



## Ara Institute of Canterbury Council

### AGENDA

**Tuesday 23 June 2026 – 9.00am**

**Room V140, Board Room, Woolston Campus and online [if required]**

**Council Members:** Hugh Lindo [Chair], Michael Rondel [Deputy Chair], Rick Hellings and Andrea Leslie.

*\*Note: Ara Council only time 8.30am to 9.00am and the public meeting commences from 9.00am.*

Item	Subject
<b>1) Meeting Business</b>	<b>1.1 Welcome and Apologies</b>
	<b>1.2 Disclosure of Conflicts of Interest</b>
	<b>1.3 Confirmation of Council Minutes [Public]</b>  Meeting held 26 May 2026 a) Approval of minutes b) Matters arising c) Action List
	<b>1.4 Correspondence</b>
<b>2) For Discussion</b>	<b>MONTHLY REPORT</b>
	<b>2.1 Chief Executive</b> a) Ara Performance Summary b) Financial Performance Summary c) Safety, Health and Wellbeing d) Highlights and Achievements e) Media and Communications
<b>3) For Information/ Discussion</b>	<b>MONTHLY REPORTS</b>
	<b>3.1 Chair [Verbal]</b>  <b>OTHER</b> <b>3.2 Audit and Risk Committee</b>
<b>4) For Information</b>	<b>STANDING ITEMS</b>
	<b>4.1 2026 Council Work Programme</b>
<b>5) General Business</b>	

## ARA PUBLIC EXCLUDED COUNCIL MEETING

*It will be moved that the public be excluded from the meeting.*

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

Item	Subject	Clause
<b>6) Meeting Business</b>	<b>6.1 Confirmation of Council Minutes</b> Public Excluded Meeting held 26 May 2026 a) Approval of minutes b) Matters arising c) Action List  <b>6.2 Correspondence – Public Excluded</b>	[s9(2) (f), (i), (j)]
<b>7) For Discussion</b>	<b>7.1 Chief Executive Monthly Report – Summary</b> a) Educational Performance Indicators and Student Achievement b) Financial Performance c) Strategic Business Priorities d) Safety, Health and Wellbeing  <b>7.2 International Portfolio Opportunities</b>	[s9(2) (f), (i), (j)]
<b>8) For Decision</b>	<b>8.1 Draft Investment Plan 2027-2029</b> <b>8.2 Fee Setting</b>	[s9(2) (f), (i), (j)]
<b>9) For Information</b>	<b>9.1 Chair Monthly Report [Verbal]</b>  <b>Subcommittee Reports</b> <b>9.2 Audit and Risk Committee</b>	[s9(2) (i), (j)]
<b>10) General Business</b>		

### **NOTE: 12-1pm Ara Council Woolston Campus Tour and Health and Safety Walkabout**

*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 sections of the Official Information Act which applies are shown below:*

- *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)**

## 2026 Register of Disclosure of Conflicts of Interest

Records held as of 23 June 2026

### Ara Council Members

<b>Hugh Lindo [Chair]</b>	<ul style="list-style-type: none"> <li>• Simpson Grierson [Partner]</li> </ul>
<b>Michael Rondel [Deputy Chair]</b>	<ul style="list-style-type: none"> <li>• Christchurch City Holdings Ltd [Director]</li> <li>• Environment Canterbury [Independent Chair, Audit and Risk Committee]</li> <li>• Comcare Charitable Trust [Trustee]</li> <li>• Golf New Zealand Inc [Director/Chair]</li> <li>• BDO Christchurch [and related BDO entities] [Director/Partner]</li> </ul>
<b>Richard [Rick] Hellings</b>	<ul style="list-style-type: none"> <li>• Helmac Action and Advisory Ltd [Part owner and Chair]</li> </ul>
<b>Andrea Leslie</b>	<ul style="list-style-type: none"> <li>• South Canterbury Kindergarten Association [Board Member]</li> <li>• Y Central South Island [Board Member]</li> <li>• Food and Fibre PTE Interim Board [Board Member]</li> </ul>

### Ara Council Officers

<b>Darren Mitchell Chief Executive</b>	<ul style="list-style-type: none"> <li>• Ara Foundation [Trustee]</li> <li>• Ōtautahi Education Development Trust [Trustee]</li> <li>• RR Turnbull Family Trust [Trustee]</li> <li>• WorldSkills NZ [Trustee]</li> <li>• Quotezi Ltd [Shareholder and Director]</li> <li>• CAANZ [Member]</li> </ul>
<b>Christina Yeates Council Secretary</b>	Nil



## Ara Council Meeting Minutes

**Tuesday 26 May 2026 – 10.00am  
Room TA210, Timaru Campus**

These are the **minutes** of the meeting of the Ara Council held on 26 May 2026 in Room TA210, Timaru Campus.

### 1. MEETING BUSINESS

The meeting was opened with a mihi from the Council Chair.

#### 1.1. Welcome and Apologies

**Ara Council members present:** Hugh Lindo [Chair], Michael Rondel [Deputy Chair], Rick Hellings and Andrea Leslie.

**Hugh Lindo** acted as chairperson of the meeting.

**Other attendees present:** Darren Mitchell [Chief Executive] and Christina Yeates [Ara Executive Assistant/Council Secretary via Teams].

**Apologies Nil.**

#### 1.2. Disclosure of Conflicts of Interest

a) Nil declarations were recorded for the matters of business for this meeting.

#### 1.3. Confirmation of Council Minutes [Public] – 24 March 2026

[Res#15/260526](#)

*It was **resolved** that the minutes of the meeting of the Ara Council held on 24 March 2026, be approved as a true and accurate record of the proceedings of the meeting.*

*H Lindo/M Rondel  
CARRIED*

**1.4. Matters Arising** Nil raised.

**1.5. Correspondence** Nil received.

## 2. FOR DISCUSSION – Monthly Report

**2.1. CHIEF EXECUTIVE** The report was received and taken as read. Discussion as follows:

- a) **Academic Excellence** – The Academic Research Committee structure, research compliance requirements and collaborative research initiatives were discussed. This included:
  - Clarification on the Rangahau Research and Postgraduate Committee responsibilities ensuring compliance with statutory research obligations for degree programmes.
  - Council were advised that NZQA regulations require the majority of staff in degree programmes to be research active, with specific output expectations and timeframes, and that the committee’s governance is essential for maintaining accreditation.
  - Collaborative efforts between Otago Polytechnic, SIT, and Ara, [OPSITARA] were also discussed, including a jointly run research conference that counts towards formal research outputs, and noting the potential for broader collaboration with other institutions.
- b) **Safety, Health and Wellbeing** – System priorities were discussed, noting that capacity constraints were being managed with current team resources.
- c) **CAPEX update** – Delays were noted due to project timing and strategic holding of some BAU CAPEX pending enrolment trends.
- d) **Seven Strategic Priorities** – Council noted the strong momentum behind these priorities.

## 3. FOR INFORMATION/DISCUSSION

### 3.1. CHAIR REPORT

- a) **Sector Collaboration:** progress is being made with the establishment of an incorporated society to provide a governance forum for polytechnics to facilitate meaningful collaboration as required by the Tertiary Education Strategy, with initial membership expected from all ten polytechnics and invitations to three others. The charter and constitution are currently being finalised.
- b) **Quality Assurance Autonomy:** the ITP sector’s desire to manage its own quality assurance was noted, with reference to the former “ITPQ”. It was further noted that a formal entity is required before the Minister of Education can consider reinstating such a structure. It is possible that the incorporated society referred to above could be that entity.
- c) **Cost and Implementation Considerations:** the need for initial investment to establish the new entity was discussed, the potential long-term savings compared to NZQA fees, and acknowledgement that detailed planning and cost estimation has not yet occurred.

- d) **Timeline and Urgency:** the urgency of establishing the entity by the end of the year to enable it to undertake quality assurance processes for 2027 were noted, while recognising the complexity and capability requirements involved.

### 3.2. COMMON SEAL REPORT

The Ara Council **received** the Common Seal report for the period 1 November 2025 to 26 May 2026 and **noted** its contents.

## 4. FOR INFORMATION – STANDING ITEMS

### 4.1. 2026 Council Work Programme – taken as read. Discussion as follows:

- a) **Meeting Rescheduling:** It was agreed to cancel the October Council meeting and utilise the 27 October date for the Audit and Risk Committee, with the meeting to commence at 9am.
- b) **Stakeholder Engagement Opportunities:** It was agreed that future meetings in Timaru should be leveraged to engage with local stakeholders such as the South Canterbury Chamber of Commerce and the local District Council, to maximise the value of travel and Council presence.
- c) **Alignment with Graduation:** It was agreed to align the Council meeting with the Timaru graduation event in 2027 to reduce travel and make efficient use of Council members' time.

## 5. GENERAL BUSINESS – Nil.

### Closure

There being no further business the Chairperson declared the public section of the meeting closed at 10.30am.

<b>Ara Council 23 June 2026</b>	<b>Agenda Item</b>	<b>2.1</b>
	<b>Discussion Item</b>	
<b>PUBLIC</b>	<b>Presented by</b>	Darren Mitchell

<b>ARA COUNCIL REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	<b>Chief Executive's Report</b>
<b>BACKGROUND AND PURPOSE</b>	To provide the Ara Council with key information and data that are important in Ara's development.
<b>RECOMMENDATION(S)</b>	That the Ara Council <b>Receive</b> the Chief Executive's Report and <b>Note</b> the contents of the report.
<b>LINK TO ARA STRATEGY</b>	<ul style="list-style-type: none"> <li>• Seven Strategic Business Priorities</li> <li>• Vision 2030</li> </ul>
<b>KEY ISSUES IDENTIFIED</b>	-
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	We continue to track favourably to budget on most of the key performance metrics.
<b>RISK IMPLICATIONS FOR ARA</b>	-

# Chief Executive's Report

## Public Meeting

### 1 CE Overview

The focus of this month's report is to provide a quarterly performance overview from the across each of the leadership portfolios.

#### 1.1 Ako Excellence

The Ako Excellence Division made positive progress during the June 2026 quarter across research, academic quality, and kaiako capability. The work programme demonstrates a clear focus on strengthening Ara's academic foundations, improving consistency in programme quality, supporting excellent teaching practice, and aligning research activity with institutional and sector priorities.

In research, the division completed key reporting to support Ara's Investment Plan 2027 and continued to strengthen the institution's research system. Team-based research activity increased significantly, with team research projects rising from 25% to 46% of current research projects. Baseline research data was also recorded across strategic areas including AI, industry and community collaboration, iwi and hapū engagement, applied technology, education, and health. Revised terms of reference were approved for three research governance bodies, supporting clearer oversight and coordination of research activity.

The division also supported early planning for OPSITARA, the annual joint research symposium involving Otago Polytechnic, Southern Institute of Technology, and Ara. Sixteen abstracts were submitted early, and six participants had already accessed professional development funding, enabling better planning and cost management.

In academic excellence, the division contributed to two strategic business priorities: Delivery Modes and the Quality Management System Reset. Work focused on programme redevelopment, micro-credential review, and support for the Built Environments Portfolio audit response. These activities are strengthening consistency, regulatory alignment, and visibility of academic quality risks across Ara.

In kaiako capability, the division continued to support teaching practice through new teacher support, peer observation, digital capability workshops, and the completion of the second Ako Exchange series. The Learning and Teaching Committee met twice during the quarter under its revised terms of reference. Updated Teaching Practice / Kaiako Capability Indicators and Ako Exchange resources were published for staff, supporting shared expectations and ongoing development of teaching practice.

Overall, the Ako Excellence Division is making constructive progress in building Ara's academic quality system, supporting teaching excellence, strengthening research governance, and contributing to strategic delivery priorities.

## 1.2 **Strategy Planning and Performance**

The Strategy, Planning and Performance Division has this past quarter been focused on strategic foundations, learner success, governance, and international engagement for the 2027-2029 Investment Plan period.

- **Division's integrated role:** The Division combines functions such as Strategy, Digital, Admissions, PMO, Complaints, Policy, Privacy, and Marketing, providing systems and intelligence to support Ara's strategic and operational goals.
- **Strategic planning and priorities:** Efforts have centred on strengthening planning for the 2027-2029 Investment Plan, refining Ara's Seven Strategic Business Priorities, and aligning institutional efforts with Vision 2030 and regional needs.
- **Learner Success and Disability Plans:** Significant progress on the Learner Success Plan emphasizes organizational accountability and targeted support for priority learners, while the Disability Action Plan has moved into implementation, both underpinning equitable participation and achievement.
- **Engagement with national agencies:** The Division has coordinated Ara's interactions with TEC, Education New Zealand, and Immigration New Zealand, addressing investment planning, funding, international recruitment challenges, and visa processing impacts.
- **Internationalisation and market development:** Strategic work includes transnational education planning, market research focused on China, India, Sri Lanka, and articulating Christchurch and Canterbury as distinctive international destinations.
- **Admissions, enrolments, and marketing:** Enhanced visibility of learner pipelines supports recruitment and enrolment alignment, while marketing efforts reinforce Ara's positioning as Canterbury's leading vocational education provider domestically and internationally.
- **Programme viability and project management:** The Programme Viability and Strategic Analysis framework guides portfolio sustainability and development, complemented by PMO support ensuring strategic initiatives are connected to institutional priorities.
- **Governance, digital, policy, privacy, and complaints:** Continued maturation of governance and assurance includes digital governance, cyber resilience, policy refinement, privacy practices, and complaints management, strengthening institutional confidence and compliance.

## 1.3 **Equity and Akonga Success**

Ara continued to make strong progress during the quarter in strengthening learner wellbeing, accessibility, learner support and success. During this period there has been a clear shift from planning into implementation, supported by measurable improvements in priority learner monitoring, disabled ākonga participation, learner support activity and student voice. These developments provide positive assurance that Ara is continuing to mature its institutional approach to learner success and equity of outcomes.

Performance indicators are encouraging. Q1 attendance for priority learner groups exceeded target across Dual Enrolment, Youth Guarantee, and Māori and Pacific Trade Training cohorts, with reported attendance of 87.9%, 80.2% and 81.9% respectively. Disabled ākonga self-identification has also increased over time, rising from 22.5% in 2024 to 26.1% in 2025 and 27.6% in 2026. This indicates growing learner confidence to disclose support needs and improved institutional visibility of accessibility requirements.

Operational evidence also points to stronger learner support systems. Disability Services supported 890 exams in 2025, while student voice mechanisms have been strengthened through the establishment of a nine-member Student Council, including equity-focused representation, which has already met four times. These indicators demonstrate that Ara is strengthening both access to support and the formal mechanisms through which learners can influence improvement activity.

Ara is improving the use of data, learner feedback and targeted support to identify needs earlier, respond more consistently and strengthen learner success across campuses and delivery modes. The next phase will focus on embedding the Disability Action Plan, progressing the Learner Success Plan for the 2027-2029 Investment Plan period, and sustaining measurable improvement in learner engagement, accessibility, wellbeing and outcomes.

#### **1.4 People and Culture**

A major focus of the quarter is collective employment agreement activity. Five collective employment agreements are currently at different stages of bargaining, settlement, or sector consideration: TIASA, AASC, TEU, Etū, and the Early Childhood Education Collective Agreement. Two agreements expired on 31 December 2025, one expired on 31 March 2026, and one, the Etū settlement, has been renewed this year.

Investment in organisational capability development continues with a focus on mid-tier positions. The Te Kāhui Arataki leadership programme is a 13-month applied leadership programme designed to strengthen collective leadership, decision-making, accountability, and cross-organisational collaboration. It builds on the foundation of Kāhui Manukura and is positioned as a strategic capability investment to support Ara's organisational priorities and the delivery of Vision 2030.

Several compliance-related learning and workforce capability initiatives are underway. The refreshed cybersecurity module is being developed in partnership with ICT. The Simply Privacy module has been integrated into Moodle and is ready for release as part of Ara's compulsory learning suite, with completion reporting available to support monitoring. A refreshed kaimahi orientation session was delivered on 25 May 2026 to approximately 14 participants, with participant feedback to inform further refinements. A child protection training module is also in development, alongside a draft business case to strengthen training, recording, and compliance arrangements.

## 1.5 **Māori Akonga Success**

Positive progress continues in strengthening Ara’s conditions for Māori learners to come, stay and succeed as Māori, with activity focused on learner pathways, partner engagement, staff capability, Tiriti-led practice, graduation and public-facing communications.

Key activity included sustained engagement with Tokona te Raki, He Toki Māori Trades Training and Pūhoro STEM, and support for the National Māori Student Nurses Hui-ā-Tau. These activities strengthened Māori learner pathways, partner relationships and the visibility of culturally grounded health education.

Timaru graduation was a significant community-facing highlight. Of the 82 graduands registered to attend, 24 were Māori, representing approximately 29%. Māori graduands completed qualifications across Nursing, Health and Wellbeing, Construction, Automotive, Te Reo Māori, Digital Media and Design. Eligible Te Reo Māori graduates included 18 at Level 2 and 35 at Level 3.

Performance indicators show positive movement. In 2025, Māori participation reached 16.3%, up 0.2 percentage points; Māori learner satisfaction reached 85.1%, up 2.1 points and above the all-learner result of 83.7%; and Māori successful course completion reached 84.0%, up 3.3 points. Year-to-date 2026 data shows 1,317 Māori ākonga enrolled, representing 17% of total enrolled ākonga.

Health Practice also shows positive momentum, with Māori participation increasing from 12.0% to 12.4%, satisfaction from 76.0% to 78.3%, and successful course completion from 94.7% to 96.3% between 2024 and 2025.

Progress continues in building staff capability and organisational practice, including induction support for new kaimahi, application of Te Korekoreka, progression of the Te Reo Māori Style Guide and translations, and a pilot approach to Te Tiriti integration.

Communications reach also increased. Nursing Hui content generated 10,300 total views and 3,400 unique viewers, a 190% year-on-year increase in views, with 8,106 views from non-followers.

Tiriti capability-building continued, with 36 staff attending Treaty Education Workshops in 2024, 29 in 2025 and 9 in 2026 to date. “Honouring the Treaty” implementation workshops had 52 attendees in 2025 and 12 in 2026 to date, while 30 participants registered for two Te Tiriti o Waitangi Community of Practice sessions in May 2026.

In summary that has been positive direction across Māori participation, satisfaction, course completion, partner engagement, staff capability and public visibility of Māori achievement. Future reporting should strengthen evidence of reach and impact, including event participation, learner voice themes, partner engagement, uptake of Māori capability resources, and how Te Tiriti integration is influencing programme review and decision-making.

## 1.6 **Pacific Akonga Success**

Work completed during the period has focused on the following areas

- **Pacific learner voice strengthened:** PISA representation continued through the Pacific Advisory Group and Ara Student Council, supporting direct Pacific learner input into Ara decision making.

- **Community partnership maintained:** the Pacific Advisory Group, SPACPAC Collective, Samoa Ministers Fraternal, and other partners continued to connect Ara with Pacific learners, families, churches, schools, and community leaders.
- **Pathways activity delivered:** Ara supported regional Pacific events including Canterbury Polyfest, the Pacific Careers Expo, Academic Excellence Awards, and Pacific speech competitions.
- **Wellbeing support expanded:** the Mapu Maia partnership was formalised to provide free, culturally grounded counselling support for Pacific learners and their aiga through the Pacific Hub.
- **Industry and graduate connections developed:** work continued through the Pacific Trades Training Governance Group and the emerging Pacific alumni network to strengthen employment pathways, mentoring, and graduate contribution.

The work completed during the period has strengthened the ecosystem around Pacific learners. Pacific learner voice is now more visible in institutional forums; community partners are providing stronger outreach and trust-based connection; and culturally grounded wellbeing support is more accessible through the Pacific Hub.

The reach of the work is significant. Canterbury Polyfest attracts more than 20,000 attendees and around 2,000 Pacific student performers; the Pacific Careers Expo engages around 600 Pacific learners; and the Academic Excellence Awards celebrate more than 120 high-achieving students. These platforms strengthen aspiration, identity, transition, and visibility of tertiary pathways.

The work is also sharpening Ara's future focus. The immediate impact is stronger connection, visibility, and support. The intended medium-term impact is improved Pacific learner retention, completion, progression, employment, and alumni contribution.

Pacific peoples are a young and growing part of the Canterbury community: 12,381 Pacific people in Canterbury identify as being under 25, and Pacific peoples make up 3.7% of the Canterbury regional population. Nationally, Pacific peoples have a median age of 24.9 years, compared with 38.1 years for the total New Zealand population, reinforcing the importance of education pathways that support young Pacific people into qualifications, employment, leadership, and community contribution.

## **1.7 Faculty of Applied Technology**

This quarter has delivered progress across several key areas of faculty activity, reflecting a continued focus on academic quality, stakeholder engagement, and learner outcomes.

Engagement across the Trades portfolios has also strengthened during the quarter, supporting improved alignment, clearer communication, and a more consistent understanding of expectations following recent organisational change. Ongoing discussions with staff have helped reinforce faculty direction, surface operational issues earlier, and support a more connected approach to leadership and delivery. This has been particularly important in portfolios where change fatigue, operational complexity, or competing pressures have previously created some fragmentation.

Academic governance has continued to strengthen through more deliberate use of programme evaluation processes, improved oversight through Boards of Studies, and greater focus on evidence-informed self-assessment. These mechanisms are supporting more robust scrutiny of programme performance, academic quality, and learner outcomes, while also ensuring issues are identified

earlier and addressed more systematically. In the Built Environment portfolio in particular, audit activity has provided a valuable catalyst for targeted improvement work, helping to sharpen documentation, strengthen consistency of practice, and reinforce accountability for quality assurance requirements.

Programme renewal and development activity has also continued across the faculty, with a clear emphasis on maintaining industry relevance and ensuring provision remains responsive to workforce needs. This includes ongoing review of programme viability, delivery models, and curriculum relevance, alongside efforts to position offerings so they remain attractive to learners and aligned to employer demand. This work is increasingly important in a changing vocational environment, where programme sustainability depends not only on quality and educational value, but also on responsiveness, scale, and clear labour market connection and outcomes.

More broadly, ongoing industry engagement and a sustained focus on learner success continue to reinforce the faculty's reputation for applied, industry-aligned education. Relationships with employers, industry representatives, and external partners remain central to ensuring teaching is relevant, pathways are credible, and graduates are well prepared for employment or further study. This has been evidenced by the increase in industry focus groups, industry related events and increased learner placement in work experience. At the same time, the faculty's commitment to supporting learner achievement remains a core strength, underpinning both educational quality and the confidence that stakeholders place in its provision.

## **1.8 Faculty of Culture and Services**

The faculty continues to deliver industry-aligned, practice-based education across all portfolios, with strong external engagement through live productions, public performances, residencies, and community-facing delivery. Hospitality and cookery provision in Timaru maintained active engagement through student-led commercial activity, while Creative, Design, Broadcasting and NASDA programmes sustained connections with industry, alumni and audiences.

Creative and Media programmes have continued structured engagement with industry advisory groups and alumni as part of programme redevelopment, ensuring ongoing relevance and alignment with employment outcomes.

Key highlights across the period include:

- National recognition of Broadcasting graduates, including Annabel Kean's film *The Weed Eaters* screening nationally, and the awarding of an RNZ journalism scholarship to the New Zealand Broadcasting School.
- Launch of *The Sauce* radio station, led by second-year broadcasting students.
- Hospitality student-led mini-market day in Timaru, delivering authentic learning and community contribution.
- Artist-in-residence programme within the Design School, strengthening staff capability and industry connection.
- NASDA production season successfully launched, alongside national recognition of student achievement through the FAME Trust Emerging Practitioner Award.
- Continued external profiling of staff and students through national media.

High levels of industry engagement and public-facing activity continue to strengthen programme relevance, enhance learner employability, and maintain Ara's profile within the community and creative sectors.

The faculty remains focused on:

- Supporting staff and learners through programme changes
- Maintaining enrolment momentum into Semester 2 and 2027
- Strengthening financial performance through disciplined portfolio management
- Continuing industry engagement to ensure programme relevance and quality

### **1.9 Faculty of Health, Science, and Sustainability**

The Faculty of Health, Science and Sustainability convened its inaugural quarterly **Board of Studies** meeting (13 May 2026), establishing a formal governance forum to strengthen academic oversight, programme performance monitoring, and quality assurance across the faculty. The meeting focused on confirming terms of reference, clarifying reporting structures, and progressing priority workstreams including assessment and results moderation, academic integrity, research activity, and work-integrated learning. This inaugural meeting marks a significant step in embedding a cohesive, faculty-wide approach to academic governance, supporting consistent standards and evidence-based decision-making aligned with institutional and regulatory expectations.

The **Te Papa Hauora Health Precinct Collaboration Agreement** between Ara Institute of Canterbury, Health New Zealand, the University of Canterbury, and the University of Otago has been formally resigned, reflecting updated Advisory Council membership and a refreshed strategic focus. The renewed agreement ensures the ongoing currency of the partnership, seven years since the previous MOU, and reaffirms a shared commitment to advancing health-related education, research, and innovation across Canterbury through coordinated collaboration with the wider health ecosystem, iwi and hapū, and community stakeholders. Te Papa Hauora continues to prioritise improved health and wellbeing outcomes, with a strengthened emphasis on equity and supporting the aspirations of Māori and Pacific communities.

Dr Claire Minton has been formally appointed as the Faculty's incoming **Head of Nursing**, a capstone leadership role within the Faculty and a key position in maintaining Ara's institutional relationship with the Nursing Council of New Zealand. Dr Minton brings extensive experience as an academic leader, researcher, and nursing practitioner, alongside strong professional networks that will support the ongoing development of the Nursing portfolio. She will formally commence in the role on 29 June 2026.

Ara Institute of Canterbury hosted the **Hui ā Tau mō Ngā Ākonga Neehi Māori (National Māori Student Nurses Hui)**, bringing together 180 Māori nursing ākonga, educators, and sector leaders from across Aotearoa. The hui reinforced the importance of culturally grounded education and practice, with a strong focus on identity, whakapapa, and culturally safe healthcare, alongside the launch of Ara's refreshed Bachelor of Nursing programme with strengthened commitments to Te Tiriti o Waitangi and indigenised curriculum content. The event reflects Ara's ongoing commitment to supporting Māori student success, strengthening pathways into the nursing workforce, and contributing to more equitable health outcomes for Māori and Pasifika communities.

## Significant Achievements.

- **King's Honours 2026:** Irihapeti Bullmore, a faculty kaimahi in our Nursing portfolio contributing to the development and delivery of our new Puahou Tapuhi o Aotearoa Bachelor of Nursing, has been appointed a **Member of the New Zealand Order of Merit (MNZM)** in recognition of her services to seniors' health, particularly Māori. This honour acknowledges her longstanding contribution to culturally grounded models of care, including initiatives that integrate tikanga, whānau-centred approaches, and community-led health innovation to improve outcomes for kaumātua. Her recognition reflects both her national impact on Māori health and her ongoing contribution to shaping the next generation of nurses at Ara.
- Three Ara enrolled nursing ākonga were recognised at the **2026 Kim Milward Awards** (25 May 2026), marking academic excellence, clinical capability, and compassionate care as they completed their programme and prepared for state finals. The recipients – Renee Ashworth (Academic Excellence), Myra Lam (Clinical Excellence), and Destiny Clarke (Excellence in Compassion) – were acknowledged for their professionalism, resilience, leadership, and commitment to high-quality, patient-centred practice. The awards honour the legacy of Kim Milward and recognise ākonga who exemplify the standards and values central to the enrolled nursing profession.

## 2 Ara Performance Summary – as at 10 June 2026

Application Summary		Current year compared to				Last year <span style="font-size: small;">v</span>	
Tracking measure including:							
Pre App Closed	Pre App	Active App	Unsuccessful App	Converted App	Re-enrolm... and Other		
<b>Ara Overall</b>	Est. req. Apps (Full Year)	Last year (Full Year)	Current Tracking	Last year Tracking	Req. EFTS Growth	Actual YTD App Growth	
	<b>28,082</b>	<b>27,031</b>	<b>25,115</b>	<b>23,641</b>	<b>3.9%</b>	<b>6.2%</b>	
International/Domestic							
International	5,416	4,366	6,054	4,014	24.0%	50.8%	
Domestic	23,155	22,665	19,063	19,630	2.2%	-2.9%	

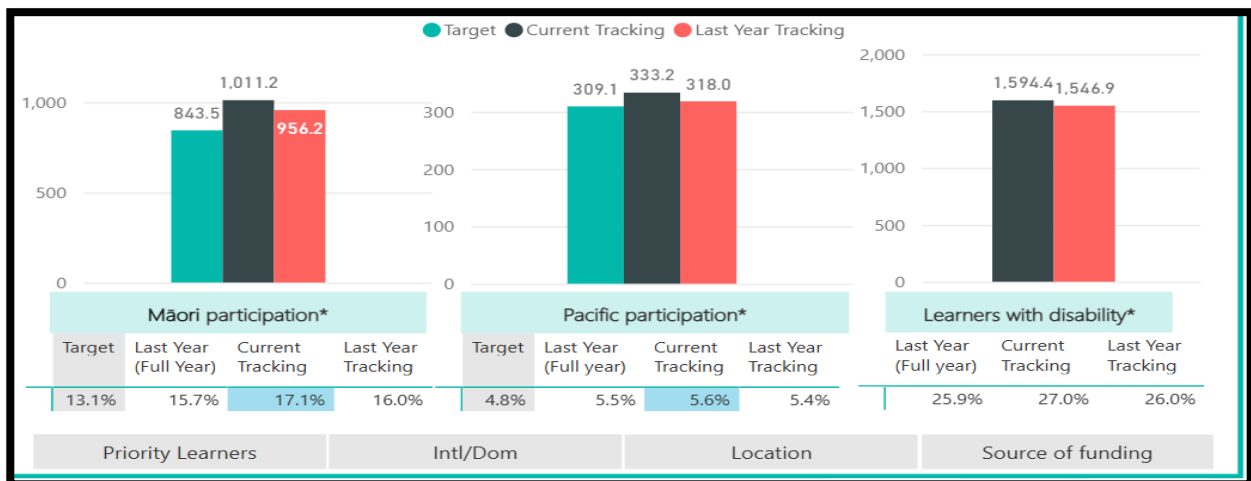
### ENROLMENT SUMMARY (EFTS)

<b>Ara Overall</b>	Target (Full year)	Last year (Full Year)	Current Tracking	Last year Tracking	Req. Growth	Actual YTD Growth	
	<b>7,109.3</b>	<b>6,843.4</b>	<b>6,423.3</b>	<b>6,388.9</b>	<b>3.9%</b>	<b>0.5%</b>	

### ENROLMENT BY LOCATION (EFTS)

Location						
⊕ All Other	6,787.0	6,481.5	6,139.8	6,042.0	4.7%	1.6%
⊕ South Canter...	322.3	361.9	283.5	346.9	-10.9%	-18.3%

### PRIORITY LEARNER PARTICIPATION



### 3 Financial Performance

#### Executive Financial Summary as at 31 May 2026

<b>% of EFTS budget enrolled</b>	<b>75%</b>	75% of the 2026 EFTS budget has been enrolled at month end compared with 77% of the final 2025 EFTS at the same point last year.
<b>YTD EBITDA</b>	<b>\$2.4m</b>	Year-to-date EBITDA is \$2.4m, which is \$3.0m favourable to budget and \$0.6m ahead of the prior month EBITDA of \$3.9m. This favourable variance largely reflects timing of expenditure and is expected to moderate as the year progresses. A year-end surplus of \$1.5m is currently forecast.
<b>YTD Total Revenue</b>	<b>\$55.5m</b>	Year-to-date revenue is \$55.5m, which is \$0.2m below the budget of \$55.7m. The prior month revenue was \$0.2m above budget. This variance aligns with forecast expectations, with revenue anticipated to remain behind budget due to lower EFTS enrolments.
<b>YTD Total Personnel Exp [ex annual leave impact]</b>	<b>\$35.8m</b>	Year-to-date personnel costs (excluding the net annual leave impact) are \$35.8m, which is \$0.2m below the budget of \$36.0m. Teaching costs are currently above budget, offset by lower Non-Teaching expenditure. Teaching costs will continue to be actively managed to ensure overall expenditure remains within budget.
<b>YTD Net Surplus / (Deficit)</b>	<b>\$2.8m</b>	The net surplus for the year-to-date is \$2.8m, which is \$2.7m favourable to the budgeted surplus of \$0.1m. The prior month variance was \$3.7m favourable. This position reflects higher revenue earlier in the year and lower operating expenditure, with expenditure currently tracking below budget. Given EFTS are below budget, a continued focus on achieving savings in variable costs, including discretionary operating expenditure, is expected.
<b>Cash</b>	<b>\$96.7m</b>	Current Cash Position is \$96.7m. This has decreased by -\$1.7m from the prior month.
<b>Cash Cover</b>	<b>9.5 months</b>	Measures ability to meet costs in absence of funding. TEC benchmark is minimum two months.
<b>11YTD Capex</b>	<b>\$4.3m</b>	Capex commitments year-to-date are \$4.3m against a full year budget of \$16.6m.

## 4 Safety, Health and Wellbeing

### 4.1 Overall SHW Performance and Key Themes

- a Overall SHW performance was steady this period, with good progress across most areas of the operational plan despite ongoing capacity constraints. Three of the four strategic priorities are tracking green, with Effective Systems remaining amber due to slower progress on core system and assurance work.
- b A key theme this period is the need to strengthen assurance over critical risks and verify that controls are working in practice. In response, the workplace inspection process has been strengthened so that higher-risk areas, including workshops and laboratories, require formal corrective action plans signed off by line management and tracked through SafePlace.
- c Most reported events this period were low-level operational issues, safety observations and minor injuries. Common themes included facilities and environmental issues, slips, trips and falls, and risks linked to practical training and off-site activity. We continue with development of Ara's approach to occupational violence and aggression.
- d There are also encouraging signs of improvement. SafePlace engagement work is progressing, clearer ownership of incident and event actions is being embedded, traffic management improvements are underway at Woolston, and wellbeing activity has continued through workshops, the influenza vaccination programme, and exploration of digital self-service supports. Recruitment into the SHW team has also been completed, which should improve delivery capacity and enable faster progress on priority workstreams in the next period.

### 4.2 Progress this period

- a **SHW Governance Committees Capability:** The Health Safety Wellbeing Leadership Group Terms of Reference have been drafted following approval of Ara's new SHW Policy and Roles, Responsibilities and Accountabilities Guideline.
- b **Wellbeing and Safety Events:** Ara recorded 97 unique health, safety and wellbeing reports involving both ākongā and kaimahi during the reporting period. These included minor operational events (47), safety observations (20), minor injuries (11), and student wellbeing and behaviour matters (17). Most operational events reflected proactive issue identification, while safety observations mainly related to environmental and facilities issues. Minor injuries were managed by first aiders and the Health Centre, and student wellbeing and behavioural matters were addressed by tutors and Learning Support teams.

Key themes across the reporting streams included:

- i **Minor incidents:** These made up most of the events register, with slips, trips and falls the most common type. Key patterns included:
  - **Heating/environmental issues** emerged as a recurring theme, with multiple reports of cold temperatures affecting learning environments (D Block boiler failures, lack of heating across City campus). As heating systems across our

campuses are 'winterised', a period of adjustment and calibration is normal and expected.

- **Student placement incidents** represented a significant portion of events, including a needlestick injury and patient-related confrontations.
  - **Off-site activities** generated several incidents, including two students fainting during an SPCA facility tour, one resulting in cracked ribs to another student who caught her.
  - **Near misses** included a steel door falling off a container at the Woolston campus and a man being arrested outside Kahukura.
- ii **Safety observations:** Most (17 of 20) were classified as unsafe conditions and mainly related to minor building maintenance and environmental issues, which Facilities Management has addressed or is addressing.
- **Speeding vehicles and traffic management** on campus environments is current focus, particularly at Woolston campus. In response to reports of unsafe behaviour and practice local leadership and management are implementing additional controls to reduce risk and correct behaviours.
- c **SafePlace:** Options are being explored to improve Ara's SafePlace system which includes a bespoke reporting Workflow addressing Child Protection
- d **The Health and Safety Working Group:** has set its 2026 objectives, with a focus on supporting Safety, Health and Wellbeing in reviewing policies, procedures, and guidelines that need updating and reviewing the group's Terms of Reference.
- e **Equity and Ākonga Success Division Health and Safety Committee:** This newly established group, which includes representatives from Library, Learning Services, Pastoral Support and accommodation (Ōtautahi House), held its first meeting on 19 May 2026.

### 4.3 Forward Look

Key priorities for the next reporting period:

- a Embed new team capacity and confirm delivery priorities
- b Strengthen critical risk oversight and assurance
- c Progress system and reporting improvements
- d Advance priority prevention and wellbeing (POVA) work.

## 5 Highlights and Achievements

### 5.1 Faculty of Culture and Services

- a We were excited to hear that Tony McCaffrey's project has been accepted for the **PQ Performance Space** section of **Prague Quadrennial 2027**.



- b An Ara ākonga, Fatima, was featured in a NZ Herald film (Frank Film - South Island Stories Episode 3: Fatima: A refugee's journey). There is a very positive reference to Ara and an appearance by one of our kaiako from around five minutes 35 secs <https://youtu.be/1aKNEWWfyM4?si=hshUgd4DzB7tsAJr>
- c A short article has been written for the Ara Timaru Newsletter by Linda McLellan, highlighting our Level 3 Pre-Health learners. It aligns well with Ara's seven strategic business priorities, particularly around delivery modes (flexible, modular) and the 2030 Vision for Foundation and Pathway education.
- d This semester we took a fresh approach to how we delivered the Pre-Health Level 3 programme. Some classes were delivered via Teams, connecting our Christchurch class with learners in Timaru. While there were a few initial teething issues, this approach has been a real positive for the group, giving them the opportunity to continue their studies in a flexible and innovative way. It has also created opportunities for stronger connections across sites, with the tutor visiting the ākonga in person, and plans in place to bring both groups together in Christchurch for the Level 3 Celebration on 1 July 2026.

## 6 Media and Communications

### 6.1 Media engagement and coverage

May was a strong month for Ara's media presence, with positive sentiment across all coverage and a sustained focus on Māori and Pacific achievement, research, ākongā success and organisational appointments. The month also saw proactive media work begin to pay off, with pitched stories resulting in print coverage in Timaru and ongoing relationship-building with key Canterbury journalists ahead of the Strategic Business Priority 5 campaign launch in July.

- Media mentions 22
- Media releases issued 3
- Proactive media contacts 5
- Total media engagements 9

#### Coverage highlights:

- **The Press:** [feature on Māori nursing students welcoming support](#) and **Tahu News:** [video of Hui ā Tau mō Ngā Ākongā Neehi Māori](#) (National Māori Student Nurses Hui)
- **New Zealand Doctor:** [Ara Institute of Canterbury appoints new Head of Nursing](#)
- **The Press:** [Ara student plays with Cassie Henderson at Once in a Lifetime concert](#)

### 6.2 Website

Fourteen website stories were published. Content continues to be developed with both external reputation and internal pride in mind, in direct service of the Strategic Business Priority 5 programme.

- [Ara kaimahi bring passion, pride and purpose to kapa haka regionals](#) (490 views)
- [National hui returns to birthplace of cultural safety in nursing education](#) (894)
- [Ara graduates take top honours in Ōtautahi Christchurch architecture competition](#) (894)
- [Connecting the dots: how one Ara student is building a sustainability career through community](#) (380)
- [Real-world learning on the menu at Ara Timaru mini-market day](#) (322)
- [Ara Institute of Canterbury appoints new Head of Nursing \(Dr Claire Minton\)](#) (328)
- [As youth job market tightens, Ara opens mid-year door for study](#) (141)
- [MAINZ finds its rhythm at Ara](#) (393)
- [From humble beginnings: Annabel Kean's break-through movie](#) (200)
- [Three enrolled nursing ākongā recognised with Kim Milward awards](#) (337)
- [Ara jazz tutor set to perform following AMA nod](#) (277)
- Spotlight on research profile featuring [Gus Walkden](#) (226).

### 6.3 LinkedIn

Twenty posts were published. Ara's LinkedIn following reached 17,857 by month-end, an increase of 272 followers over 30 days. The 206% impression increase in the final week of May reflects both the volume of content published and its resonance with a professional audience, an early indicator of the external reach the Priority 5 campaign is designed to build on.

## 6.4 Visual highlights



Reo Māori kaiako Te Kurawhiti Hitchens speaks to MAINZ students about engaging with Māori artists



Music tutor Darren Pickering was a top three finalist for Te Manu Taki Tautito o Te Tau (Best Jazz Artist in the 2026 Aotearoa Music Awards)



Reo Māori kaiako and writer Amiria Stirling launches new children's book - Ngā Ngeru



Ara kaimahi and ākonga welcome manuhiri for Hui ā Tau mō Ngā Ākonga Neehi Māori (National Māori Student Nurses Hui)

# Ara Council

## Audit and Risk Committee Minutes

### 3 June 2026

Minutes of a meeting of the Ara Council Audit and Risk Committee held on Wednesday 3 June 2026 at 2.00 pm in the Council Room G202, City Campus and via Teams.

#### 1 Welcome and Attendance

The Chair opened the meeting and welcomed all members.

##### 1.1 Present

###### a Voting Members

Michael Rondel [Chair], Rick Hellings and Andrea Leslie [online].

###### b Non-Voting Members

Darren Mitchell [DM – Chief Executive], Tilly Mckay [TM – Chief Financial Officer] and Gay Hinton [GH – Minute Secretary].

###### c In Attendance

Tim Maxwell [TM – Manager, Projects and Strategic Initiatives]

##### 1.2 Apologies

Hugh Lindo (UK).

#### 2 Confirmation of Minutes

##### 2.1 Minutes of Council Audit and Risk Committee Meeting – 5 March 2026

*It was **resolved** that the minutes of the Audit and Risk Committee meeting held on Thursday 5 March 2026 be approved as a true and accurate record of the proceedings of the meeting.*

*R Hellings/A Leslie*

*Carried*

##### 2.2 Action List

###### a Action #1 – Terms of Reference Revisions

At the March ARC meeting it was agreed to circulate the revised terms of reference for approval via flying minute. The revisions are detailed below:

- i The ARC Chair should be elected at the first meeting of each year and the subcommittee membership should be reaffirmed at the same time.
- ii Remove 2.1d referring to the “Committee appointments being approved by full Council upon recommendation of the nominating committee”.

iii Appendix A – Functions

- Amend to include Council as the approving body for negotiating and approving the details of the engagement of the external and internal auditors.
- Risk Management – remove the job title attributed to the quarterly reporting.

*It was **resolved** by flying minute dated 1 April 2026 that the Ara Council Audit and Risk Committee **approve** the revised terms of reference.*

b **Action #2 – Work Schedule 2026**

Work Schedule 2026 to be drafted by Darren Mitchell and circulated outside of the meeting schedule.

**3 Work Schedule 2026**

To support preparing the draft 2026 Work Schedule, the Committee discussed areas of focus to be included:

- Longer term financial strategy discussion
- Timaru campus master plan refresh, including opportunities for promotion and profiling the Timaru campus, particularly the trades facilities
- Capital Asset Management Plan and associated financial implications – maximising the return on capital expenditure
- Cybersecurity – regular updates

**4 Public Excluded**

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

M Rondel

Carried

*It was further **resolved** that Tim Maxwell, Manager, Projects and Strategic Initiatives remain for the relevant items of the agenda in the public excluded section of the meeting.*

M Rondel

Carried

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

4.1	Minutes of the Meeting held on 5 March 2026	s9(2)(i)
4.2	Risk Report and Register	s9(2)(i)
4.3	Cybersecurity	s9(2)(i)
4.4	Holidays Act Remediation Project - Update	s9(2)(i)
4.5	Academic Quality Assurance - Update	s9(2)(i)
4.6	Internal Audit Work Plan	s9(2)(i)
4.7	L Block Project - Update	s9(2)(i)
4.8	Treasury Performance Report	s9(2)(i)
4.9	Insurance Collective Programme Renewal	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:

- *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

At the conclusion of the Public Excluded section of the meeting, the Committee moved back into open meeting.

There being no further business the meeting closed at 3.36 pm.

**READ AND CONFIRMED**

Chair: .....

Date: .....

### Audit and Risk Committee Minutes [Public] – Action List as of 3 June 2026

Action Number	Date	Agenda Item	Topic	Action	Responsibility	Status	Due
2	5 March 2026	5.1	Work Schedule 2026	Work programme to be drafted for ongoing assurance and circulate via email, outside of the meeting cycle.	DM	Pending	

# Ara Council Meeting Schedule - Work Programme 2026

**as at 26 May 2026**

Month	Topics	Notified Non-availability
February	4 <b>Induction and Strategy Day</b>	
	18 Ara Whakatau Semester One – Woolston	
	19 Academic Committee	
	24 <b>Council Meeting (Christchurch)</b>	
March	4 Ara Whakatau Semester One – City	
	5 Audit and Risk Committee	
	11 Ara Whakatau Semester One – Timaru	
	13 <b>Autumn Graduation (Christchurch)</b>	
	18 Ara Whakatau Semester One – Manawa	
	24 <b>Council Meeting (Christchurch)</b> <ul style="list-style-type: none"> <li>• Quarterly TKM Reports</li> <li>• Health and Safety Walkabout</li> <li>• Academic Committee Quarterly Report</li> </ul>	
26 Academic Committee		
April	28 <b>Council Meeting [Christchurch]</b> <ul style="list-style-type: none"> <li>• STRATEGY TOPIC</li> </ul>	CE 8/4 to 27/4
	30 <b>Timaru Graduation</b>	
May	7 Academic Committee	Chair 28/5 to 20/6
	26 <b>Council Meeting (Timaru)</b> <ul style="list-style-type: none"> <li>• Report on Affixing of Common Seal</li> <li>• Campus Tour and Health and Safety Walkabout [Timaru]</li> </ul>	
June	? Remuneration Committee	Chair 28/5 to 20/6
	3 Audit and Risk Committee	
	18 Academic Committee	
	23 <b>Council Meeting (Woolston)</b> <ul style="list-style-type: none"> <li>• Draft Investment Plan 2027-2029</li> <li>• Quarterly TKM Reports</li> <li>• Health and Safety Walkabout</li> </ul>	
July	22 Ara Whakatau Semester Two – City	
	23 Academic Committee	
	28 <b>Council Meeting (Christchurch)</b> <ul style="list-style-type: none"> <li>• Fee Setting</li> <li>• Academic Committee Quarterly Report</li> </ul>	
	29 Ara Whakatau Semester Two – Timaru	
August	11 Ara Whakatau Semester Two – Woolston	
	12 Ara Whakatau Semester Two – Manawa	
	25 <b>Council Meeting (Christchurch)</b> <ul style="list-style-type: none"> <li>• STRATEGY TOPIC</li> </ul>	
	27 Academic Committee	
September	2 Audit and Risk Committee	
	17 <b>Spring Graduation (Christchurch)</b>	

	22	<b>Council Meeting (Christchurch)</b> <ul style="list-style-type: none"> <li>• 2027 Budget Sign Off</li> <li>• Quarterly TKM Reports</li> <li>• Ōtautahi House Site Visit / Health and Safety Walkabout</li> </ul>	
October	15	Academic Committee	
	27	<b>Audit and Risk Committee</b> <ul style="list-style-type: none"> <li>• Annual Report 2025 – content/format</li> </ul>	
November	?	Remuneration Committee	
	19	Academic Committee	
	24	<b>Council Meeting (Christchurch)</b> <ul style="list-style-type: none"> <li>• Planning 2027</li> <li>• Report on Affixing of Common Seal</li> <li>• Academic Committee Quarterly Report</li> </ul>	
December	8	<b>Council Meeting (Christchurch) (if required)</b>	

**Ara Council meeting timings**

8.30am – 9.00am Council only time

9.00am – 12pm Council meeting

**Ara Council and Committee meeting venues**

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

Timaru – Room TA210, Board Room, Timaru Campus

Woolston – Room V140, Board Room, Woolston Campus

Waitangi Day – Observed Friday 6 February  
Otago Anniversary – Mon 23 March (Oamaru campus closed)  
Good Friday – Fri 3 April  
Easter Monday – Mon 6 April  
Easter Tuesday – Tues 7 April  
ANZAC Day observance – Observed Mon 27 April  
King’s Birthday – Mon 1 June  
Matariki – Friday 10 July  
South Canterbury Anniversary Day (Timaru campus closed) – Mon 28 September  
Labour Day – Mon 26 October  
Canterbury Anniversary/Show Day (Christchurch campuses closed) – Fri 13 November