



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

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

**30 November 2021 at 9.30am**

**Minutes**

These are the minutes of a meeting of the board of the Company held on 26 October 2021 in Room G202, Te Kei, City Campus.

**1 Karakia**

**2 Welcome**

**Directors present:** Thérèse Arseneau (Chair), Murray Bain, Jane Cartwright, Maryann Geddes, Nettles Lamont (via videoconference), Andrea Leslie, 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), Jasmine Canon (Executive Director, People and Culture), Te Marino Lenihan (Executive Director, Te Tiriti Partnerships), Karen Te Puke (DCE, Customer Engagement and Experience), Glynnis Brook (Acting Executive Director, AIR), Colin King (Acting Executive Director, Operations) and Christina Yeates (Ara Executive Officer).

**Apologies** Maryann Geddes (Director).

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

**3 Conflicts of interest**

- a) The following amendment was received from Melanie Taite-Pitama, Director:
  - Add Inspire in Education [Director]
- b) The Ara Board Chair disclosed a potential conflict of interest for the public excluded Agenda Item 11.4 Ara and Ministry of Awesome Partnership in her role as Chair of ChristchurchNZ.

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

## 5 Confirmation of Meeting Minutes

### 5.1 Minutes of Committee Meeting – 26 October 2021

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 26 October 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.

N Lamont/ J Cartwright

Carried

### 5.2 Matters Arising Nil.

### 5.3 Action List

- a) **AP85 Professorial Appointments** – The CE advised that there are ongoing discussions at a sector level with Te Pūkenga and will circulate some further information via email to the Board post-meeting. **It was agreed that the Board will be updated on an ongoing basis by the CE and via email outside of Board meetings. Action completed.**
- b) **AP87 Appreciation to Colleagues** – end of year event to be arranged pending Covid activity. It was noted that the South Canterbury colleague event being held at 12pm on 26 October in Timaru provided an opportunity for the Board to mingle and thank Southern colleagues, combining well with external stakeholder Regional Master Planning sessions. **Noting current Covid restrictions it was agreed, in lieu of an end of year event for the Board to mix with colleagues, a note of gratitude will be included in the CE update prior to the Christmas break.**
- c) **AP93 Work Programme** – Draft schedule for 2022 in the Board pack for November. It was agreed that the proposed alternation between operational and strategic meetings is a good idea for 2022 and the Board would like some flexibility in terms of the focus and content of these strategic sessions. **Action completed.**
- d) **AP94 Graduate Survey** - Report to be prepared. Included in the Board pack for November. **Action completed.**

## 6 Items for Discussion

### 6.1 Chief Executive (CE) Report

The report was taken as read and the following is a summary of the discussion areas:

- a) **Te Pūkenga Operating Model** – Further to the feedback provided by the sector, it is expected that another iteration of the operating model will be forthcoming. The CE advised that to date, nothing has been received.
- b) **Regional Master Plan** – this continues to progress well in terms of engagement, with some recent media interest from the Timaru Herald. This focused in on the engineering workshop (size and location) and Bluestone House. The reporting has not raised any concerns.
- c) **Regional Training Needs Analysis** – The second phase of the environmental scan has commenced in collaboration with SIT, Otago Polytechnic and Tai Poutini Polytechnic. This phase will gather information to inform Ara's strategic priority area for the future shape of the portfolio, the future workforce of the region and identify any gaps. The

intention is to review 20% of the portfolio every year to ensure it is relevant to regional need.

- d) **2021 Annual Report and Audit** – the Board noted the schedule for the 2021-year end audit activity and annual report plan for 2022. The CE advised that Ara has held its first meeting with AuditNZ local Director supported by the Head of AuditNZ – this focused purely on the mechanics of the process and was a positive meeting. The Ara Board Audit and Risk Committee will continue to oversee this process.
- e) **Financials** – the Board noted these have been included in the public excluded section of the meeting pack due to the commercial sensitivity of some financial data relating to eCampus.
- f) **Performance - EFTS Overview** – this continues to be a positive story as enrolments continue to progress and grow toward the end of the year. It is usual to expect some EFTS to come out of the system due to year end and audit criteria for eligibility. It was noted the 10% growth in participation for Māori and Pacific learners with the achievement of over 1000 Māori learners.
- g) **Southern Campus Update** – the Board noted the latest insight report into activities across the Southern Campuses.
- h) **Update from Director, Māori Achievement** – the update report was taken as read and the contents noted. Discussion included how to build capability which will be a significant focus for Ara in 2022. Noting there is a high demand in the market for quality applicants in this area, it was agreed that there is a need for Ara to adopt the right strategy with the right messaging and rigour. **The Board are keen to see external representation on the recruitment panels for critical leadership roles**, in particular from Mana Whenua, supporting the implementation of the FMA initiatives. [AP97 CE]
- i) **Te Ōhaka Highlights** – noted as an information item.

## 6.2 Executive Director Reports

The reports were taken as read. Specific discussion as detailed.

### a) Customer Experience and Engagement (CEE)

- The Board were pleased to note the growing awareness of disability across the organisation and appreciated the wide range of efforts of the team in this area.
- The insight report into the reasons for higher successful course completion rates of Ara learners who reside at Ōtautahi House was noted. Proactive engagement continues in the pastoral care environment.
- It was agreed that **consideration would be given to the possibility of providing learners in Ōtautahi House with tutorial (academic) support**, in addition to the existing pastoral care. [AP98 CE]
- The growing level of demand for counselling support was discussed. More initiatives have been implemented across the organisation including increased counselling hours and 24-hour mental health support services and the recruitment for a social worker. The Board are keen to review ongoing statistics in this area.

b) **Corporate Services**

- The Board noted that the Covid-19 and vaccination response work continues to have a significant impact on resourcing across Corporate Services.
- **Holidays Act** – the Board are keen to receive regular updates on the resolution work underway, noting there is no budget item for this currently and that this has been raised as a potential whole of sector issue with Te Pūkenga. [AP99 CE]

c) **Academic Research and Innovation (AIR)**

- **Scholarships** – it was noted that under the new scholarship framework, more applications have been received than previously and the submission date has been extended to hopefully attract more Māori and Pacific learners. A meeting has been scheduled with priority learners and industry for scholarships and this continues to be a good success story and still evolving.
- **Business and Digital Technologies Partnerships** - the Board are keen to understand the network of who is working with who, and at what level, especially with Ngai Tahu. [AP100 CE]

### 6.3 Pacific Report

10.15am - Sua Tauti, Pacific Lead was welcomed to the meeting. The report was taken as read. An overview and highlights of the report were provided to the Board as follows:

- a) Very good growth rates in participation, course completion and retention. Level 4 and Level 6 has always been a struggle to improve but last year Ara achieved the biggest increase, with an improvement of 2.5%.
- b) **5 key areas focus** on the learner journey from start to finish –
  - i. **Transition from high school to tertiary education;** ensuring potential learners receive the right information from their career advisors and also in the academic space for NCEA level 1,2 and 3. The **Pacific Bloom programme** was established in the school holidays to assist with this foundation path.
  - ii. **Peer Tutor Programme** Providing learners at Ara with one-on-one peer tutor academic support within the first 4-6 weeks of study.
  - iii. **Pacific Industry Mentor** Transition students out into industry and employment with employers coming in to share their experiences. This includes past students and showcases Pacific employees who are doing well and running businesses.
  - iv. **Peer Mentoring programme** Providing learners who are in their second or third year of study at Ara with a peer mentor.
  - v. **Cultural home project** – A key focus area is to engage with our Pacific families through a cultural lens and identifying some of the cultural and community barriers that they face and then supporting the families to ensure they are part of the journey and to educate families about what is needed to be successful in tertiary education.

- c) Showcasing Pacific achievements at Ara through the different support networks of the learner journey has increased community engagement and builds trust.
- d) Noting the Ara Foundation has funded two aspects of these focus areas, the Board agreed this should be built into business as usual and were advised this has been included in the budget for 2022 through project support and with a cultural home navigator position.
- e) The Board suggested there might be an opportunity for a qualification linked to the peer learner mentoring and it was agreed this would be considered.
- f) It was further noted that conversations with Māori leaders are also held regularly.
- g) The Board are keen to see that growth and resource in this area is supported.
- h) The Board Chair thanked Sua and his team for their continued work and efforts with the Pacific strategy to support Ara learners.

## 6.4 Chair Report

- a) The Board Chair acknowledged this is the last formal meeting of the year, and on behalf of the Board, thanked the Acting Chief Executive, Te Kahui Manukura and all Ara colleagues for their hard work in this challenging year and wished everyone a happy and safe summer break.

## 7 Information Items

### 7.1 Regional Master Plan Engagement Process Summary

This report was taken as read and the Board noted that the engagement feedback from stakeholders has been positive and supportive.

### 7.2 Subcommittee Reports

- a) **Audit and Risk Committee** The meeting minutes of the Ara Board Audit and Risk Committee meeting held on 1 November 2021 were received and contents noted.
- b) **Campus Redevelopment Committee** No meeting was held.

### 7.3 Ara Board Work Programme

The contents of the work programme were noted.

- a) 2021 Board Work Programme – it was agreed that 15 December 2021 meeting date will remain in diaries as a placeholder if required, for any updates. The meeting would be held via zoom if necessary and no Management reports are expected.
- b) 2022 Board Work Programme (draft) – this was received and the Board agreed not to hold an ordinary Board meeting as indicated for 25 January 2022. However, a strategy session for January/February is to be discussed and confirmed.

#### **7.4 Media Report**

The report was taken as read. No comments received.

#### **7.5 Common Seal Report**

The report was taken as read. No comments received.

### **8 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 30 November 2021

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP87	31 Aug 21 Updated 26/10/21 30/11/21	7.3	Chairs Report – Appreciation to Colleagues	Provide an opportunity for the Board to mix with all colleagues toward the end of the year e.g. morning tea. 26/10 Southern Campus complete 26/10 30/11/21 CE to include note of thanks to all colleagues in next update in lieu of being able to meet due to Covid restrictions.	CE/Board Secretary		Dec 2022
AP97	30 Nov 21	6.1	CE Report – Update from Director, Māori Achievement	The Board are keen to see senior external representation [iwi and hapū] on the recruitment panels for critical roles supporting the implementation of the FMA initiatives.	CE		Feb 2022
AP98	30 Nov 21	6.2	Executive Director, CEE Report	Consideration to provision of tutorial academic support to learners in Ōtautahi House, in addition to pastoral care.	CE/Executive Director CEE		Feb 2022
AP99	30 Nov 21	6.2	Executive Director, Corporate Services Report	Holidays Act – Board to receive regular updates on the resolution work underway.	CE/ Executive Director Corporate Services		Ongoing
AP100	30 Nov 21	6.2	Executive Director, AIR	Business and Digital Technologies Partnerships – Board are keen to understand the network of who is working with who and at what level, especially with Ngai Tahu.	Deputy Chair/CE/Executive Director AIR		Feb 2022