



Ara Institute of Canterbury Limited
(the Company)

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

28 July 2020 at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 28 July 2020 in Room G202, City Campus.

- 1 Karakia** Melanie Taite-Pitama opened the meeting with the following Karakia – pursue distant horizons to become close and never lose them, linking to the FMA vision “come, stay and succeed”.

*“Ka hikitia! Ka hikitia!
Hiki, hikitia!
Whakarewa ki runga rawa
Herea kia kore e hoki whakamuri mai
Poua atu Te Pūmanawa Māori
He Mana Tikanga
Me Te Uri o Māia
Poipoia ngā mokopuna
Ngā rangatira mo āpōpō
Ka tihei! Tihei mauriora!
Ka hikitia! Ka hikitia!*

*Encourage and support!
And raise it to its highest level!
Ensure that high achievement is maintained
Hold fast to our Māori potential
Our cultural advantage
And our inherent capability
Nurture our young generation
The leaders of the future
Behold, we move onwards and upwards!”*

2 Welcome

Directors present: Thérèse Arseneau, Murray Bain, Jane Cartwright, Maryann Geddes, Nettles Lamont, Andrea Leslie, Melanie Taite-Pitama and Bryn Thompson.

Thérèse Arseneau acted as chairperson of the meeting.

Other attendees present: Tony Gray (Ara Institute of Canterbury Ltd (Ara) Chief Executive), Darren Mitchell (Ara DCE COO), Te Marino Lenihan (Ara Kaiārahi) and Christina Yeates (Ara Executive Officer).

Apologies Nil.

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.
- b) Updates to the Conflict of Interest Register were recorded as follows:
 - Thérèse Arseneau [Chair]: Remove Regenerate Christchurch (Chair) and Greater Christchurch Partnership Governance Group (Board Member).
 - Maryann Geddes: Remove Queenstown Resort College (Member – Advisory Committee).

4 Items not on the Agenda Nil.

5 Confirmation of Meeting Minutes

5.1 Minutes of Committee Meeting – 26 May 2020

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 26 May 2020 (not being a meeting or part of a meeting from which the public was excluded) be confirmed as a correct record of proceedings of that meeting and be signed by the Chair accordingly.

J Cartwright/M Taite-Pitama

Carried

5.2 Matters Arising The Board noted that the workshop held in June was of great value and agreed it is important to not lose the momentum and to look at the “what now” as a result of the workshop.

5.3 Action List

- a) AP3 - AIR Equity Report – the CE advised that a Māori performance dashboard will be provided for the next Board meeting. The Board noted this has been carried forward to 25 August.
- b) AP4 – Future Needs – “Supernodes” information has been distributed by the CE. Completed.
- c) AP5 – Unsuccessful applications – data analysis – this is included in the current information to the Board. Completed.
- d) AP6 – Financials – the addition of a variance column. Completed.
- e) AP7 Health and Safety – correction of the figures in the incident summary table. Completed.

6 Items for Discussion

6.1 Chief Executive (CE) Report

The report was taken as read. The CE provided the following update:

- a) In general, Semester Two has started well and Ara is in a reasonably good position for most departments and is currently supporting new and returning students.

- b) The conversion of applications to enrolments in most areas is progressing well with the exception of EDI – this still remains a work in progress revisiting the products offered, as many require a major refresh. In terms of future thinking around EDI, weaving enterprise and digital innovation through everything we do rather than stand-alone qualifications was discussed. It was agreed this an example of an area that could potentially see collaboration across the South Island using the best of products and development done once and done well.
- c) Health Practice numbers are looking good; however, the CE advised that the employment numbers for Nursing graduates are lower than expected. Normally Ara has the highest employment numbers for Nursing graduates in the country but the lower numbers are likely due to an element of fiscal pressure on the CDHB and that the turnover of existing nursing staff leaving roles or going offshore is not happening due to COVID. Ara is working with the CDHB to look at new roles and opportunities e.g. in managed quarantine and fixed term roles as an alternative. It was noted that graduates might need to explore opportunities with other regional DHB's.
- d) International: Recruitment for 2021 is the area of main concern. The included international student numbers for Semester Two 2020 are those that have progressed from Semester One. The Board noted the CE's work leading the NZIST group focusing on Internationalisation. The CE advised that one of the first elements of this work is to ensure robust scenarios are in place for the potential opening of the borders in 2021. The sector is working alongside the MoE and Education NZ amongst others on this.
- e) Discussion on the strategies to capture the potential for upskilling in the domestic market. Work continues around engagement with industry, noting there is a big increase in numbers where there is very high unemployment already e.g. central Otago (including Queenstown), Rotorua and South Auckland
- f) The Board noted in the application summary that numbers were down for South Canterbury. The CE provided some background, confirming the numbers include Ashburton and Oamaru; provision in Timaru is still to recover after the CPIT/Aoraki merger. However, it is also a result of removing some programmes due to economic and educational reasons – low level provision that was not funded by TEC. The Board were advised that the relationship with the South Canterbury DHB is significantly better and programmes such as Nursing and Midwifery have a very good uptake. The Board noted that South Canterbury is a work in progress and different working delivery models have been trialled e.g. 'face and space' and note that Timaru has a decreased school roll and is one of the strongest ITO serviced areas in the country. As the next Board meeting is scheduled to be in Timaru, the Chair asked that the Board consider how best and effectively to use the time and to include some stakeholder engagement activity.
- g) Māori Student Achievement – the Board felt it is important we look to ensure we have the right resource within the Framework for Māori Achievement (FMA) and Pasifika strategies to ensure improvements and agreed targets are achieved. It was agreed it is a complex picture and more resource will be needed. Buy-in across some departments needs to be further improved around Māori learners, and lessening the discrepancies in levels of achievement has not yet achieved sufficient progress. The Board noted that Ara has introduced initiatives with schools through the Poha (STEAM) Academy and this is seen as an important development for future Ara Māori learners. Discussion around our partnership with Ngāi Tahu and the need for a collective approach across the sector. Need to grow awareness that better resourcing is needed for our Māori learners and that funding does not provide the additional resource for improving equity at a rate that is needed.
- h) The Board noted that Ara scores highly on course completion and in first year retention but are low on qualification completion and queried what is required to

improve Ara's performance in this EPI. The CE explained that this is due to the fact that the EPI system measures cohorts and whereas a cohort will start together it does not necessarily finish together; learners who finish a course but not the full qualification within a cohort will have an impact on overall qualification success rates under the present measurement. Therefore the recognised measure of success that institutions look at is successful course completion.

- i) It was noted that with the guaranteed SAC funding for the year, there is still a risk around student fees and therefore the forecast for domestic fee income is slightly reduced (\$800k on budget because of this).
- j) The DCE, COO provided a brief summary of the reforecast noting it is the first reforecast this Board will have seen. The forecasting result is better than budget for the year due to the benefit of the government guarantee and it is also quite conservative around the consumption of the government funding against the downside in international revenue. In terms of expenditure, the biggest cost is staffing but the budget is travelling well aside from annual leave consumption and the corresponding contingent liability. Due to the shutdown during COVID, the reduction in occupancy costs is supporting the improved outcome. The overall net impact is a slightly better projection for the year end.,
- k) Ara cash reserves were discussed. The insurance monies received were confirmed as full and final settlement. Capital expenditure is non-insurance monies and there is still capital work to be undertaken on all campuses; this is identified in the Capital Plan. Updates on campus environments will be presented to the Board after consideration by the Campus Redevelopment Committee, this includes significant capital development work in South Canterbury.
- l) The Board noted that the ringfencing outcome is due this week from NZIST – Ara had made strong representation for the ringfencing formula to be reviewed – this had been accepted by NZIST.
- m) The DCE COO confirmed that investment in technology is part of the capital budget discussion and the process is supported by an appropriate business case. The BAU annual capital budget runs at \$4.5 to \$5m per year, tagged to technology and driven off a three-year hardware replacement cycle; there is also a call for business cases for any new investment.
- n) Approval of budget assumptions were discussed and that this is not typically approved at Board level, more that the Board are informed how the NZIST assumptions are translated in terms of setting the Ara budget. The Board will be interested in the outcomes expected in the next 6-8 weeks.
- o) **Health and Safety:** the report was taken as read. The following items were noted:
 - i. A notifiable injury was reported to Worksafe, but it has been confirmed they are not investigating.
 - ii. Work continues in the context of Ara's workplace culture of health and safety – significant health, safety and wellbeing development including training opportunities is ongoing to ensure the minimisation of risk in all areas of the organisation.
 - iii. The planned retirement of the existing Health and Safety Manager was noted, along with the recruitment of a new Health, Safety and Wellbeing Manager and a Health and Safety Advisor.

- iv. The terminology in the performance table and the difference between a notifiable injury/illness and notifiable incident was discussed. **It was agreed there should be a third column to identify non-notifiable injury/illness.**
[AP9 CE]
- v. The action for Board members to carry out health and safety walkarounds still needs to be planned. **The CE agreed to follow this up with the DCE P&C.**
[AP10 CE]
- vi. Wellbeing – the Board noted that EAP services were busier and that this is reflective of the accumulation of events during 2019/2020. The next Wellbeing Survey is scheduled for August 2020.
- p) The Ministry of Awesome partnership report was taken as read. The CE advised the focus is now moving onto the impact for Ara learners and colleagues - micro-credentials, innovation, entrepreneurship, hackathons and a range of initiatives with ChristchurchNZ are all gaining momentum.

6.2 Deputy Chief Executive (DCE) Reports

The reports were taken as read. Discussion as follows:

- a) The Board would like to see **a future focus included in the DCE reports. This might include areas of innovation being investigated and/or implemented. It was agreed it would be helpful to look at how activities fit with the Minister’s letter of expectations and mindful of NZIST’s need for collaboration moving forward and with a Māori and equity lens over everything.** The Board agreed that the Kaiārahi role is critical to this across the organisation. [AP11 CE]

7 Information Items

7.1 Chair Report

The Chair advised that the first “in person” subsidiary Chairs’ meeting is being held on 29 July 2020 with the Minister in attendance. The Chair asked that the Board inform her of any issues to be raised. It was noted that the NMIT meeting that had been scheduled for 31 July has been postponed and will be rescheduled at a future date.

7.2 Subcommittee Reports

- a) It was noted that the Ara Audit and Risk Committee met on 29 June 2020 and there were no substantive points from the public section of the meeting. The meeting minutes are currently in draft format.

7.3 Ara Board Work Programme

- a) The work programme was reviewed, and it was noted that the next meeting is to be held on the Timaru campus. **A schedule for the meeting and wraparound events need to be planned to include stakeholder events and board only time.**

[AP12 Chair/CE]

b) The Board requested a calendar of Ara events be provided with invites to be extended to Board members where relevant. [AP13 CE]

c) It was agreed that the timings of the Ara Board meetings from 9.30am to 1.30pm work for everyone.

7.4 Media Report The report was taken as read.

7.5 Correspondence

The letter from the Minister of Education re. Ara Institute of Canterbury 2019 annual report was received and taken as read. The Board noted the positive comments from the Minister around Ara's achievements and successes in 2019 and on its' **solid** results.

8 General Business

The two Spring Graduation Ceremonies on 18 September 2020 were noted.

Closure

There being no further business the Chairperson declared the public meeting closed at 11.20am.

Dated: 25 August 2020

Signed as a correct record



Dr Thérèse Arseneau

Chairperson

[note: signed via electronic signature]

Ara Board Minutes - Action List as of 28 July 2020

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP3	28 April	6.1h	CE Report – AIR Equity Report	It was agreed that an equity report will be prepared to send to the Board to align with a future COVID update. Feedback is currently being co-ordinated through the AIR leadership team for all workstreams including equity. <i>26/5 Update – Māori performance dashboard to be provided for the next Board meeting.</i>	CE	Carried forward	25 August
AP9	28 July	6.1(O) iv	CE Report – Health and Safety	The terminology in the performance table was discussed and the difference between a notifiable injury/illness and notifiable incident was discussed. <i>It was agreed there should be a third column to identify non-notifiable injury/illness.</i>	CE	In progress	25 August
AP10	28 July	6.1(O) v	CE Report – Health and Safety	The action for Board members to carry out health and safety walkarounds still needs to be planned. <i>The CE agreed to follow this up with the DCE P&C.</i>	CE	In progress	25 August
AP11	28 July	6.2a	DCE Reports	The Board would like to see <i>a future focus included in the DCE reports. This might include areas of innovation being investigated and/or implemented. It was agreed it would be helpful to look at how activities fit with the Minister’s letter of expectations and mindful of NZIST’s need for collaboration moving forward and with</i>	CE	In progress	25 August

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				a Māori and equity lens over everything.			
AP12	28 July	7.3a	Ara Work Programme	A schedule for the meeting and wraparound events need to be planned to include stakeholder events and board only time.	CE/Board Chair	In progress	25 August
AP13	28 July	7.3b	Ara Work Programme	The Board requested a calendar of Ara events be provided with invites to be extended to Board members where relevant.	CE	In progress	25 August