



**Ara Institute of Canterbury Limited**  
 (the Company)  
**MEETING OF THE BOARD OF DIRECTORS**

**Date:** 27 July 2021

**Time:** 9.30am

**Venue:** Room G202, Te Kei, City Campus

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

**OPEN AGENDA**

Item	Subject
1.	<b>Karakia</b>
2.	<b>Welcome/Apologies/Notices</b>
3.	<b>Conflicts of interest</b>
4.	<b>Call for and discussion of minor items not on the Agenda</b>
5.	<b>Confirmation of Meeting Minutes (Public) – meeting held 29 June 2021</b> 5.1 Approval of Meeting Minutes 5.2 Matters Arising 5.3 Action List
6.	<b>Discussion Items</b> 6.1 Chief Executive Report a EFTS Performance b Financial Performance 6.2 Kaiārahi Report 6.3 Chair Report
7.	<b>Information Items [For noting]</b> 7.1 Sub-Committee Reports a Audit and Risk Committee [no meeting held] b Campus Redevelopment Committee [12 July 2021] 7.2 Academic Committee Report 7.3 Ara Board Work Programme 7.4 Media Report
8.	<b>General Business</b>

## CLOSED AGENDA

PUBLIC EXCLUDED: *It will be moved that the public be excluded from the remainder of the meeting.  
The general subject of the matters to be considered while the public is excluded is:*

Item	Subject	
9.	<b>Confirmation of Meeting Minutes (Public Excluded) - meeting held 29 June 2021</b>  9.1 Approval of Meeting Minutes 9.2 Matters Arising 9.3 Action List	[s9(2) (f), (i), (j)]
10.	<b>For Discussion</b>  10.1 Chief Executive Report a Health, Safety and Wellbeing b Executive Board Insights c Scholarships Framework d Transition Programme Update e 2022 Fee Setting	[s9(2) (f), (i), (j)]
11.	<b>For Decision</b>  11.1 Regional Master Plan	[s9(2) (f), (i), (j)]
12.	<b>For Information [For noting]</b>  12.1 Trustees  12.2 Sub-Committee Reports a Audit and Risk Committee [no meeting held] b Campus Redevelopment Committee [Meeting Minutes – 12 July 2021]	[s9(2) (f), (i), (j)]
13.	<b>Priorities and Focus Areas: 90 Day Plan Update</b>	[s9(2) (f), (i), (j)]
14.	<b>General Business</b>	

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)

# 2021 Register of Disclosure of Conflicts of Interest

Last update as of 31 May 2021

## Ara Board of Directors

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

## Ara Board Officers

<p><b>Darren Mitchell</b> Acting Chief Executive</p>	<ul style="list-style-type: none"> <li>• Ōtautahi Education Development Trust (Trustee)</li> <li>• Ara Foundation (Trustee)</li> <li>• WorldSkills NZ (Director)</li> </ul>
<p><b>Te Marino Lenihan</b> Kaiārahi</p>	<ul style="list-style-type: none"> <li>• Ka Honua Momona (Traditional Fish Pond Non-Profit Organisation on Moloka'i, Hawai'i) (Board Member)</li> <li>• Kaiapoi Pā Trust (Trustee)</li> <li>• Ngā Aho (National Network of Māori Design Professionals) (Executive)</li> <li>• Ngāi Tahu (Whakapapa)</li> <li>• Canterbury Communications Trust (CCT) (Trustee)</li> <li>• He Toki ki Te Rika (Maori Trades Training) Trust</li> <li>• He Toki ki Te Mahi (Maori Apprenticeship) Trust</li> <li>• Te Tira Manukura (Chair)</li> </ul>
<p><b>Christina Yeates</b> Executive Officer</p>	<ul style="list-style-type: none"> <li>• Nil</li> </ul>



**Ara Institute of Canterbury Limited**  
(the Company)

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

**29 June 2021 at 9.30am**

**Minutes**

These are the minutes of a meeting of the board of the Company held on 29 June 2021 in Room G202, Te Kei, City Campus.

**1 Karakia** The Deputy Chair opened the meeting with a Karakia.

**2 Welcome**

**Directors present:** Thérèse Arseneau (Chair), Jane Cartwright, Maryann Geddes, Nettles Lamont, Andrea Leslie (via videoconference), Melanie Taite-Pitama (Deputy Chair) and Bryn Thompson.

**Thérèse Arseneau** acted as chairperson of the meeting.

**Other attendees present:** Darren Mitchell (Ara Institute of Canterbury Ltd (Ara) Acting Chief Executive), Te Marino Lenihan (Ara Kaiārahi), Karen Te Puke (DCE, Customer Engagement and Experience), Belinda De Zwart (DCE, People and Culture) and Christina Yeates (Ara Executive Officer).

The Chair formally welcomed Glynnis Brook (Acting Executive Director, AIR) and Colin King (Acting Executive Director, Operations) to the meeting.

**Apologies** Murray Bain.

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

**3 Conflicts of interest**

- a) No conflicts were declared in relation to the open agenda and no updates to the current register were advised.

**4 Items not on the Agenda** Nil.

**5 Confirmation of Meeting Minutes**

**5.1 Minutes of Committee Meeting – 25 May 2021**

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 25 May 2021 (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.

## 5.2 Matters Arising Nil.

## 5.3 Action List

- a) AP35 and AP58 – Health and Safety – Board SafePlace induction and onboarding of Board walkabouts is on the Agenda for the public excluded section of the meeting. Action completed.
- b) AP56 – CE Report – Scholarship Review – the Board were advised that the future of Ara Scholarships is currently being reviewed by the Research Manager, Michael Shone. Specifically, to reposition scholarship and hardship support to better align to removing barriers for participation and will be available for the August Board meeting.
- c) AP63 – CE Report – Targeted Review – the Board were advised that this report has not been released yet and that Ara has not been advised of any changes. Carried forward.
- d) AP64 – Work Programme – It was agreed that the Board will visit the Timaru Campus again in September and the work programme and diaries will be amended accordingly. Completed post-meeting.

## 6 Correspondence

**6.1 Refreshed Letter of Expectations** The Board received and noted the updated letter of expectations from Te Pūkenga to subsidiaries. It was agreed this confirms rather than changes the direction and is clear on expectations for the journey forward. The CE advised that the letter has already been circulated to the Ara leadership team and shared with their teams and has been reviewed in context of our own focus areas and priorities.

**6.2 Te Tiriti Partnerships** The Board received and noted the letter from Stephen Town to all ITP subsidiary Chairs and Chief Executives by way of update on Te Pūkenga's intention in regards to existing subsidiary Te Tiriti partnerships.

## 7 Items for Discussion

### 7.1 Chief Executive (CE) Report

The report was taken as read and the CE provided the following summary:

- a) **Performance** – enrolments are tracking exceedingly well with record levels of participation stimulated by TTAF policy at government level; tracking well ahead of this time last year and has made up for the loss of international student numbers with domestic enrolments 17 to 18% ahead of this time last year.
- b) **Funding** - Potential gap with funding noted – conversations with Te Pūkenga and TEC to come. Expectation is that funding will eventuate, request is not to turn away enrolments which Ara is progressing, and this is being managed well by teams. Some unfunded delivery likely but confident this should be resolved by year end.
- c) **Financial** – the snapshot of key financial metrics at the front of the report was received well by the Board. Excellent summary of key messages noting its assurance to the Board of key benchmark/targets to monitor financial health.

- d) **Budget** – Confident this year’s financial out-turn will be substantially better than budget.
- e) The Board were advised of some residual nervousness around **maintaining cost structures with the increased level of demand** and pressure that is building. 20% ahead of demand which is impacting teaching and support teams to enable learners to get the support they require. Management are handling resourcing at present. Expectation in the future is to seek Board support around Te Pūkenga resourcing issues e.g. unifying curriculum and will possibly need to backfill for academic colleagues to support the Te Pūkenga agenda.
- f) **Te Ōhaka** – The Board felt that the report showcases positive work and illustrates how Te Ōhaka is gaining momentum which is encouraging in terms of its impact and ability for learners to connect in. The Board further noted that Ara is currently in the process of renegotiating the renewal of the agreement with the Ministry of Awesome (MoA) – this includes occupancy on campus and a grant of \$200k per year. Discussion on the importance of evidenced measurable outcomes to Ara’s investment. **The Board would specifically like to see analysis of the outcomes in the reporting** with the need to maximise investment and impact for learners and colleagues. [AP67 CE]

## 7.2 DCE Reports

The reports were taken as read. Comment and discussion as follows:

- a) The new format was received well with each team reflecting with activity input – operational and strategic with a focus collectively at whole of organisation level. The Board liked how the data links with what each Division is doing – seeing the metrics and understanding their contribution to the evolution and transformation at Ara.
- b) **Timeline for DCE reports going forwards – agreed 3 monthly (Quarterly)** aside from Kaiārahi reports as above. **The Board Chair also agreed to share examples of methods of reporting from other Boards.** [AP68]
- c) **Kaiārahi report** Board feedback on this report was the most positive to date. **The implementation plan for FMA is required with aligned monthly reporting focused on actions and outcomes.** It was agreed that **full reports** should be provided on a **quarterly** basis. [AP69]
- d) **Priorities /focus areas** were discussed in the public excluded section of the meeting but agreement in the public section of the meeting that these DCE reports will have a focus of achievements in a 60/90-day period, with meaningful deliverables.
- e) **AIR:** The Board were advised that the number of leadership changes had affected the team, but the current focus is on working on alignment with priority areas.
- f) **P&C:** 3 key areas of concern – (1) **the number of new and acting leadership roles** but consider Ara is resourced well and that there is commitment to resourcing and things will settle once embedded. (2) **the volume of transformation with Te Pūkenga, COVID 19 and the increase of student enrolments.** The appointment of Jas Canon to look at the ambitious appetite to transform and transition in terms of what makes the biggest impact will make a difference and; (3) the annual Wellbeing and Engagement surveys are due in August but the **recent Te Pūkenga colleague survey results showed a significant**

**drop in Management (Tiers 3 and 4)** seeing a future for themselves in Te Pūkenga (minus 9%) so there is a **need to look at retention**.

- g) **COO:** General positive comments on the role to date and the focus areas for the team are as per the report.
- h) **CEE:** Reiterated concern from team members re. future for their roles within Te Pūkenga.
- i) **Ōtautahi House:** The proposed tour of Ōtautahi House was postponed due to adverse weather conditions and will be rescheduled. However, the Ōtautahi House team were welcomed to the meeting for brief introductions and discussion. This included Heather Clark, Manager – Student Transition, Debbie Evans – Student Advisor, Tim Bain – Team Leader – Student Activities/Events and Chiaki Bolam-Smith – Facilitator, International and Residential Student Activities. Two outcomes from the discussion included the following:
  - i. **The Board specifically requested to see the data around the Māori residential demographics within the student accommodation** and it was agreed this would be provided post-meeting. **[AP70 CE]**
  - ii. The Board noted the upsurge in mental health issues amongst residents, as per current trends amongst the wider national youth population.

### 7.3 Chair Report

The Chair provided the following verbal update:

- a) **Te Pae Tawhiti Workshop** (held on 25 May 2021) – the Board really enjoyed this workshop and felt it was a “game-changer” in terms of increased knowledge and looking at the way forward and direction of travel for Ara and the sector.
- b) **Subsidiary South Island Board Chairs and CE’s Hui** (9 June) – following on from workshop above, the presentation from Dr Eru Tarena (Ngai Tahu) was well received in terms of the proposed ideas for implementation.
- c) The Board acknowledged and congratulated the Acting Chief Executive for his seamless transition into the role.
- d) Welcome to Acting Executive Directors, Glynnis Brook and Colin King.
- e) The visit to Tony Gray’s Pōwhiri by the Board Chair, Acting CE and Kaiārahi went very well with the acknowledgement of Tony’s new Chief Executive role in Nelson.
- f) The Board formally thanked the Kaiārahi, Tracey McGill and the team who worked on Tony’s farewell event. It was a memorable function for all those who attended especially for Tony.
- g) The Board wished to formally acknowledge the DCE P&C’s last Board meeting and thanked B for her contributions to health, safety and wellbeing including her impact on the culture at Ara and her care for people across the institution. The Board wished B all the very best in her future role.

## 8 Information Items

### 8.1 Subcommittee Reports



- a) Audit and Risk Committee – the minutes of the meeting held on 9 June 2021 were received and noted.
- b) Campus Redevelopment Committee – the minutes of the meeting held on 2 June 2021 were received and noted.

## **8.2 Academic Committee**

The report was taken as read.

## **8.3 Ara Board Work Programme**

- a) The contents of the work programme were noted. As per the earlier discussion around the action items, it was agreed to host the September Board meeting in Timaru.

## **8.4 Media Report**

The report was taken as read.

## **9 General Business**

Nil.

## **Closure**

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

Dated:

Signed as a correct record

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**Chairperson** *[note: signed via electronic signature]*

## Ara Board Minutes - Action List as of 29 June 2021

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP56	27 April updated 29/6/21	6.1(b)	CE Report – Scholarship Review	Scholarship and Hardship Paper tabled at May Board meeting – discussion carried forward to June.  <b>29/6</b> Discussion and action updated to advise that the Research office is currently reviewing how to reposition scholarship and hardship support to better align to removing barriers for participation – paper to be provided to the Ara Board by August.	CE		August 21
AP63	25 May updated 29/6/21	7.1c	CE Report – Targeted Review	Final version of the Targeted Review report will be provided to the Board for the June meeting. <b>29/6</b> Updated – AWAITING final report.	CE	Awaiting final report	
AP67	29 June	7.1c	CE Report - Te Ōhaka	Going forward the Board requested that the report should specifically provide an analysis of outcomes for Ara's investment.	CE		August 21
AP68	29 June	7.2	DCE Reports	<ul style="list-style-type: none"> <li>It was agreed these DCE reports would be provided on a 3 monthly (quarterly basis) going forwards.</li> <li>Board Chair to share examples of methods of reporting from other Boards.</li> </ul>	DCEs  Board Chair		Sept 21
AP69	29 June	7.2	Kaiārahi Report	Implementation plan for FMA needed with aligned monthly reporting focused on actions and outcomes. Full reports on a quarterly basis	Kaiārahi		July 21
AP70	29 June	7.2	Ōtautahi House	Demographics of residents to be provided.	DCE CEE		July 21

<b>Ara Board</b> <b>27 July 2021</b>	<b>Agenda Item</b>		<b>6.1</b>
	Decision Item	Discussion Item	<b>Information Item</b>
<b>PUBLIC</b>	<b>Presented by</b>		Darren Mitchell

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

# Chief Executive's Report

## Public Meeting

### 1 CE Overview

#### 1.1 Collaboration Activities

This past month there have been a number of engagement opportunities enabling Ara to build collaboration and influence across the sector.

##### i SIT

Earlier this month I met with the SIT CE to discuss collaboration in Christchurch. We both agreed that our two Christchurch based teams should be encouraged to work more closely together and to move away from the competitive model. A change in mindset to the local relationship will assist in the transition to Te Pūkenga. Arrangements are going to be made to host each of our local management teams on our campuses and to deliver a joint message of collaboration from each CE. It has also been agreed that we work towards sharing of any surplus campus space to improve utilisation and reduce duplication. The CEs are committed to allowing their respective teams to work through the details.

##### ii Open Polytechnic of New Zealand

In wanting to better understand the OPNZ operating model, I visited their Lower Hutt campus and was hosted for half a day by their CE. They have an impressive operation, well developed for supporting digitally enabled distance delivery.

During the visit I was introduced to iQualify and found it to be a mature well-developed platform encapsulating digital delivery, learning resources, assessment, and sophisticated learner analytics. The two CEs discussed how iQualify could support a blended delivery model and have agreed to pilot some programmes for regional delivery in South Canterbury. We also discussed how Ara could support OPNZ learners based in Canterbury, particularly in ECE and Social Work, to participate in more of a blended delivery programme of study.

There is potential for OPNZ and Ara to collaborate in support of the region's digital delivery strategy and we will continue discussions between our two teams to explore this.

We have also obtained a copy of the OPNZ Board dashboard reports that we will review and use to inform the ongoing development of the Ara Board reporting suite.

### iii Canterbury RSLG

Met with Jo Aldridge, Regional Lead for the Canterbury RSLG (Regional Skills Leadership Group). Our discussions centred around the intention of Ara to undertake a regional needs analysis to inform the Ara portfolio of programmes and delivery modes. The Canterbury RSLG was given a strong commitment that Ara wants to position itself as an enabling partner.

Jo Aldridge advised of work they were doing to understand the region's economic and labour market profile, map key enablers and barriers to labour market participation, and better understand the region's skills profile. It was agreed that this insight and analysis would be shared with Ara.

### iv Venture Timaru

I recently connected with the Chief Executive of Venture Timaru, Nigel Davenport. This was largely an introductory-type discussion but there was one issue raised about local delivery related to Master Painters. This has since progressed towards a solution for that stakeholder. Nigel Davenport and I are meeting again on 23 July 2021 when I will advise of our intention to engage on the future of the Timaru campus.

## 1.2 Unified Funding System (UFS)

Ara was asked to participate in a workshop with the TEC and MoE on the UFS. Both parties were seeking feedback from us on the proposed five modes of delivery that will underpin the funding model. There was particular interest in our opinion on unnecessary duplication, gaps, unintended consequences, risks and issues, and perverse incentives.

The UFS only covers vocational training in levels 3 to 7 (non-degree). The UFS is being targeted for implementation in 2023. In addition to having rates for supporting the five different modes there will also be a strategic component and learner success component. There is also a desire to re-examine the measure of learner success as there is a view the current EPI approach lacks connection with a learner's viewpoint of success.

## 2 Ara Performance – EFTS Overview – as at 15 July 2021

2021 Targets Summary			2020	2021	APS	CRE	EAS	EDI	HPR	Ara Institute of Canterbury Ara iho, te mata rau	
			HSI	HUM	TRA	ZTE	Other				
<b>Enrolments (EFTS)</b>			Actual	Target							
SAC Level 3+	5,911	5,846									
SAC Level 1-2	160	127									
ACE	42	86									
Trade Academy	182 (567 places)	153 (570 places)									
Youth Guarantee	85	83									
ITO	80	99									
Other	60	109									
<b>Total Domestic EFTS</b>	<b>6,519</b>	<b>6,502</b>									
<b>Total International EFTS</b>	<b>310</b>	<b>509</b>									
<b>Total EFTS (including eCampus)</b>	<b>6,829</b>	<b>7,011</b>									
Levels 1-2	443	491									
Levels 3-4	2,424	2,521									
Levels 5-6	1,197	979									
Level 7	2,676	2,938									
Levels 8-9	89	81									
<b>Participation</b>			Actual	Target							
<b>Māori Student Participation Rate</b>	<b>14.2%</b>	<b>13.1%</b>									
<b>Pacific Student Participation Rate</b>	<b>5.0%</b>	<b>4.8%</b>									
<b>Student Experience</b>			Actual	Target							
<b>Student Satisfaction, all learners</b>	<b>84.0%</b>	<b>84.0%</b>									
<b>Student Achievement</b>			Actual	Target							
<b>Successful Course Completion</b>											
All learners at levels 1-6	79.0%	84.0%									
All learners at levels 7-9	90.5%	94.0%									
Māori learners at all levels	78.2%	82.0%									
Pacific learners at all levels	76.5%	82.0%									
<b>Overall all learners at all levels</b>	<b>83.3%</b>	<b>88.0%</b>									
<b>Financial</b>			YTD period ending May	Actual YTD	Budget YTD	Budget FY					
Teaching Revenue	\$42.2m	\$38.0m	\$106.1m								
Other Revenue	\$2.3m	\$2.7m	\$6.8m								
<b>Total Revenue</b>	<b>\$44.4m</b>	<b>\$40.7m</b>	<b>\$113.0m</b>								
Other Costs	\$15.6m	\$17.3m	\$41.9m								
Staffing Costs	\$29.3m	\$30.1m	\$74.0m								
<b>Total Expenses</b>	<b>\$44.9m</b>	<b>\$47.4m</b>	<b>\$116.1m</b>								
<b>Surplus (excluding abnormal items)</b>	<b>-\$0.5m</b>	<b>-\$6.6m</b>	<b>-\$3.1m</b>								

Enrolments reflect the 2021 Ara Mix of Provision and Financial Budget. Participation targets are the EFTS-weighted proportion of domestic enrolments. Student satisfaction is measured as the proportion of respondents that Strongly Agree or Agree with four benchmarked questions. Successful Course Completion is the EFTS-weighted proportion of successful completion of all assessed courses, with the level breakdown based on the level of the programme. Financial targets exclude abnormal items, and Other Costs includes Depreciation.

### Key points include:

- 2.1 As at 15 July 2021, Ara Global has enrolled 6,828.9 EFTS against a target of 7,011 EFTS 97.4% of target enrolled (*excluding potential*)
- 2.2 Including potential EFTS, Ara Global has enrolled 7,466.7 EFTS
- 2.3 11.6% growth against same time last year (*excluding potential*)
  - i SAC 3+ have enrolled 101.1% of target
  - ii SAC 1-2 have enrolled 126.5% of target
  - iii Trade Academies have enrolled 568 students, 99.5% of target places
- 2.4 Ara Global – Domestic has enrolled 6,519.3 EFTS (*excluding potential*)
  - i 100.2% of target enrolled
  - ii 21.1% year to date growth compared to same time last year
- 2.5 Māori and Pacific Participation – 2021  
Based on current enrolments (*excluding potential*)
  - i Māori participation is at 14.2% against a target of 13.1%
  - ii Pacific participation is at 5.0% against a target of 4.8%
- 2.6 2021 International
  - i Ara Global (International) has enrolled 309.6 EFTS against a target of 509.2 EFTS
  - ii 60.8% of overall target enrolled
  - iii Including potential, this is at 349.1 enrolled EFTS which is 68.5% of target

## 3 Financial Performance Report

### 3.1 Executive Financial Summary as at 30 June 2021

YTD EBITDA	\$6.9m	The year-to-date EBITDA is <b>+\$6.9m</b> which is <b>+\$7.2m</b> better than the budget of <b>-\$0.3m</b> .
YTD Total Revenue	\$56.3m	The year-to-date revenue is <b>+\$56.3m</b> which is <b>+\$5.1m</b> better than the budget of <b>+\$51.2m</b> . Note: no adjustment has been made to revenue for potentially unfunded income.
YTD Total Personnel Exp	\$(36.2)m	The year-to-date personnel costs are <b>-\$36.2m</b> which is <b>+\$0.3m</b> better than the budget of <b>-\$36.5m</b> . Annual leave is <b>+\$0.6m</b> .
YTD Operating Surplus / (Deficit)	\$(1.3)m	The year-to-date operating deficit is <b>+1.3m</b> which is <b>+\$7.4m</b> better than the budget deficit of <b>-\$6.1m</b> . The operating deficit is <b>+2.4%</b> of revenue compared to a budget target of <b>-11.8%</b> .
YTD Net Surplus / (Deficit)	\$0.9m	The net surplus is <b>+\$0.9m</b> being <b>+\$8.6m</b> better than the budget of <b>-\$7.7m</b> .
Cash	\$76.8m	The YTD cash position is <b>+\$76.8m</b> .
Cash Cover	8.7	Cash cover is <b>8.7</b> months compared to TEC benchmark of 2 months.
YTD Capex	\$3.0m	Capex spend year-to-date is <b>\$3.0m</b> compared to full-year budget \$10.7m

**Statement of Financial Performance**  
for the year to 30 June 2021

	Year to Date			Full Year	
	Actual	Budget	% var	2021 Budget	2020 Actual
<b>Government Funding</b>					
SAC Funding Level 3+	29,478,495	26,895,305	9.6%	56,682,478	53,645,330
SAC Funding Level 1-2	632,501	781,951	-19.1%	1,144,295	1,839,428
ACE Funding	143,116	188,719	-24.2%	393,055	578,954
Youth Guarantee Funding	379,841	411,866	-7.8%	1,060,780	3,018,869
CTC funding	1,414,547	1,360,123	4.0%	2,625,324	2,305,665
Other Non-EFTS grants	1,628,960	1,485,972	9.6%	2,971,944	3,064,783
<b>Total</b>	<b>33,677,459</b>	<b>31,123,937</b>	<b>8.2%</b>	<b>64,877,876</b>	<b>64,453,029</b>
<b>Student Tuition Fees</b>					
Domestic Fee Income	16,476,130	15,784,265	4.4%	32,869,962	32,354,452
less Scholarships/Discounts	(860,345)	(1,691,416)	-49.1%	(1,990,950)	(1,643,780)
International Fee Income	3,538,820	2,250,978	57.2%	9,091,956	15,401,956
less Commissions/Discounts	(125,286)	(489,411)	-74.4%	(1,055,196)	(1,404,957)
<b>Total</b>	<b>19,029,319</b>	<b>15,854,415</b>	<b>20.0%</b>	<b>38,915,772</b>	<b>44,707,671</b>
<b>Other Teaching Income</b>	732,254	947,071	-22.7%	2,341,608	2,054,908
<b>Other Income</b>					
Interest	252,623	474,042	-46.7%	915,335	1,489,124
Other Revenue	2,656,486	2,848,811	-6.8%	5,914,491	4,400,883
<b>Total</b>	<b>2,909,108</b>	<b>3,322,853</b>	<b>-12.5%</b>	<b>6,829,826</b>	<b>5,890,007</b>
<b>Total Revenue</b>	<b>56,348,140</b>	<b>51,248,276</b>	<b>10.0%</b>	<b>112,965,082</b>	<b>117,105,614</b>
<b>Personnel Costs</b>					
Teaching	18,257,916	18,028,345	1.3%	36,565,697	36,369,282
Net Annual Leave - Teaching	(244,692)	55,207	-543.2%	-	216,611
Non-Teaching	18,529,636	18,412,258	0.6%	37,480,506	36,252,092
Net Annual Leave - Non-Teaching	(345,512)	40,197	-959.5%	-	124,615
<b>Total</b>	<b>36,197,348</b>	<b>36,536,007</b>	<b>-0.9%</b>	<b>74,046,203</b>	<b>72,962,599</b>
as % of Revenue	64.2%	71.3%		65.5%	62.3%
<b>Other Costs (except Depreciation)</b>					
Occupancy/Property costs	4,737,176	4,987,150	-5.0%	10,054,815	9,515,524
Finance Lease Charge	688,812	688,812	0.0%	1,373,256	1,389,636
General Operating Expenditure	7,824,107	9,355,832	-16.4%	19,293,187	17,211,391
<b>Total other costs</b>	<b>13,250,095</b>	<b>15,031,794</b>	<b>-11.9%</b>	<b>30,721,258</b>	<b>28,116,551</b>
<b>Depreciation</b>					
All Depreciation	5,553,636	5,745,364	-3.3%	11,346,495	12,472,593
<b>Total Expenses</b>	<b>55,001,080</b>	<b>57,313,165</b>	<b>-4.0%</b>	<b>116,113,956</b>	<b>113,551,743</b>
<b>Surplus/(Deficit) excl Abnormal</b>	<b>1,347,061</b>	<b>(6,064,889)</b>	<b>-122.2%</b>	<b>(3,148,874)</b>	<b>3,553,871</b>
as % of Revenue	2.4%	-11.8%		-2.8%	3.0%
<b>Abnormal Items</b>					
Transformation Costs	(466,674)	(1,647,573)	-71.7%	(3,300,000)	(1,743,725)
Demolition Costs	-	-		-	(1,086,026)
Share of Associate Surplus/(Deficit)	-	-		-	18,065
<b>Total Abnormal Items</b>	<b>(466,674)</b>	<b>(1,647,573)</b>	<b>-71.7%</b>	<b>(3,300,000)</b>	<b>(2,811,687)</b>
<b>Total Surplus/(Deficit)</b>	<b>880,387</b>	<b>(7,712,462)</b>	<b>-111.4%</b>	<b>(6,448,874)</b>	<b>742,184</b>
as % of Revenue	1.6%	-15.0%		-5.7%	0.6%



## Statement of Financial Position as at 30 June 2021

	Actual 30-Jun-21 \$000	Budget 31-Dec-21 \$000	Actual 31-Dec-20 \$000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	7,410	2,140	7,635
Loans and Receivables	4,522	2,000	1,676
Inventories	864	1,027	702
Prepayments	1,682	2,291	2,329
Short Term Investments	41,119	34,095	33,919
Residual Insurance Proceeds	28,281	22,905	28,281
<b>Total Current Assets</b>	<b>83,878</b>	<b>64,458</b>	<b>74,542</b>
<b>Non-Current Assets</b>			
Property Plant and Equipment	305,434	310,385	306,948
Intangible Assets	980	1,506	1,193
Investment in Associate	1,169	1,151	1,169
<b>Total Non-Current Assets</b>	<b>307,583</b>	<b>313,043</b>	<b>309,310</b>
<b>TOTAL ASSETS</b>	<b>391,461</b>	<b>377,501</b>	<b>383,852</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and other payables	4,513	5,000	5,736
Finance leases	768	1,233	683
Employee Benefit Liabilities	2,766	3,157	3,615
Revenue Received in Advance	17,405	11,800	8,895
<b>Total Current Liabilities</b>	<b>25,452</b>	<b>21,190</b>	<b>18,928</b>
<b>Non-Current Liabilities</b>			
Finance leases	25,098	25,092	24,886
Employee Benefit Liabilities	228	238	228
<b>Total Non-Current Liabilities</b>	<b>25,326</b>	<b>25,330</b>	<b>25,114</b>
<b>TOTAL LIABILITIES</b>	<b>50,778</b>	<b>46,520</b>	<b>44,043</b>
<b>NET ASSETS</b>	<b>340,682</b>	<b>330,981</b>	<b>339,809</b>
<b>EQUITY</b>			
Retained Earnings	237,315	227,199	236,442
Asset Revaluation Reserve	103,367	103,782	103,367
<b>TOTAL EQUITY</b>	<b>340,682</b>	<b>330,981</b>	<b>339,809</b>

## Statement of Cash Flows for the year to 30 June 2021

	Year to Jun 2021 \$000	2021 Budget \$000	2020 Final \$000
<b>Cash Flows from Operating Activities</b>			
Cash was Provided from:			
Government Grants	28,507	64,878	62,882
Student Tuition Fees	32,046	38,916	36,028
Other Teaching Revenue	732	2,342	2,055
Other Revenue	377	5,890	6,048
Interest	337	915	1,701
Total	<u>62,000</u>	<u>112,941</u>	<u>108,714</u>
Cash was Applied to:			
Employees and Suppliers	50,353	102,698	99,772
Net Cash Effect of Abnormal Items	467	3,300	2,830
Total	<u>50,819</u>	<u>105,998</u>	<u>102,602</u>
<b>Net Cash Flows from Operating Activities</b>	<b>11,181</b>	<b>6,943</b>	<b>6,112</b>
<b>Cash Flows from Investing Activities</b>			
Cash was Provided from:			
Sale of Fixed Assets	13	26	57
Total	<u>13</u>	<u>26</u>	<u>57</u>
Cash was Applied to:			
Purchase of Other Financial Assets			
Purchase of Fixed Assets	1,830	5,114	2,992
Campus Capital Plan Spending	1,217	5,547	4,158
Total	<u>3,047</u>	<u>10,661</u>	<u>7,150</u>
<b>Net Cash Flows from Investing Activities</b>	<b>(3,034)</b>	<b>(10,635)</b>	<b>(7,093)</b>
<b>Cash Flows from Financing Activities</b>			
Cash was Provided from:			
Equity	-	-	25
Total	<u>-</u>	<u>-</u>	<u>25</u>
Cash was Applied to:			
Finance Lease Payments	1,172	2,399	2,296
Total	<u>1,172</u>	<u>2,399</u>	<u>2,296</u>
<b>Net Cash Flows from Financing Activities</b>	<b>(1,172)</b>	<b>(2,399)</b>	<b>(2,321)</b>
<b>Total Net Cash Flows</b>	<b>6,975</b>	<b>(6,091)</b>	<b>(3,302)</b>
Opening Cash, Bank & Short Term Investments	69,835	65,231	73,138
Closing Cash, Bank & Short Term Investments	<u>76,810</u>	<u>59,140</u>	<u>69,835</u>

## 3.2 Notes to Statements

### a Financial Performance

- i Overall, the performance year-to-date is largely consistent with prior periods. The narrative below is provided to identify differences only.
- ii As of 30 June 2021, the year-to-date reported surplus improved on the prior month by \$1.4m, of which \$1.2m was in ordinary operations and \$0.2m in abnormal operations.
- iii Total Revenue contributed \$1.4m to the month-on-month improvement. Most significant increases being \$0.8m in SAC 3+ and \$0.3m in Domestic Student Fees. International revenue improved on the prior period by \$0.3m (57% higher than budget YTD). Te Pūkenga have confirmed that they will seek additional domestic funding for the sector following the August SDR.
- iv Overall EFTS delivered to end of June are ahead of budget (Actual 3,521.9 EFTS versus Budget 3,287.2 EFTS), more detailed departmental and funding information:

Department	Actual EFT YTD	Budget EFT YTD	EFTs Var YTD	FY Budget EFT
CAPL Dept	1.24		1.24	
Dept of Applied Sciences and Social Practice, Te Hoe Ora	370.53	387.81	(17.27)	758.53
Dept of Business and Digital Technologies	389.75	407.68	(17.93)	978.16
Dept of Creative Industries	357.63	349.70	7.94	719.73
Dept of Engineering & Architectural Studies	304.44	228.61	75.83	598.57
Dept of Health Practice	588.30	550.84	37.46	1,144.46
Dept of Hospitality & Service Industries	334.76	268.08	66.68	619.02
Dept of Humanities	452.52	523.68	(71.16)	907.52
Dept of Trades	610.98	495.78	115.20	1,135.04
TANZ eCampus	111.82	75.00	36.82	150.00
<b>Total</b>	<b>3,521.97</b>	<b>3,287.17</b>	<b>234.80</b>	<b>7,011.04</b>

Department	Actual EFT YTD	Budget EFT YTD	EFTs Var YTD	FY Budget EFT
1010-SAC Funding 3+	3,017.64	2,818.49	199.14	5,845.88
1020-SAC Funding Level 1-2	68.56	87.87	(19.32)	126.50
1029-ACE Funding	31.14	41.06	(9.92)	85.51
1040-Youth Guarantee Delivery Funding	32.23	32.44	(0.21)	82.62
1050-Trades Academy Delivery Funding	99.20	80.15	19.06	153.20
1093-On Plan TEC Funding	16.51		16.51	
1160-International Student Fees	185.06	130.66	54.41	509.22
1180-ITO Funding Income	52.64	59.42	(6.77)	116.90
1190-Teaching Delivery to External Parties	19.00	37.10	(18.10)	91.20
<b>Total</b>	<b>3,521.97</b>	<b>3,287.17</b>	<b>234.80</b>	<b>7,011.04</b>

- v Personnel Costs overall are largely in line with budget year-to-date and consistent with the prior period. Personnel costs excluding annual leave are marginally over budget but are currently being offset by higher than expected usage of annual leave.
- vi Occupancy Costs savings improved on the prior period by \$0.1m. The year-to-date expense being \$4.7m compared to the budget of \$4.9m.
- vii The Finance Lease Charge is in line with budget.
- viii General Operating Expenditure savings improved on the prior period by \$90k.
- ix The Transformation expenses underspend has increased by \$0.2m. It is expected that the Transformation budget may not be fully utilised by year-end.

### 3.3 Financial Performance of Larger Divisions

Summary	Actual \$ YTD	Budget \$ YTD	Var \$ YTD	Var %	FY Budget \$
<b>AIR</b>					
Revenue	52,307,494	47,953,448	4,354,046	9%	105,084,697
Personnel Expenses - Teaching	-17,878,364	-17,676,445	-201,920	1% -	35,853,705
Personnel Expenses - non-Teaching	-5,281,041	-5,476,527	195,486	-4% -	11,108,418
Other Expenses	-3,955,796	-4,036,076	80,279	-2% -	8,345,851
<b>AIR Total</b>	<b>25,192,293</b>	<b>20,764,401</b>	<b>4,427,892</b>	<b>21%</b>	<b>49,776,722</b>
<b>CEE</b>					
Revenue	3,396,527	3,028,699	367,827	12%	6,389,375
Personnel Expenses - Teaching	-7,568		-7,568		
Personnel Expenses - non-Teaching	-7,070,067	-7,075,322	5,255	0% -	14,482,800
Other Expenses	-2,647,417	-3,369,362	721,945	-21% -	6,672,361
<b>CEE Total</b>	<b>-6,328,525</b>	<b>-7,415,985</b>	<b>1,087,460</b>	<b>-15%</b>	<b>-14,765,785</b>
<b>COR</b>					
Revenue	680,399	1,042,081	-361,681	-35%	2,150,168
Personnel Expenses - Teaching	1,626		1,626		
Personnel Expenses - non-Teaching	-4,042,180	-4,220,157	177,977	-4% -	8,582,996
Other Expenses	-11,599,594	-12,501,584	901,990	-7% -	25,280,912
<b>COR Total</b>	<b>-14,959,750</b>	<b>-15,679,661</b>	<b>719,911</b>	<b>-5%</b>	<b>-31,713,739</b>
<b>P&amp;C</b>					
Revenue	95,568		95,568		
Personnel Expenses - Teaching	-22,399		-22,399		
Personnel Expenses - non-Teaching	-1,131,455	-1,011,656	-119,799	12% -	2,025,934
Other Expenses	-131,208	-185,857	54,649	-29% -	380,838
<b>P&amp;C Total</b>	<b>-1,189,494</b>	<b>-1,197,514</b>	<b>8,020</b>	<b>-1%</b>	<b>-2,406,772</b>
<b>Net Surplus / (Deficit)</b>	<b>2,714,525</b>	<b>-3,528,757</b>	<b>6,243,282</b>	<b>-177%</b>	<b>890,425</b>

- i The Academic, Research and Innovation Division contribution has improved by \$0.9m on the prior period, this is largely revenue driven.
- ii The Customer Experience and Engagement Division has additional underspend of \$85k, mainly within Other Expenses, the most significant underspends for June being in Equipment Lease and Hire (\$21k), Software Licensing Support (\$15k) and Other Services Expenditure(\$36k).
- iii The Corporate Services Division has additional underspend of \$0.2m, largely within Other Expenses, the most significant underspends for June being in Energy Costs (\$59k) and Property related Repairs and Maintenance(\$93k). Revenue is \$368k less than the \$1m budget YTD largely due to the variance in interest income. Interest income is below budget by \$220k. As with prior months this is due to a higher interest rating assumption at budget setting than has eventuated.
- iv The People and Culture Division is in line with budget and the prior period.
- v There are no other items of note in the Financial Position or Cash Flows for June.

## OFFICE OF THE KAIĀRAHI – JULY 2021 REPORT FOR ARA BOARD



## Executive Summary

### Key focus areas this reporting period

- Te Tiriti Partnerships & Regional Responsiveness
- Māori Equity / FMA Implementation
- Workforce Development – Growing our “Kaupapa & Mātauranga Māori” Capacity and Capability
- Māori Student Voice & Wellbeing

	NOTED LAST MONTH	UPDATE
<b>1. Regional Responsiveness</b>	<p><b>MOVING FORWARD – <u>Te Tiriti Partnerships</u></b></p> <ul style="list-style-type: none"> <li>• <b>2022 and beyond</b> → We will look to work more closely with the 10 regional rūnanga of Ngāi Tahu that are located within the Ara catchment.</li> <li>• <b>NOW</b> → Collaborate with Tokona Te Raki to apply a bespoke kaupapa Māori design framework and process (Te Korekoreka<sup>1</sup>) to help us figure out how we can engage meaningfully with Ngāi Tahu, including regional papatipu rūnanga, in respect of our Te Tiriti o Waitangi relationship<sup>2</sup>.</li> </ul> <p style="text-align: right;"><b>Timeframe <i>tbc</i></b></p>	<ul style="list-style-type: none"> <li>• Further discussion with Tokona Te Raki about HOW we fund the engagement and what the first steps might best be.</li> <li>• First hui is scheduled with OP (29-07-21) to discuss how we collaborate together with Tokona Te Raki to co-design an active and meaningful Te Tiriti partnership model together with regional Ngāi Tahu representatives.</li> <li>• Hui held with NMIT (CE and Director, Māori) on 21-06-21 to discuss the proposal to apply a bespoke kaupapa Māori framework and</li> </ul>

<sup>1</sup> Te Korekoreka – A Kawa for Māori Future Making. See <http://www.maorifutures.co.nz/our-vision/>

<sup>2</sup> Te Tiriti “partnership” exists at the hapū level, not at the iwi or whānau level. Ngāi Tahu hapū are represented by 18 regional “papatipu rūnanga”, 10 of which are located within the Ara catchment. To provide perspective, only 3 of the 18 papatipu rūnanga are located within the OP catchment, 4 within the SIT catchment, and 2 within the TTP catchment.

	<p><u>Please Note</u></p> <p>a) We (Ara) have clarified our top present priorities including our focus on Equity for Māori and our intent to become a “Te Tiriti led” institution.</p> <ul style="list-style-type: none"> <li>▪ We recognise that this requires us to grow and maintain Te Tiriti based “partnerships <i>with purpose</i>” with regional Ngāi Tahu hapū (who are represented by regional papatipu rūnanga).</li> <li>▪ We already have a common purpose as captured by our Framework for Māori Achievement (Strategic Alignment section).</li> <li>▪ We can now turn our attention to how we can go about supporting each other to realise our shared vision.</li> </ul> <p>b) The “Te Pae Tawhiti” Workshop held on 25<sup>th</sup> May with the Ara Board concluded with three clear intentions:</p> <ol style="list-style-type: none"> <li>1. We are genuine Te Tiriti partners and agree to find solutions together.</li> <li>2. We prioritise our focus and investment in building capability in our own workforce (<i>‘101’ for all, experts on call</i>) <b>Do we potentially do this together (building capacity on both sides of the partnership)?</b></li> <li>3. We work together to prototype a partnership model for Te Pūkenga subsidiaries within the Ngāi Tahu takiwā and share this across the Te Pūkenga network. <b>How do we now progress this project with OP?</b></li> </ol>	<p>process (Te Korekoreka) – facilitated by Tokona Te Raki – to determine how Te Pūkenga subsidiaries can engage meaningfully within their regional Te Tiriti partners. Their Director Māori, who is also the chair of one of the 8 local iwi, suggested that we proceed along with Tokona Te Raki and regional Ngai Tahu representatives and leave the 8 iwi of NMIT’s catchment area to determine what they do themselves.</p> <p>FUNDING THE PARTNERSHIP EQUITABLY</p> <ul style="list-style-type: none"> <li>• We propose to develop a business case together (Tokona Te Raki, Ara and potentially OP). Ara is prepared to fund or co-fund this exercise. <b>July-August</b></li> <li>• Tokona Te Raki has asked us in recent weeks to consider if and how we can factor in “PD” for our Tiriti Partners too in order for them to engage meaningfully with us (Ara/Te Pūkenga) now and over the long term, and how this aspect might best be funded. This is a “Key Challenge” signalled in my report last month (see point 2 in the adjacent column under heading “MOVING FORWARD – Key Challenges”)</li> </ul> <p><b>ACTIONS</b></p> <ol style="list-style-type: none"> <li>i. Consider what the content of any such PD might be; and</li> <li>ii. Talk with Te Pūkenga (Partnerships &amp; Equity Team) to see:       <ol style="list-style-type: none"> <li>a. if another subsidiary is already doing this,</li> <li>b. how we could adopt/adapt it if something already exists: and</li> <li>c. whether this is something that Te Pūkenga wishes to scale across the network.</li> </ol> </li> </ol>
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	<p><b>MOVING FORWARD – <u>Key Challenges</u></b></p> <ol style="list-style-type: none"> <li>1. Clarifying and sustaining our respective roles and responsibilities as Te Tiriti partners in this sector.</li> <li>2. Equitable resourcing of the partnership - How will each partner be resourced to engage ‘actively and meaningfully’ with each other?</li> </ol> <p><u>Please Note</u></p> <ol style="list-style-type: none"> <li>a) The current funding model for our sector does not directly fund us, let alone our Te Tiriti partner, to engage actively and meaningfully with our other partner.</li> <li>b) This is a challenge for the whole sector to consider and overcome within both the new unified funding model and, more immediately, within our own Investment Strategies/Plans (both Te Pūkenga central and subsidiaries).</li> </ol>	
	<p><b>NOTED LAST MONTH</b></p>	<p><b>UPDATE</b></p>
<p><b>2. Change Leadership / Management &amp; Capability Development</b></p>	<p><b>MOVING FORWARD – <u>Capability Development</u></b> <i>“101 for all. Experts on call”<sup>3</sup></i></p> <p><b>Strategic Intent – “101 for All”</b></p> <ul style="list-style-type: none"> <li>• Deliver a broader suite of CQ<sup>4</sup> PD training opportunities in 2022 and beyond that cover a range of topics discussed and agreed to with our Te Tiriti partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Over the past month, there have been a number of significant opportunities for Ara colleagues to participate in kaupapa Māori events and, in doing so, increase their understanding of and familiarity with kaupapa and mātauranga Māori. This has included:             <ul style="list-style-type: none"> <li>○ Ara’s Matariki season celebrations<sup>5</sup> (28 June - 09 July)</li> <li>○ Te Puna Wānaka’s 25<sup>th</sup> Anniversary Symposium (07 July)</li> <li>○ Staff Noho marae (12-14 July)</li> </ul> </li> </ul>

<sup>3</sup> “101 for all” → baseline cultural capabilities for all colleagues to enable them to grow positive experiences for all Māori learners. “Experts on call” → kaupapa and mātauranga Māori leadership in strategic areas of influence.

<sup>4</sup> CQ refers to Cultural Intelligence. It is akin to EQ (Emotional Intelligence) and IQ. CQ is another way of referring to “cultural capabilities” and/or “cultural competencies and confidence”.

<sup>5</sup> <https://tewaka.sharepoint.com/sites/Intranet/SitePages/Join-in-Matariki-at-Ara--28-June-9-July.aspx>

	<p><u>Please Note</u></p> <p>a) Our investigations and analysis to date have identified the following five subject areas as a good place to begin our conversation.</p> <ul style="list-style-type: none"> <li>i. <b>Te Tiriti o Waitangi</b> – we understand what a meaningful Te Tiriti partnership is and how we can each help give effect to it.</li> <li>ii. <b>Te Reo &amp; Tikanga</b> – we are confident to pronounce te reo well and progressively engage more in te ao Maori</li> <li>iii. <b>Māori Society &amp; Economy</b> – we understand te ao māori better and are confident to engage ourselves and our students in te ao Māori</li> <li>iv. <b>Kaupapa &amp; Mātauranga Māori</b> – we know what kaupapa and mātauranga māori is; we understand why it is valuable within our sector; we have greater insight into how we can integrate and embed it within our BAU (especially within our learning &amp; teaching environments).</li> <li>v. <b>Unteach Racism</b> – we grow our ability to recognise racism and help ensure that our learners and colleagues are safe and their wellbeing is protected.</li> </ul> <p><b>Current Status – “101 for All”</b></p> <ul style="list-style-type: none"> <li>• A significant amount of work has been completed to date and now just requires conversion into product and package – that is, the ‘new’ suite of CQ PD</li> </ul>	<ul style="list-style-type: none"> <li>• A project update report is due on the 23<sup>rd</sup> July from the Director of Māori Achievement on the development of our expanded suite of CQ PD opportunities for Ara colleagues.</li> <li>• Whilst we are not yet in a position to roll all of these learning opportunities out, it has been reassuring to have discovered recently that the recommended suite of core competencies identified by the Maori-Crown Relations Agency<sup>6</sup> aligns closely to the five subject areas that we have independently identified for our CQ PD training package (see adjacent column for detail). The core competencies identified by the Māori-Crown Relations Agency are: <ul style="list-style-type: none"> <li>1) Understanding racial equity and institutional racism</li> <li>2) New Zealand history and the Treaty of Waitangi</li> <li>3) Worldview knowledge</li> <li>4) Tikanga/Kawa</li> <li>5) Te reo Māori</li> <li>6) Engagement with Māori (partnerships/external)</li> </ul> </li> </ul>
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<sup>6</sup> <file:///C:/Users/lenihant/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/72OENGPE/AskYourTeam%20Cultural%20Competency%20Overview.pdf>



	<p>training opportunities for our colleagues (and potentially others).</p> <p><b>Priority Actions – “101 for All”</b></p> <p>1) <b>NOW</b> → Collaborate with our Te Tiriti partners discuss and affirm, and then potentially co-design / develop / delivery some or all of these training modules.</p> <p style="text-align: right;"><b>Completed by November 2021 and available in 2022</b></p> <p><u>Please Note</u></p> <p>a) We are aware that industry is calling out for such PD training opportunities, and that there are significant potential gains (social, cultural and economic) if these training opportunities are packaged in a manner that can be accredited and accessible across NZ.</p> <p><b>Strategic Intent – “Experts on Call”</b></p> <ul style="list-style-type: none"> <li>Facilitate and fast-track the implementation and impact of the FMA through a team of kaupapa and mātauranga experts, recruited in a manner that resonates within the kaupapa Māori community and attracts quality talent.</li> </ul> <p><b>Priority Actions – “Experts on Call”</b></p> <p>1. <b>NOW</b> → engage a kaupapa Māori HR consultant to support P&amp;C review and strengthen our recruitment and capability development policies and procedures (two bespoke pieces of work). This work is being scoped and costed at present.</p> <p style="text-align: right;"><b>Consultant to be engaged by end of June. Project to be completed by end of July.</b></p>	<ul style="list-style-type: none"> <li>A member of our PMO (Ana Hilario) has been assigned to support our efforts to recruit and establish an expanded team of kaupapa and mātauranga Māori experts to progress the implementation and impact of the FMA.</li> <li>The proposed <u>Resource Deployment &amp; Operating Model</u> presented at last month’s Board meeting has been revised again to reflect further thinking around how we ‘form’ ourselves to best deliver the ‘functions’ required to realise the mission and vision of our FMA (ie curriculum development / workforce development / student support services / tiriti partnerships), which aligns us to Te Pūkenga’s Charter and the consequent Letters of Expectation. One of the key shifts has been to prioritise our consideration of the leadership structure that will manage these focus areas over time.</li> </ul>
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	<p>2. <b>AUGUST</b> → Recruit new kaupapa and mātauranga expert roles. <b>Completed ASAP</b></p> <p>3. <b>NOW</b> → engage, as required, kaupapa and mātauranga Māori specialists (eg consultants) to lead bespoke projects (e.g. We engage Tokona Te Raki to facilitate a series of engagements with our Te Tiriti partners). <b>Ongoing</b></p> <p><b>MOVING FORWARD – <u>Change Leadership / Management</u></b></p> <p><b>Strategic Intent</b></p> <ul style="list-style-type: none"> <li>To recognise the shared nature of our responsibility for Māori equity and Te Tiriti partnerships across the change leadership and management roles.</li> <li>To build our kaupapa and mātauranga Māori capacity and capability within our Change Leadership / Management teams.</li> </ul> <p><b>Priority Actions</b></p> <p>1. <b>NOW</b> – engage kaupapa Māori HR consultant to help us attract and grow a culturally competent and confident workforce. <b>Completed by end of June.</b></p> <p>2. <b>NOW</b> – Collaborate with Tokona Te Raki to identify and confirm the “top five” subject matters that we focus our ‘new’ suite of CQ PD training on. <b>Completed by end of June.</b></p>	<ul style="list-style-type: none"> <li>Drafting of JDs has begun.</li> </ul>
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	NOTED LAST MONTH	UPDATE
<b>3. Equitable Outcomes for Māori &amp; Lifting Success of All Learners<sup>7</sup></b>	<p><b>MOVING FORWARD – <u>Framework for Māori Achievement</u></b></p> <p><b>Strategic Intent</b></p> <ul style="list-style-type: none"> <li>Prioritise this workstream over the next 2 months to complete as many FMA Implementation Plans as possible before 2022 budgets are set in October.</li> </ul> <p><b>Priority Actions</b></p> <ul style="list-style-type: none"> <li>Collaborate with DCEs and CE to require each area’s response to the FMA to be included within their single department/division “ops plan” which will need to align to and show how they are responding to the 4 key priority areas: <ol style="list-style-type: none"> <li>Equitable outcomes</li> <li>Removing Barriers</li> <li>Regional Responsiveness</li> <li>Change/Capability Leadership</li> </ol> </li> </ul> <p><b>MOVING FORWARD – <u>Workforce Development</u></b></p> <p><b>Strategic Intent</b></p> <ul style="list-style-type: none"> <li>Facilitate and fast-track the implementation and impact of the FMA.</li> </ul> <p><b>Priority Actions</b></p> <ol style="list-style-type: none"> <li><b>NOW</b> → Complete review of recruitment policies and procedures and go to market for kaupapa and mātauranga Māori experts (See Appendix A for further details), prioritising the recruitment or</li> </ol>	<ul style="list-style-type: none"> <li>Director Māori Achievement has prioritised this project and an update report is due on the 23<sup>rd</sup> July.</li> <li>In progress.</li> </ul>

<sup>7</sup> Is equity an outcome or an enabler of outcomes? Are we meant to be focussed now on just embedding equity into our sector (that is, the embedding of equity is the outcome itself) or are we meant to be focussed on higher level outcomes like “Māori succeeding as Māori in education”?

	<p>engagement of facilitators who can fast-track the drafting and implementation of annual FMA Plans. <b>Completed by July 31</b></p> <p>2. <b>NOW</b> → Leadership and project team requirements for both the Office of the Kaiārahi and the Centre for Kaupapa and Mātauranga Māori will be agreed with CE before taking to Tokona Te Raki for final feedback. <b>Completed by July 1</b></p> <p>NB: We (Tony and Te Marino) recently briefed Tokona Te Raki (Eru) on our proposed workforce development intentions and received a positive response and encouragement to progress.</p> <p>3. <b>NOW</b> → Create a bespoke ‘design-lab’ space within TPW, our Centre for Kaupapa an Mātauranga Māori, where all collaborative “design and do” thinking can be facilitated, (beginning with the drafting of the 2022 FMA implementation plans). <b>Completed by July 31</b></p>	<ul style="list-style-type: none"> <li>• In progress.</li> </ul>
<b>NOTED LAST MONTH</b>		<b>UPDATE</b>
<p><b>4. Removing Barriers for Learning by Putting Learners at the Centre</b></p>	<p><b>MOVING FORWARD – <u>Māui Te Taurira</u></b></p> <p><b>Strategic Intent</b></p> <ul style="list-style-type: none"> <li>• Strengthen, scale and sustain Māui te Taurira (embedding it within each programme of study).</li> </ul> <p><b>Priority Actions</b></p> <p>1. Introduce MTT to the He Toki ki te Rika consortia as a potential model to carry/grow the original He Toki kaupapa. <b>Completed June 2021</b></p>	<ul style="list-style-type: none"> <li>• Potential alignment has been identified and signalled to the project team working on the “Revisioning of Pastoral Care, Student Wellbeing &amp; Mental Health” transformation project.</li> <li>• Idea tabled at the He Toki Consortia Board meeting on 24 June with a commitment from the Board to consider this idea in its ongoing deliberations as to the future of He Toki ki te Rika.</li> </ul>

	<p><b>MOVING FORWARD – <u>Pūhoro STEAM Academy</u></b></p> <p><b>Strategic Intent</b></p> <ul style="list-style-type: none"> <li>Scale and sustain the reach of Pūhoro across our catchment.</li> </ul> <p><b>Priority Actions</b></p> <ol style="list-style-type: none"> <li><b>NOW</b> → Promote (for consideration by Te Pūkenga and the Pūhoro Charitable Trust) the potential to scale the Pūhoro STEAM Academy across NZ through a strategic partnership/alliance with Te Pūkenga. <b>Completed by June</b></li> <li><b>NOW</b> → Support our own STEM related programme leaders to design a suite of culturally responsive and engaging ‘workshops’ for Pūhoro students that will inspire them to continue their learning journey at Ara.</li> </ol> <p><u>Please Note</u></p> <ol style="list-style-type: none"> <li>Ara has invested in the Pūhoro STEAM Academy as an FMA aligned Māori engagement strategy.</li> <li>We will see an increasing return on our investment the more Pūhoro graduates enrol at Ara.</li> <li>We recognise that Pūhoro graduates are more likely to choose Ara if they have had a positive experience here at Ara over the course of their Pūhoro journey.</li> <li>Our FMA mission is to delivery positive experiences through kaupapa and mātauranga Māori.</li> </ol>	<ul style="list-style-type: none"> <li>Hui held with Pūhoro leadership (Naomi Manu) on 7 July in which the idea was presented and discussed. Positive initial response and commitment to consider further.</li> </ul> <p><b>NEXT STEP</b> → connect Naomi with Te Pūkenga leadership (DCE Partnerships &amp; Equity)</p> <ul style="list-style-type: none"> <li>Meeting held with Ara’s Youth &amp; Community Development Manager (responsible for managing our operational relationship with the Pūhoro STEAM Academy) and agreement reached to bring members of the Pūhoro team together with Ara’s STEM SMEs who will be designing and delivering the next Ara-led workshop in order that the kaupapa and mātauranga Māori can be integrated into that workshop in a manner that is engaging for the Pūhoro Academy learners.</li> </ul>
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	<p><b>MOVING FORWARD – <u>Māori Student Wellbeing</u></b></p> <p><b>Strategic Intent</b></p> <ul style="list-style-type: none"> <li>Progressively inform and shape our student support services through kaupapa and mātauranga Māori.</li> </ul> <p><b>Upcoming Opportunities / Actions</b></p> <ol style="list-style-type: none"> <li><b>NOW</b> → The Kaiārahi will support the DCE CEE shape and sponsor the <u>Revising Student Pastoral, Wellbeing &amp; Mental Health Support</u> project which intends “to undertake a comprehensive evaluation of Ara’s pastoral, wellbeing and mental health support services and explore how our services can be improved and better aligned to our key priorities.”</li> </ol> <ul style="list-style-type: none"> <li>The Kaiārahi (or delegate) will sit on the Project Control Group and remain connected with the DCE CE and CE to triangulate our support for each other.</li> </ul>	<ul style="list-style-type: none"> <li>Kaiārahi facilitated the first workshop with the project team...             <ol style="list-style-type: none"> <li>clarifying the high-level priority focus of Te Pūkenga and Ara on equity for Māori (and other priority learners) – and hence the need to reflect that priority focus within this transformation project;</li> <li>unpacking how this project can contribute to Ara’s intent to maintain and grow an active and meaningful Te Tiriti partnership with Ngāi Tahu (beginning simply by committing to understand what our Tiriti partner expects of us in regards to Maori learner wellbeing, meaningfully reflect that in this project, and undertaking to be transparent and report back to them on our progress from year to year.</li> <li>encouraging the team to consider the close alignment between this project and Māui Te Taura.</li> </ol> </li> </ul>
<p><b>5. Financial Sustainability</b></p>	<p>Work within the parameters of the resources committed by the Ara Board in April this year to increase our kaupapa and mātauranga Māori workforce capacity and capability.</p> <p>Collaborate with all departments and divisions to ensure that their respective FMA Implementation Plans are adequately and appropriately resourced each year. Progressively forecast these “Māori Equity and Te Tiriti Partnership” focussed activities within our own investment plan.</p> <p>Collaborate with Te Pūkenga to identify when and where it will be more appropriate to resource our activities through their investment plans.</p>	

***Future Deliverables***

- *See above*



# Ara Board Campus Redevelopment Committee Minutes

12 July 2021

Minutes of a meeting of the Ara Board Campus Redevelopment Committee held on Monday 12 July 2021 at 2.35pm in Room G202, City Campus and via videoconference.

## 1 Welcome

## 2 Meeting Business

### 2.1 Attendance

#### a Voting Members

Bryn Thompson (Chair), Jane Cartwright via zoom, Andrea Leslie via zoom and Darren Mitchell (Acting Chief Executive).

#### b Non-Voting Members

Nil.

#### c In Attendance

Colin King (Acting Executive Director, Operations), Tim Maxwell (Project Manager, Strategy and Planning), Grant McPhail (Manager, Facilities), and Christina Yeates (Minute Secretary).

### 2.2 Apologies

Nil.

## 3 Disclosure of Conflicts of Interest

Nil disclosed for the items on the agenda today.

The disclosures for the Ara Board members are noted as presented at the Ara Board meeting on 29 June 2021.

## 4 Confirmation of Minutes

### 4.1 Minutes of Council Campus Redevelopment Committee meeting of 2 June 2021

*It was **resolved** that the Minutes of the Campus Redevelopment Committee meeting held on 2 June 2021 be approved as a correct record of proceedings at that meeting and be signed by the Chair accordingly.*

A Leslie/D Mitchell

Carried

### 4.2 Business Arising out of the meeting

Nil.

## 5 General Business

- 5.1 Terms of Reference to be checked in regard to the voting rights of the role of Acting Executive Director, Operations on the Committee. [AP4 Board Secretary]

## 6 Public Excluded

2.40pm

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

B Thompson

Carried

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

- |     |   |                    |
|-----|---|--------------------|
| 6.1 | Previous Meeting Minutes of the Campus Redevelopment Committee Meetings – Public Excluded | [s9(2)(f),(i),(j)] |
|     | a) 2 June 2021  |                    |
| 6.2 | Business Arising from previous Public Excluded Minutes                                    | [s9(2)(i)(j)]      |
| 6.3 | Capital Works Programme (CWP) Update  | [s9(2)(i)(j)]      |
| 6.4 | Regional Masterplan Update  | [s9(2)(i)(j)]      |
|     | a) ALX Blocks   |                    |
|     | b) NS and O Blocks  |                    |
|     | c) Timaru Campus  |                    |
|     | d) Update on Remediation of Facilities Below 67% NBS                                      |                    |
|     | e) RMP Strategic Alignment with Te Pūkenga  |                    |

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 Committee moved back into open meeting.

There being no further business the meeting closed at 3.40pm.

**READ AND CONFIRMED**

Chair: .....

1 September 2021

## ACTION LIST

Action #	Date	Commentary	By Whom	Status	Due Date
AP4	12 July	Terms of Reference to be checked in regard to the voting rights of the role of Acting Executive Director, Operations on the Committee.	Board Secretary		1 Sept 21

DRAFT

<b>Ara Board</b> <b>27 July 2021</b>	<b>Agenda Item</b>	<b>7.2</b>
	<b>Information Item</b>	
<b>PUBLIC</b>	<b>Presented by</b>	D Mitchell

<b>ARA COUNCIL REPORT SUMMARY</b>	
<b>TITLE OF REPORT</b>	<b>Ara Academic Committee</b>
<b>BACKGROUND AND PURPOSE</b>	<p><i>A summary report to the Ara Board from Academic Quality of:</i></p> <ul style="list-style-type: none"> <li>• <i>The Ara Academic Committee meeting was held on the 24 June 2021.</i></li> </ul> <p><i>The Academic Committee role is to:</i></p> <ul style="list-style-type: none"> <li>• <i>Advise the Board, and recommend where appropriate, on the academic strategic direction and practices of the institution.</i></li> <li>• <i>Develop, monitor, review and maintain policies on academic matters including research conducted by staff.</i></li> <li>• <i>Consider proposals for new programmes.</i></li> <li>• <i>Approve programmes.</i></li> <li>• <i>Manage sub-committees as required, including:</i> <ul style="list-style-type: none"> <li>• <i>Defining delegations, roles, Terms of Reference (ToR) and membership.</i></li> <li>• <i>Receiving and acting on reports.</i></li> <li>• <i>Reviewing performance and effectiveness.</i></li> </ul> </li> <li>• <i>Consider and report on any other academic matters which are referred to it by the Board or CE, or which the Committee believes are of significant importance.</i></li> </ul>
<b>RECOMMENDATION(S)</b>	1. That the Academic Committee report be received.
<b>LINK TO ARA STRATEGY</b>	<ul style="list-style-type: none"> <li>• Regional Responsiveness</li> <li>• Equitable Outcomes for Maori and Lifting Success for All Learners</li> <li>• Removing Barriers for Learning by Putting Learners at the Centre</li> </ul>
<b>KEY ISSUES IDENTIFIED</b>	Nil.
<b>FINANCIAL IMPLICATIONS FOR ARA</b>	Nil.
<b>RISK IMPLICATIONS FOR ARA</b>	Nil.
<b>RATIONALE FOR EXCLUDING PUBLIC</b>	N/A

# Academic Committee Report

## 1 Academic Policy

Very minor edits were made to update according to current practice.  
The following policy changes were presented and approved.

- **APP706a Degree Monitoring Guidelines:** New Improvement Plan template added.
- **APP801 Research and Knowledge Transfer Committee TORs:** Changes to membership.
- **APP803 Research and Knowledge Transfer policy**
- **APP308 Department Research Committee TORs**

## 2 Student Voice

The Student Voice reported on various activities that have taken place in the first semester:

- 2021 Student Council established in March
- 2022 Compulsory Student Services Fee consultation underway
- Roadshows around all campuses were taking place.

## 3 External Degree Monitoring

Degree Monitoring reports were received for the following programmes:

- Bachelor of Applied Science
- Bachelor of Architectural Studies

These reports had positive feedback with recommendations linked to improved outcomes for learners. The Committee suggested the Applied Science delivery team work with the Educational Developers to alleviate issues around the number of assessments in the programme.

## 4 Ara Functional Research Plan 2021-2024

The Research Manager provided an overview to the Committee of the Ara Functional Research Plan which forms the strategy for the next three years. The strategic outcome is for a flourishing and impactful research culture coming from high research engagement, strong research impact and effective partnerships. There are three foundation principles: Kaupapa Rangahau – Research Partnership; Te Pūkenga Network Connection; and Benefit for Learners, Iwi/Community, Industry, Researchers. An operational plan will come to the Committee in September for endorsement.

## 5 NZQA and Service IQ External Moderation

The Committee received these two reports. Digital Technology was identified as an area of concern due to several standards having failed under national external moderation. NZQA have accepted the action plan developed by Ara which includes regular monitoring by the Portfolio and Assurance team, use of external subject matter experts in all aspects, and the development of new assessments for future delivery. Evidence of remediation outcomes are required to be submitted to NZQA by the end of November 2021.

# Ara Institute of Canterbury Ltd

## Board of Directors

### 2021 Work Programme

**as at 29 June 2021**

Month	Topics	Notified Non-availability
January	26 <b>Board Meeting – Strategy Planning Session (Christchurch)</b>	
February	17 Audit and Risk Committee	M Geddes 23/2
	18 Graduation (Timaru – Parade 12 noon, Ceremony 2 pm) <i>[Note: Cancelled due to COVID-19]</i>	
	23 <b>Board Meeting (Christchurch)</b>	
March	4 Campus Redevelopment Committee	A Leslie 30/3
	8 Audit and Risk Committee	
	22 Audit and Risk Committee	
	26 <b>Autumn Graduation (Christchurch)</b> (10am & 2pm)	
	30 <b>Board Meeting</b> <ul style="list-style-type: none"> <li>Annual Report</li> </ul>	
April	27 <b>Board Meeting (Note: Anzac Day 26 April) Timaru</b> Stakeholder Engagement Function	
May	3 Remuneration Committee	
	25 <b>Board Meeting (Christchurch)</b> <ul style="list-style-type: none"> <li>Report on Affixing of Common Seal</li> </ul>	
June	2 Campus Redevelopment Committee	M Bain 29/6
	9 Audit and Risk Committee	
	29 <b>Board Meeting (Christchurch)</b> <ul style="list-style-type: none"> <li>Ōtautahi House Board Visit [postponed]</li> <li>SafePlace Induction</li> </ul>	
July	12 Campus Redevelopment Committee	
	27 <b>Board Meeting (Christchurch)</b> <ul style="list-style-type: none"> <li>Fee Setting</li> </ul>	
August	Remuneration Committee	
	31 <b>Board Meeting (Woolston)</b> <ul style="list-style-type: none"> <li>Pacific Strategy Report</li> </ul>	
September	1 Campus Redevelopment Committee	
	6 Audit and Risk Committee	
	17 Spring Graduation Ceremony (10am and 2pm)	
	28 <b>Board Meeting (Timaru)</b> <b>[Note: 27 Sept S Canterbury Anniversary Day]</b> <ul style="list-style-type: none"> <li>2022 Budget</li> </ul>	

October	26	<b>Board Meeting (Christchurch) note: 25 October Labour Day</b>	
		<ul style="list-style-type: none"> <li>• Report on Affixing of Common Seal</li> <li>• 2022 Budget Sign Off</li> <li>• Ōtautahi House Board Visit</li> </ul>	
		Remuneration Committee	
		Academic Committee	
November	1	Audit and Risk Committee	
	30	<b>Board Meeting (Christchurch)</b>	
		<ul style="list-style-type: none"> <li>• Annual Report 2021 – content/format</li> </ul>	
December	15	<b>Board Meeting (Christchurch) (if required)</b>	

#### Ara Board meeting timings

9.00am – 9.30 am Board only time

9.30 am – 1.30 pm Board meeting

#### Ara Board and Committee meeting venues

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

Timaru – Room TA210, Boardroom, Timaru Campus

Waitangi Day – Observed Mon 8th February

Otago Anniversary – Mon 22nd March (Oamaru campus closed)

Good Friday – Fri 2nd April

Easter Monday – Mon 5th April

Easter Tuesday – Tues 6th April

ANZAC Day observance – Observed Mon 26th April

Queen's Birthday – Mon 7th June

South Canterbury Anniversary Day (Timaru campus closed) – Mon 27th September

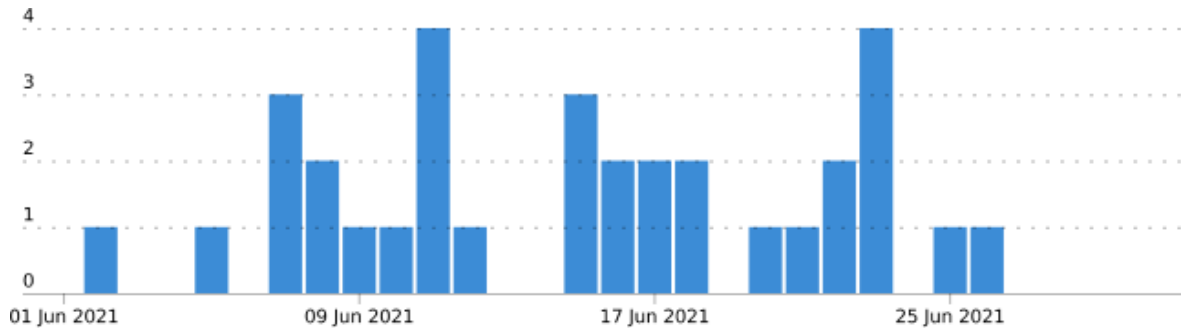
Labour Day – Mon 25th October

Canterbury Anniversary/Show Day (Christchurch campuses closed) – Fri 12th November

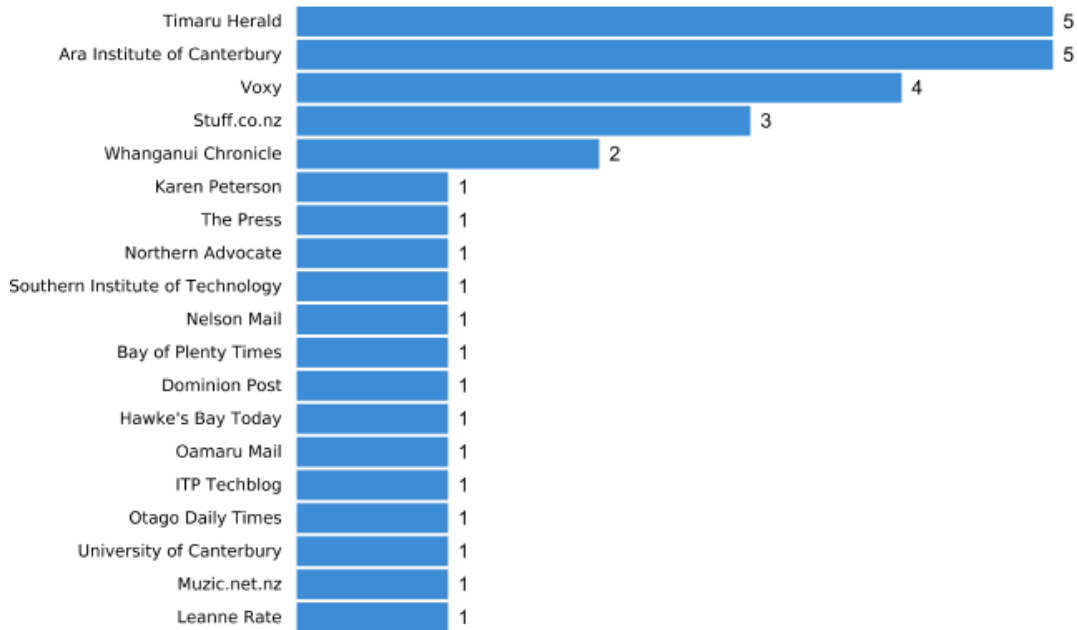


## Ara Institute of Canterbury – Media Report June 2021

### Volume



### Sources



■ Online: 24

■ Media Release: 9



## 1. EXTERNAL:

### [Southern Alps traverse change of pace for Mulvany](#)

**From** Otago Daily Times  
**Published** 04:34 26/06/2021  
**Keywords** Aoraki Polytechnic

### [Chance to have your say on council's long-term plan](#)

**From** Oamaru Mail  
**Published** 12:55 25/06/2021  
**Keywords** Canterbury Ara

### [Ara hosts Kick-Off event for the Orion Energy Accelerator](#)

**From** Voxy  
**Published** 17:20 23/06/2021  
**Keywords** Ara, Canterbury, Ministry, Ara's, Awesome, Ara Institute

### [Ara premier sponsor of the Sth Canterbury Business Excellence Awards](#)

**From** Voxy  
**Published** 16:49 23/06/2021  
**Keywords** Canterbury, Ara Institute, Aoraki Polytechnic

### [Timaru Boys' High School students work on perfect roast](#)

**From** Timaru Herald  
**Published** 16:36 21/06/2021  
**Keywords** Canterbury, Ara Institute

### [Award-winning South Canterbury businesses reflect on turbulent year](#)

**From** Timaru Herald  
**Published** 15:28 20/06/2021  
**Keywords** Ara, Canterbury

### [Juice Products NZ supreme winner in South Canterbury business awards](#)

**From** Timaru Herald  
**Published** 23:22 18/06/2021  
**Keywords** Ara, Canterbury

## **Circus returns to Timaru after more than a year**

**From** Timaru Herald  
**Published** 14:22 18/06/2021  
**Keywords** Ara

## **What's on in South Canterbury: June 18-20**

**From** Timaru Herald  
**Published** 11:38 17/06/2021  
**Keywords** Canterbury, Ara Institute

## **NMIT students stand the heat and rise to the challenge**

**From** Nelson Mail  
**Published** 05:01 17/06/2021  
**Keywords** Canterbury, Ara Institute

## **Māori martial art, plaiting and carving could be taught in New Zealand schools**

**From** Stuff.co.nz  
**Published** 16:46 16/06/2021  
**Keywords** Te Puna Wānaka

## **Work-life balance number one concern: survey**

**From** ITP Techblog  
**Published** 07:00 16/06/2021  
**Keywords** Ara Institute

## **Beyond victims and saviours - Sustainability in the Pacific**

**From** University of Canterbury  
**Published** 15:18 15/06/2021  
**Keywords** Canterbury, Ara Institute

## **Randstad Employer Brand research shows major shift in employee priorities**

**From** Karen Peterson, KP Communications  
**Published** 09:25 15/06/2021  
**Keywords** Ara Institute

## **Russian/Kiwi singer songwriter Bella Bekoeva released her next single 'A 1000Times'**

**From** Muzic.net.nz  
**Published** 09:24 15/06/2021  
**Keywords** Ara Music Arts

## **Arts Centre to use proposed \$5.5 million grant for emerging health tech hub**

**From** The Press  
**Published** 05:11 12/06/2021  
**Keywords** Canterbury, Ara Institute

## **Nestle Golden Hat regional cook-offs held for the first time at Ara**

**From** Voxy  
**Published** 14:14 11/06/2021  
**Keywords** Ara, Canterbury, Institute, Ara Institute

## **Award-winning children's book illustrator Jenny Cooper showing at Lockett Gallery**

**From** Whanganui Chronicle  
**Published** 10:50 11/06/2021  
**Keywords** Christchurch Polytechnic

## **Hawke's Bay Parents Centre announces two new educator trailblazers**

**From** Hawke's Bay Today  
**Published** 16:00 10/06/2021  
**Keywords** Canterbury, Ara Institute

## **Congratulations Murray Bain on becoming an officer of the NZ order of merit**

**From** Southern Institute of Technology, Voxy, Open Polytechnic, Northern Advocate  
**Published** 16:23 09/06/2021  
**Keywords** Canterbury, Ara Institute

## **'Community comes first' for Tongan educator honoured by Queen**

**From** Stuff.co.nz  
**Published** 18:26 07/06/2021  
**Keywords** Canterbury, Ara Institute

## **Northlanders behind Hundertwasser projects, online learning honoured**

**From** Stuff.co.nz  
**Published** 06:00 07/06/2021  
**Keywords** Canterbury, Ara Institute

## **Going, going, gone: Radio host Will Johnston signs off for new career**

**From** Bay of Plenty Times  
**Published** 08:28 05/06/2021  
**Keywords** New Zealand Broadcasting School

## **Friend's tribute to 'talented musician' after Wellington car fire**

**From** Dominion Post  
**Published** 05:11 02/06/2021  
**Keywords** Christchurch Polytechnic

## **2. INTERNAL:**

## **Ara Home To Culinary Creativity For The Ara Cookery And Bakery Competition 2021**

**From** Ara  
**Published** 24/06/2021

## **Ara Hosts Kick-Off Event For the Orion Energy Accelerator**

**From** Ara  
**Published** 24/06/2021

## **Ara Pleased To Be Premier Sponsor of the South Canterbury Business Excellence Awards in 2021**

**From** Ara  
**Published** 23/06/2021

## **Te Ōhaka Makes Good Impression Upon US Embassy Visitors**

**From** Ara  
**Published** 23/06/2021

## **New Ara Research Hub Gets Funding to Help Bioplastic Startup Kelpn**

**From** Ara  
**Published** 22/06/2021

## **NZBS alumni win big at NZ Radio Awards 2021**

**From** Ara  
**Published** 18/06/2021

## **Graduate Women Canterbury Trust's \$25,000 scholarship fund supports Ara female learners**

**From** Ara  
**Published** 16/06/2021

## **Ara Trades Star Wins New Zealand's Most Prestigious Managed Carpentry Competition**

**From** Ara  
**Published** 16/06/2021

## **Nestle Golden Hat Regional Cook-offs Held for the First Time at Ara**

**From** Ara  
**Published** 10/06/2021

## **From student to Datacom: How working with startup helped an Ara student accelerate his career**

**From** Ara  
**Published** 01/06/2021