



Ara Institute of Canterbury Council

AGENDA

Tuesday 26 May 2026 – 10am
Room TA210, Timaru Campus and online [if required]

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

**Note: Ara Council only time 9.30am to 10.00am and the public meeting commences from 10am.*

Item	Subject
1) Meeting Business	1.1 Welcome and Apologies
	1.2 Disclosure of Conflicts of Interest
	1.3 Confirmation of Council Minutes [Public] Meeting held 24 March 2026 a) Approval of minutes b) Matters arising c) Action List
	1.4 Correspondence
2) For Discussion	MONTHLY REPORT 2.1 Chief Executive a) Ara Performance Summary b) Financial Performance Summary c) Safety, Health and Wellbeing d) Academic Excellence e) Industry, Community and Learner Engagement f) Media and Communications
3) For Information/ Discussion	MONTHLY REPORTS 3.1 Chair [Verbal] OTHER 3.2 Common Seal Report 3.3 Audit and Risk Committee
4) For Information	STANDING ITEMS 4.1 2026 Council Work Programme
5) General Business	

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
6) Meeting Business	6.1 Confirmation of Council Minutes Public Excluded Meeting held 24 March 2026 a) Approval of minutes b) Matters arising c) Action List 6.2 Correspondence – Public Excluded	[s9(2) (f), (i), (j)]
7) For Discussion	7.1 Chief Executive Monthly Report – Summary a) Educational Performance Indicators and Student Achievement b) Financial – Budget Reforecast c) Ara Trusts d) Strategic Business Priorities e) Collective Bargaining Update	[s9(2) (f), (i), (j)]
8) For Information	8.1 Chair Monthly Report [Verbal] 8.2 Risk Register 8.3 Incident Management – Executive Summary Subcommittee Reports 8.4 Audit and Risk Committee	[s9(2) (i), (j)]
9) General Business		

NOTE: 12-1pm Ara Council Timaru 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 26 May 2026

Ara Council Members

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

Ara Council Officers

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



Ara Council Meeting Minutes

Tuesday 24 March 2026 – 9.00am
Ara Council Room, City Campus

These are the **minutes** of the meeting of the Ara Council held on 24 March 2026 in the Ara Council Room, City Campus.

1. MEETING BUSINESS

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

1.1. Welcome and Apologies

Attendees

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).

Apologies Nil.

1.2. Disclosure of Conflicts of Interest

- a) Nil declarations were recorded for the matters of business for this meeting.
- b) Michael Rondel and Andrea Leslie advised of some revisions to the ongoing register, to be sent electronically to the Council Secretary post-meeting.

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

Res#10/240326

*It was **resolved** that the minutes of the meeting of the Ara Council held on 24 February 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 taken as read. Discussion as follows:

- a) **Enrolments** – tracking largely as expected.
- b) **Safety, Health and Wellbeing** – unless any specific reason for excluding the public, Council agreed that health and safety reporting will remain in the public domain. Rick Hellings will meet with the Chief Executive to review Ara’s response to external threats on campus.
- c) **Strategic Partnerships** - Council were keen to hear of the developments with the University of Canterbury [UC] and collaborations leading to tangible benefits and outcomes. Key areas of opportunity are Engineering and cross-credit arrangements for learner transfer between Ara and UC, sports and nutrition programmes and health. Positioning Canterbury for the international market is also a key area of focus. A Memorandum of Understanding [MoU] is currently in draft and a working group proposed.
- d) **Nursing Placements** – proactive intake adjustments to align with placement capacity is underway. Revenue and reputational considerations were noted.
- e) **Sector settings** – the competitive funding environment, TEC’s direction and monitoring and emphasis on collaboration to avoid duplication while sustaining regional provision was discussed.
- f) **Graduation** – Council commended the events team for a well organised Graduation and thanked all involved for their cumulative efforts. It was noted that half of graduands chose to attend and receive their qualification in person.
- g) **Marketing and media strategy** – the “ready set go” campaign relaunch of Ara was noted, along with the increased social media focus and school engagement [years 11 and 12].
- h) **WBL** – the competitive market was discussed in relation to Trades and this forms one of the seven priorities Ara is focusing on. Agreed the requirement to grow our industries to be better advocates for Ara as a provider to the Industry Skills Boards.
- i) **International** - the potential for an MoU with an Indian University was also noted, relating to early childhood education and engineering.

3. FOR INFORMATION/DISCUSSION – Monthly Report

3.1. CHAIR

- a) **ITP Chairs update** – TEC is very much part of the regular Chairs meetings guiding the strategy for the sector and wishing to see the Chairs governing organisations contributing to the greater good of the sector.

4. FOR DECISION

4.1. Safety, Health and Wellbeing Framework and Policy – the paper and policy were taken as read.

Res#11/240326

*It was **resolved** to approve the Safety, Health and Wellbeing policy [CPP501] and accompanying guidelines [CPP501a] as presented.*

H Lindo/A Leslie

CARRIED

5. FOR INFORMATION – STANDING ITEMS

5.1. 2026 Council Work Programme – taken as read and no updates were recorded.

6. GENERAL BUSINESS – Nil.

Closure

There being no further business the Chairperson declared the public section of the meeting closed at 9.55am.

Ara Council 26 May 2026	Agenda Item	2.1
	Discussion Item	
PUBLIC	Presented by	Darren Mitchell

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

Chief Executive's Report

Public Meeting

1 CE Overview

Ara has continued to focus on strengthening performance, maintaining governance oversight, and positioning the organisation for long-term sustainability and growth. Work is underway on Ara's Investment Plan, with engagement continuing with the Tertiary Education Commission to ensure alignment between provision and current tertiary education priorities.

Financial performance is currently tracking ahead of budget year to date. Management continues to actively monitor enrolments, expenditure, and delivery performance.

Progress is also continuing across Ara's seven strategic business priorities. Strong momentum is evident in internationalisation, work-based learning, and the quality management system reset, while other priorities are advancing through planning, research, consultation, and staged implementation. Overall, the programme of work remains aligned to Ara's long-term transformation goals.

There has been continued engagement with external stakeholders, sector partners, and regulatory agencies, alongside a focus on academic quality, organisational improvement, and future growth opportunities.

In addition, collective bargaining activity is underway across several workstreams. This is being managed through a structured and coordinated approach, with attention to affordability, workforce expectations, and long-term sustainability.

The Timaru graduation was a particular highlight, celebrating learner success and generating strong positive regional coverage.

2 Ara Performance Summary – as at 12 May 2026

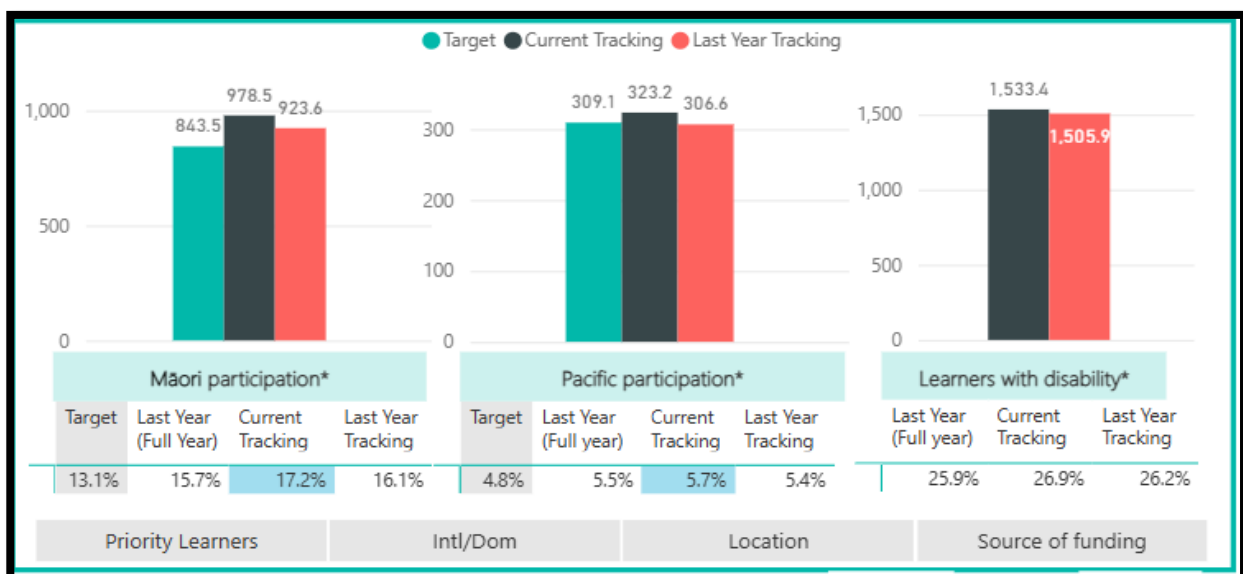
Application Summary		Current year compared to					Last year
Tracking measure including:							
Pre App Closed	Pre App	Active App	Unsuccessful App	Converted App	Re-enrolm... and Other		
Ara Overall	Est. req. Apps (Full Year)	Last year (Full Year)	Current Tracking	Last year Tracking	Req. EFTS Growth	Actual YTD App Growth	
	28,079	27,028	23,237	21,972	3.9%	5.8%	
International/Domestic							
International	5,416	4,366	5,549	3,684	24.0%	50.6%	
Domestic	23,152	22,662	17,690	18,291	2.2%	-3.3%	

EFTS Summary

Ara Overall	Target (Full year)	Last year (Full Year)	Current Tracking	Last year Tracking	Req. Growth	Actual YTD Growth
	7,109.3	6,843.4	6,171.9	6,145.0	3.9%	0.4%

Location						
All Other	6,787.0	6,481.4	5,891.1	5,808.3	4.7%	1.4%
South Canter...	322.3	361.9	280.8	336.6	-10.9%	-16.6%

Equity Data Summary



3 Financial Performance

Executive Financial Summary as at 13 May 2026

% of EFTS budget enrolled	73%	73% of the 2026 EFTS Budget were enrolled by month end. At the same time last year 76% of final 2025 EFTS had been enrolled.
YTD EBITDA	\$1.2m	The year-to-date EBITDA is \$1.2m, which is \$3.9m better than the budget of -\$2.7m. In the prior month, EBITDA was \$4.7m better than budget.
YTD Total Revenue	\$42.0m	Year-to-date revenue is \$42.0m, which is \$0.2m higher than the budget of \$41.8m. Prior month revenue was \$1.2m higher than budget.
YTD Total Personnel Exp [ex annual leave impact]	\$28.0m	Year-to-date personnel costs [excluding net annual leave] are \$28.0m, which is -\$0.8m lower than the budget of \$28.8m.
YTD Net Surplus / (Deficit)	\$1.5m	The net surplus/deficit is \$1.5m, which is \$3.7m better than the budget of -\$2.2m. The prior month variance was \$4.4m better than budget.
Cash	\$98.5m	Current Cash Position is \$98.5m. This has decreased by -\$1.7m from the prior month.
Cash Cover	9.7 months	Measures ability to meet costs in absence of funding. TEC benchmark is minimum 2 months.
YTD Capex	\$3.4m	Capex commitments year-to-date are \$3.4m against a full-year budget of \$16.6m.

4 Safety, Health and Wellbeing

Ara's Safety, Health and Wellbeing (SHW) programme made solid progress over February–March 2026, with a continued focus on strengthening leadership, systems, and organisational learning. Overall, delivery against the SHW Operational Plan is tracking well, with three priorities on track and one needing closer attention due to resourcing constraints and dependencies.

Some encouraging progress this period included strong completion rates for the organisation-wide “WOF” learning, with 80% of kaimahi completing all seven modules on time. Planning is also underway for future Executive and Council SHW walkabouts to help reinforce expectations and visible leadership. In faculties, early steps have been taken to strengthen incident management by shifting accountability from Portfolio Managers to Operations Managers, supported by SafePlace refresher training. Portfolio Managers will continue to manage student wellbeing events, in conjunction with Student Support. Alongside this, the SHW team has started work with Assura to scope an upgrade of SafePlace to the latest version, recognising that Ara was an early adopter of the system.

One area requiring ongoing attention is the “Effective Systems” priority, which remains amber. This reflects capacity constraints within the SHW team and dependencies across the organisation. Progress on the critical risk framework has been more limited than planned this period due to capacity constraints and organisational dependencies. Further work is underway to strengthen oversight and assurance arrangements in higher-risk areas.

Recruitment into the SHW team has been successful, with a new Senior Advisor and Advisor both starting on 11 May, which will help ease current capacity pressures.

A total of 77 SHW-related events were reported during the period, which is lower than the same time last year. These were largely made up of minor operational events and safety observations—often facilities or environmental issues needing maintenance follow-up – alongside minor injuries such as cuts and abrasions from kitchen and carpentry activities. There were also a range of health, wellbeing, and behavioural safety-related incidents.

Wellbeing and engagement activity has continued through established channels. This included a transition to a new Wellbeing Action Group chair, delivery of the monthly wellbeing workshop, and planning for the annual influenza vaccination programme (April–October). Options are also being explored to improve access to self-service wellbeing resources through a digital platform.

Initial scoping work has begun on developing a strategy to reduce occupational violence and aggression (POVA). This has included engagement with external partners, including Te Whatu Ora's national programme, and a review of relevant national guidance for public-facing, high-traffic environments. A small Ara group will attend the NZ Security Association's Crowded Places conference in Auckland in July to build understanding of the national Crowded Places Strategy - Protecting Our Crowded Places from Attack, led by NZ Police. The strategy aims to prevent terrorism by increasing the resilience of public and crowded spaces, making them harder targets through strengthened partnerships and security measures. It provides a consistent and proportionate approach for owners/operators to identify risks, deter, detect and respond to threats in places like malls, stadiums, city centres, university/polytechnic campuses, airports etc. It also acts as a guide for security audits, risk management, and emergency planning and is aimed at strengthening resilience in public environments by improving how risks are identified and managed, and how staff are supported to respond to potential threats.

The recent decision to prohibit indoor charging and storage of privately owned e-scooters and e-bikes, due to lithium-ion battery fire risk, has generated mixed feedback. A small number of kaimahi have raised concerns about the security of outdoor storage and the risk of theft. Facilities Management is reviewing current arrangements, with further solutions still needed for Timaru campus and Ōtautahi House.

Traffic management at the Woolston campus has re-emerged as a concern, particularly around the gear shed area used by Outdoor Education. Vehicle speeds and the interaction between pedestrians and vehicles are creating increased risk. In response, Faculty Operations Managers and Facilities Management have worked together to identify additional controls, including larger speed bumps, improved signage and road markings, vehicle exclusion zones, and the potential installation of a gate to limit traffic flow around the ring road. While these issues have been present for some time, it is positive to see practical improvements now progressing. Given that vehicle–pedestrian interaction is a recognised critical risk at Ara, ongoing monitoring and verification of traffic management controls across all campuses will be important to ensure they are effective in managing the risk.

5 Academic Excellence

5.1 Quality and Assurance

Following internal evaluation findings in 2025, work has centered on improving programme-level self-assessment, strengthening the use of data, and embedding consistent, evidence-informed quality practices across programmes. This work is in line with Ara's Strategic Priority 7, QMS Reset. Response plans have been endorsed to address identified gaps in programme assurance, staff capability, and moderation practice.

5.2 Programme Portfolio

The division has continued to support programme approvals and reviews, alongside the development of new micro-credentials and the rationalisation of existing provision. Work has included aligning legacy training schemes with current NZQA requirements and strengthening expectations for programme change documentation and transparency.

5.3 MAINZ Integration

Work underway to support ensuring teaching and assessment practices and resources from MAINZ align with Ara expectations and policies.

5.4 Research Structure

Terms of reference for the Rangahau Research and Postgraduate Committee and the Faculty Research Groups have been approved by Academic Committee. Faculty research group chairs and co-chairs have been appointed. These groups which will provide an integral point of oversight and support for research activity in the faculties.

5.5 Tertiary Research Excellence Fund

We are still awaiting a final decision on the TEC funding model for research in the ITP sector. The model favoured by TEC in consultation is a 'bulk-funding' model on the basis of staff numbers who have research time.

5.6 OPSITARA

A research office campaign has attracted a good response for early submission to our regional ITP research conference, allowing us to facilitate cost-effective ways to support research outputs.

6 Industry, Community and Learner Engagement

- 6.1 Annabel Kean, a New Zealand Broadcasting School graduate, co-wrote, produced and acted in a comedy/horror film, *The Weed Eaters*. The film has been shown at cinemas around New Zealand. (<https://www.rnz.co.nz/life/screens/movies/ridiculous-and-unpredictable-small-budget-film-touring-nz-theatres>).
- 6.2 New Zealand Broadcasting School's was awarded one of the Radio New Zealand's "RNZ100 Journalism Scholarships". ([RNZ proud to be supporting journalists of tomorrow with five journalism scholarships | Media Releases | RNZ](#)).
- 6.3 Antony Ellworthy, an animator and book illustrator (stop frame animation) is working as an Artist in residence in the Design School (<https://antonyelworthy.com/>).
- 6.4 Ara NASDA ākonga Caleb Bell has been awarded the FAME Trust Emerging Practitioner Award, through the [Acorn Foundation NZ](#) - one of just seven performing arts students nationwide to receive this honour.
- 6.5 NASDA's first production for 2026 *The World Goes 'Round*, was a recent successful event (23–26 April). Next up in the 2026 NASDA Show Season, is *Jane Eyre*, followed by *Beauty and the Beast*, *Wizard of Oz*, *That Bloody Woman* and *Something Rotten*.
- 6.6 Hosted a Tradies Breakfast to strengthen relationships with industry partners and reaffirm Ara's role as a trusted provider of New Zealand Apprenticeships and applied trades training. This event also provided current students with connection to future career pathways, industry employment options and industry suppliers.
- 6.7 Student success was celebrated with three Ara Institute of Canterbury Bachelor of Architectural Studies (BAS) graduates who have taken top honours in a design competition to create a teaching pavilion for the [Climate Action Campus Ōtautahi](#).
- 6.8 Bachelor of Social Work External Advisory Committee meetings involving government (Oranga Tamariki), NGOs (VOYCE, Salvation Army), community organisations and health sector representatives.
- 6.9 Osteo External Advisory Meeting including Osteopaths NZ, private practice providers, and Southern Cross University representation.

7 Media and Communications

7.1 Media engagement and coverage

Media sentiment in April was positive, with coverage spanning learner achievement, graduation, research and organisational matters.

Coverage included:

- The [Timaru Herald](#) and [Timaru Courier](#): coverage of Ara Timaru graduation
- **RNZ**: reactive enquiry regarding [enrolment numbers](#)
- **Tertiary Insight**: links to Ara website news stories and sector coverage
- **Stuff**: coverage relating to [exhibitions](#) and learner and [graduate success](#).

7.2 Storytelling and campaigns

Website stories included:

- [How one Ara graduate is designing for a low-carbon future](#) (734 views)
- [Third-generation engineer among more than 300 Ara graduates](#) (384)
- [Suppliers and employers hungry for Ara Carpentry Brekky](#) (570)
- [Ara learner claims top spot at apprentice challenge regional heat](#) (128 views)
- [A world of talent on show in NASDA's 2026 debut](#) (348 views)
- [Engineer, artist, advocate: Wimansa Jayasekara's sustainable practice](#) (580 views)
- *Research profiles featuring [Zoe Steele](#) (146 views), [Scott Klenner](#) (246 views) and [Dr Matt Ramezani Pour](#) (45 views).*

LinkedIn continued to grow steadily during April, reaching 17,664 followers by the end of the month, an increase of 231 followers over 30 days.

Waituhi (intranet) engagement remained strong throughout April, with weekly unique viewers ranging from approximately 887 to 985 and weekly hub visits between 31,000 and 42,000.

Key developments included the launch of new Pacific Success pages, the relaunch of the Kaupapa Māori section, publishing Ara's writing style guides, new landing pages for the Corporate Services and Ako Excellence divisions, and continued progress on a broader Waituhi tidy-up programme.

7.3 Visual highlights



NASDA Production of The World Goes Round



Jayden Marshall, winner of the Mid-South Canterbury regional heat of the NZCB Apprentice Challenge



Carpentry brekky at Woolston campus



Elizabeth Guthrey, in her straw bale house, featured on Grand Designs New Zealand



Timaru graduation



Timaru graduation



Timaru graduation



Timaru graduation

Common Seal

The Ara policy on affixing the common seal calls for a quarterly report to the Ara Council recording the number and type of document to which the common seal has been added.

This report covers the period from 1 November 2025 to 26 May 2026 and includes the list of the degree and diploma documents signed and sealed by the Ara Chief Executive for the Spring 2026 Graduation ceremonies held on 13 March 2026 in Christchurch and 30 April 2026 in Timaru.

Going forwards, and as per the Ara Common Seal policy [CPP605], the Council Chair's signature will also appear on the qualification awards, alongside the Chief Executive and the Common Seal.

In total, there were 1043 qualifications awarded carrying the Ara Institute of Canterbury Common Seal:

Qualification Title	Quantity Awarded
Bachelor of Accounting (Level 7)	7
Bachelor of Applied Management	9
Bachelor of Applied Science	23
Bachelor of Architectural Studies	29
Bachelor of Broadcasting Communications	46
Bachelor of Construction	27
Bachelor of Design	73
Bachelor of Engineering Technology	19
Bachelor of Information and Communication Technologies	30
Bachelor of International Tourism and Hospitality Management	4
Bachelor of Medical Imaging	39
Bachelor of Midwifery	26
Bachelor of Musculoskeletal Health	17
Bachelor of Music	16
Bachelor of Music Theatre	19
Bachelor of Nursing	147
Bachelor of Social Work	11
Bachelor of Sustainability and Outdoor Education	19
Graduate Certificate in Building Information Modelling (BIM)	1
Graduate Certificate in Nursing	3
Graduate Diploma in Accounting	1
Graduate Diploma in Applied Management	1
Graduate Diploma in Building Information Modelling (BIM)	3
Graduate Diploma in Construction Management	3
Graduate Diploma in Event Management	2
Graduate Diploma in Human Resource Management	2
Graduate Diploma in Information and Communication Technologies	1
Graduate Diploma in Innovation and Entrepreneurship	1

Graduate Diploma in Laboratory Technology	7
Graduate Diploma in Quantity Surveying	3
Graduate Diploma in Supply Chain Logistics	3
Graduate Diploma in Sustainability and Outdoor Education	1
Graduate Diploma in Tertiary Teaching and Learning Level 7	3
Master of Creative Practice	1
Master of Health Practice	3
Master of Nursing	3
Master of Sustainable Practice	5
New Zealand Diploma in Applied Science (Level 5)	24
New Zealand Diploma in Architectural Technology (Level 6)	13
New Zealand Diploma in Arts and Design (Level 5)	5
New Zealand Diploma in Beauty Therapy (Level 5)	23
New Zealand Diploma in Business (Level 5)	36
New Zealand Diploma in Construction (Level 6)	28
New Zealand Diploma in Cookery (Advanced) (Level 5)	26
New Zealand Diploma in Cybersecurity (Level 6)	6
New Zealand Diploma in Early Childhood Education and Care (Level 5)	55
New Zealand Diploma in Engineering (Level 6)	28
New Zealand Diploma in Enrolled Nursing (Level 5)	1
New Zealand Diploma in Hospitality Management (Level 5)	10
New Zealand Diploma in Information Technology Technical Support (Level 5)	26
New Zealand Diploma in Interior Design (Residential) (Level 5)	35
New Zealand Diploma in Primary Industry Business Management (Level 5)	10
New Zealand Diploma in Remedial Massage (Level 6)	7
New Zealand Diploma in Veterinary Nursing (Level 6)	27
New Zealand Diploma in Wellness and Relaxation Massage (Level 5)	11
Postgraduate Certificate in Health Practice	10
Postgraduate Certificate in Professional Supervision	23
Postgraduate Certificate in Sustainable Practice	1
Postgraduate Diploma in Creative Practice	1
Postgraduate Diploma in Health Practice	3
Postgraduate Diploma in Osteopathy	16
Postgraduate Diploma in Sustainable Practice	2
Te Pokaitahi Reo (Rumaki) (Te Kaupae 6)	8
Total	1043

Darren Mitchell
Chief Executive

Ara Council

Audit and Risk Committee Minutes

5 March 2026

Minutes of a meeting of the Ara Council Audit and Risk Committee held on Thursday 5 March 2026 at 2.00pm in Room G202, City Campus and via Teams.

Welcome

The Chair opened the meeting and welcomed all members to the **inaugural** meeting of the Council Audit and Risk Committee, since Ara transitioned to a stand-alone entity on 1 January 2026.

1

1.1 Attendance

a Voting Members

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

b Non-Voting Members

Darren Mitchell [DM - Chief Executive], Tilly Mckay [TM - Chief Financial Officer] and Christina Yeates [CY - Minute Secretary].

c In Attendance

Tim Maxwell [TM - Manager of Projects and Strategic Initiatives]

1.2 Apologies

Nil

2

Correspondence

2.1 Office of the Auditor General to Ara – New Audit Arrangements - the Committee noted the letter received by the Ara Council Chair dated 25 February 2026 outlining the audit arrangements from 1 January to 31 December 2026.

2.2 Tilly provided an overview of Ara's usual audit practices and internal control testing.

2.3 The closing balance from 31 December 2025 under NZIST and the opening balance under Ara were discussed. It was agreed to closely monitor the timing for both as it could prove a risk if adjustments are made that are not agreed upon e.g. income recognition.

2.4 It was confirmed that there is no Council involvement on the 2025 audit, however it is the expectation for the Ara Council to sign off on the 2026 audit.

3 Banking Authorities and Signatories

3.1 The Committee approved a pragmatic approach to the delegation authority for banking services which is aligned to the Treasury Policy. This allows the use of a

range of Banks where transactional and investment authorities apply across approved institutions that meet the Crown Treasury requirements.

*It was **resolved** that the Ara Council Audit and Risk Committee approve the delegation authority for banking services to such institutions that meet the Crown Treasury requirements and meet the definitions aligned to the Ara Treasury policy.*

M Rondel/ Hugh Lindo

Carried

4 Terms of Reference [ToR]

- 4.1** The Committee discussed the terms of membership and agreed that the Chair should be elected at the first meeting of each year, and the subcommittee membership should be reaffirmed at the same time.
- 4.2** 2.1d Committee Appointments to be deleted.
- 4.3** Item 8.5 Periodic reviews of the Committee's performance was clarified as a self-assessment process.
- 4.4** Appendix A – Functions. The Committee agreed the following amends:
 - a Council should be included as the approving body for negotiating and approving the details of the engagement of the external and internal auditors.
 - b Risk Management – remove the job title attributed to the quarterly reporting.

Action #1: The current ToR will be amended to reflect the above revisions and the changes to be circulated for approval by flying minute. [CY]

5 Work Schedule 2026

- 5.1 The Committee agreed the following as focus areas for the year:**
 - a How does Ara satisfy TEC funding regulations.
 - b Standing items to include management reporting on cybersecurity and internal audit plans.
 - c To interrogate the risks more fully and plot/plan to mitigate with the opportunities for deeper dives.
 - d Ongoing assurance that the seven priorities deliver outcomes and mitigate risks identified – quarterly reporting to ARC was suggested.
 - e Link to TEC letter of expectations and financial risk management framework.
 - f Reputational Risk – agreed this is a key contributing factor to the ongoing success of Ara, for staff and student wellbeing, for building trust and confidence. Agreed the importance of how this is tracking and Ara's approach.
 - g Workplan should encompass strategic risks, functional operational risks e.g. health and safety with an overlay of compliance [Office of the Auditor General and the TEC] and reflective of the public sector lens of performance and efficiency. Reassurance is key.

Action #2: Work programme to be drafted for ongoing assurance and circulate via email, outside of the meeting cycle. [DM]

6 Public Excluded

2.55pm

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

It was further **resolved** that Tim Maxwell, Manager of 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:

6.1	Risk Report and Register	s9(2)(i)
6.2	Cybersecurity	s9(2)(i)
6.3	Programme Assurance	s9(2)(i)
6.4	Legislative Compliance	s9(2)(i)
6.5	Internal Audit Framework and Focus Areas	s9(2)(i)

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- *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

The Committee moved back into open meeting.

7 Close

There being no further business the meeting closed at 3.45pm.

READ AND CONFIRMED

Chair:

Date:

Audit and Risk Committee Minutes [Public] – Action List as of 5 March 2026

Action Number	Date	Agenda Item	Topic	Action	Responsibility	Status	Due
1	5 March 26	4.1 and 4.3	Terms of Reference – Membership and Appendices Revisions	<p>Chair should be elected at the first meeting of each year and the subcommittee membership should be reaffirmed at the same time.</p> <p>Remove 2.1d Committee appointments</p> <p>Appendix A – Functions: Council should be included as the approving body for negotiating and approving the details of the engagement of the external and internal auditors.</p> <p>Risk Management – remove the job title attributed to the quarterly reporting</p> <p>Changes to be circulated and approved by flying minute.</p>	CY	Pending	3 June 26
2	5 March 26	5.1	Work Schedule 2026	<p>Work programme to be drafted for ongoing assurance and circulate via email, outside of the meeting cycle.</p>	DM	Pending	3 June 26

Ara Council Meeting Schedule - Work Programme 2026

as at 26 May 2026

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

September	2	Audit and Risk Committee	
	17	Spring Graduation (Christchurch)	
	22	Council Meeting (Christchurch) <ul style="list-style-type: none"> • 2027 Budget Sign Off • Quarterly TKM Reports • Ōtautahi House Site Visit / Health and Safety Walkabout 	
October	15	Academic Committee	
	27	Council Meeting (Timaru) <ul style="list-style-type: none"> • Annual Report 2025 – content/format • Report on Affixing of Common Seal • Academic Committee Quarterly Report • Health and Safety Walkabout – Timaru Campus 	
November	4	Audit and Risk Committee	
	?	Remuneration Committee	
	19	Academic Committee	
	24	Council Meeting (Christchurch) <ul style="list-style-type: none"> • Planning 2027 	
December	8	Council Meeting (Christchurch) (if required)	

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, Boardroom, Timaru Campus

<p>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</p>
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