovation in funding and provision.

New Ara scholarship

<http://www.ara.ac.nz/news-and-events/news/new-ara-scholarships-for-netball-mainland>

12 June

Ex graduate makes budget film -<http://www.ara.ac.nz/news-and-events/news/aiming-to-hit-big-time-with-budget-film>

17 June

Ara athletes selected for World University games <http://www.ara.ac.nz/news-and-events/news/aiming-to-hit-big-time-with-budget-film>

19 June

Te Reo [Demand for te reo classes](#) continues to climb, this time at Ara.

NASDA play <http://www.ara.ac.nz/news-and-events/news/earthquakes-in-london-shake-up-nasda-stage>

Hana O'Regan addresses Ara business leader breakfast <http://www.ara.ac.nz/news-and-events/news/inspirational-start-to-the-day>

20 June

Ara...students are [putting on a play](#), and [participated in a food and beverage competition](#).

24 June

Kim Milward Scholarship awarded <http://www.ara.ac.nz/news-and-events/news/inspirational-start-to-the-day>

26 June

YES Ara hosted a [market for Young Enterprise Scheme participants](#).

Form Fashion [Exhibition](#) <http://www.ara.ac.nz/news-and-events/news/be-bold-and-a-little-outrageous>.