



Ara Institute of Canterbury Limited
(the Company)

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

26 May 2020 at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 26 May 2020 in Room G202, City Campus and by videoconference (zoom).

1 Karakia

2 Welcome

Directors present: Thérèse Arseneau, Murray Bain (via zoom), Jane Cartwright, Maryann Geddes (via zoom), Nettles Lamont, Andrea Leslie (via zoom), Melanie Taite-Pitama (via zoom) 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 Chief Financial Officer/DCE), 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

No conflicts were declared in relation to the open agenda.

4 Items not on the Agenda Nil.

5 Confirmation of Meeting Minutes

5.1 Minutes of Committee Meeting – 28 April 2020

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 28 April 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/N Lamont

Carried

5.2 Matters Arising Nil.

5.3 Action List

- a) AP1 - **Ara Policies and Delegations** – as the subcommittee membership is now finalised, the CE advised that relevant policies and delegations forms part of the induction information to subcommittee members. Action completed.
- b) AP2 – CE Report – AIR Video – the **teaching and learning video** was distributed to Board members and positive feedback provided to the AIR leadership team. Action completed.
- c) AP3 - AIR **Equity Report** – the CE advised that a Māori performance dashboard will be provided for the next Board meeting. Carried forward.

6 Items for Discussion

6.1 Chief Executive (CE) Report

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

- a) COVID-19: Ara now has 20% of programmes back onsite since Alert Level 3 and from 1 June week this will start to increase. The rationale for those programmes that are back on campus is that they significantly require work experience and work-based learning. The Board noted that there will be a number of programmes that will not start until Semester 2.
- b) Withdrawals: The process for withdrawals at the current time was noted with all being processed through to the CE and DCE COO; have seen an increase in the last couple of weeks, with a mix of normal withdrawals and those that are needing to be treated equitably citing COVID as the reason for withdrawal.
- c) Enrolments:
 - i. Currently there are the expected variations in terms of enrolments within the organisation. It was noted that with SAC 3+ it is expected these will even out toward the target for Semester 2 and therefore into year end. There are some areas of concern but also areas that are recruiting well. From a business perspective, the concerning area is the pipeline impact e.g. if not recruiting in Social Work first year this then has a three-year knock-on effect.
 - ii. Two areas of some concern are Engineering and Architecture and EDI where the target numbers - particularly for business and computing - have previously been reliant on international students. The Board noted that the issues around business and computing are historic.
 - iii. The CE advised Ara is monitoring its work based and on the job learning including managed apprenticeships; it is possible there will be some fallout on apprenticeships in the second half of the year, particularly in domestic construction. Ara is managing this as best we can with circa 600 EFTS in the managed apprenticeship space.
 - iv. It was clarified that South Canterbury enrolments include Oamaru, Ashburton as well as Timaru. The CE advised that an environmental scan has been completed on South Canterbury (currently in draft format) with the scope to look at the future workforce need in this area. This will be provided to the Board in due course.

- d) Go Forward Targeted Plan – the CE advised there is a workstream on how we start to target non-traditional recruitment into Semester 2 which flows through into each department picking up upskilling. In terms of partnerships within Canterbury and identifying opportunities, the Board were advised of Ara’s relationship with ChristchurchNZ and the Chamber of Commerce and that Ara is part of a NZIST group working with all ITOs in regard to a national approach to regional need. Now starting to provide evidence and being able to work together on these issues. Also working with particular individual organisations e.g. Chamber of Commerce and industry in Christchurch – Orion and Connectics looking at their workforce development.
- e) Discussion took place on what are the main themes in terms of future workforce need. Identified as a mixed picture and agreed that one of the challenges is to meet the immediate need of employment in the short-term i.e. getting people into jobs but that future development opportunities for individuals was critical. The challenge is how Ara works alongside organisations such as the Ministry of Social Development to fulfil an immediate training need for jobs. **‘Supernodes’ and the post COVID Skills and Employment ChristchurchNZ survey was also discussed – it was agreed the CE would distribute this information post meeting.** The Appendices reflect Ara’s engagement and is one of the stronger platforms that Ara is involved in.
[AP4 CE]
- f) It was agreed to focus on the “Future of Work” at the Board workshop in June.
- g) The Ara Kaiārahi advised that iwi leaders are looking at 2 strong focus areas – getting people who have lost jobs back into jobs and starting people on a different work track by capitalising on the change climate and getting them into roles that are future focused. Aim is to change the business of engagement for Maori to put “our people into jobs for the future”.
- h) The “openness of Ara’s doors” was discussed and the process of unsuccessful applications were queried, and the definition of a converted application clarified – an application that has moved to confirmed enrolment status.
- i) It was noted that there are many reasons for unsuccessful applications, from prerequisites- required in some programmes and other programmes being open entry. It was agreed this is an important issue as we do not want to exclude learners if we can help them. CE to follow-up with information in the next Board papers.
- j) The DCE COO advised that an unsuccessful application is always followed up on and may not be ultimately unsuccessful – it might be reapplied and successful elsewhere. There might also be multiple applications by the student so a myriad of reasons. It was agreed to look at the **definitions and data in more detail to see if there any big underpinning things that might change the number and to ensure the data reflects the actual indicators -see i) above.** [AP5 DCE COO]
- k) It was noted that Ara is pending TEC information around targeted funding and how it is to be allocated. Once this information is received, some of these unsuccessful applications could be revisited.
- l) The Board noted the favourable variance in scholarships and discount and underspend in this area. The Board queried whether it is expected in the post-COVID world to go up and are we looking at our criteria for who will qualify as result of the changing world? The CE confirmed that the underspend is being followed up and Management are looking at other ways to utilise funds to support learners experiencing hardship – recruitment and retention is a focus. The Board were advised this been an issue at Ara for a while in regard to total spend of monies allocated - a review was carried out a year ago. Bespoke advertising of the opportunities was also carried out. It was agreed it is that requires ongoing review -

what should our cap on this fund be and what should our criteria be? The Board would like to see the criteria and how proactive we are. It was agreed this should form part of a package of “opening our doors” at the moment. The Board also noted the element of “hardship embarrassment” and that allocated funding which has not been taken up could fall into this category.

- m) International Students – discussion. The peak body workstream looking at the issue around quarantining was noted with NZIST looking at international recruitment. In terms of Ara, it was noted that if we are retaining international students then we would achieve 85% of budget revenue. The greater risk to Ara is in 2021. It was noted that there is a hardship fund established to support International students, set up by the government and designed to be specifically for ‘living from one day to next’. There are some issues around international students still sending money home to family; whilst the hardship fund is gratefully received, the issue lies in “how” it is dealt with.
- n) 2020 forecast – discussion. The DCE COO advised that typically the reforecast for Ara happens twice in a year, most often after the peak enrolment period so would normally reforecast in June/July. The Board were advised that Ara is leaning toward a mid-range outcome for the forecast as per advice at the May board meeting. Once Semester 2 enrolments are a bit clearer, work will be completed on the reforecast. **The Board requested the addition of a variance column when looking at actual and budget and it was agreed to include this as %.**
[AP6 COO]
- o) Associate company relationships were discussed, and the CE provided a summary of TANZ Accord and TANZ eCampus. Ara has a shareholding in TANZ eCampus along with four other ITPs. Shareholding is part of a business model that also uses EFTS allocated from each of the 5 institutions– available to all of the shareholders as wholly on-line delivery and flexible delivery. TANZ Accord in the last 3 years formed TANZ eCampus as separate company - first dividends flowed last year.
- p) The Board queried whether there is a policy that Ara pays small suppliers promptly and prioritising these in the current COVID environment. The DCE COO advised it is not a formal policy, but Ara has made a point to ensure this will be done as much as we can. It was further noted that the Minister had also written and encouraged us to do so.
- q) **Health and Safety:** the report was taken as read. It was noted that under the Incident Summary table, the “**all incidents this month column**” is **incorrect and should be all zeros. This will be corrected.**
[AP7 CE]

6.2 Deputy Chief Executive (DCE) Reports

The reports were taken as read. Discussion as follows:

- a) The Chair provided an overview of the intent behind the DCE reports and the summaries and strategic objectives. The Board agreed the importance of the detail at this early stage in getting to grips with operational matters and that the reports are very much appreciated. The CE welcomed any feedback from Board members who sit on other subsidiary boards in relation to structure and content of the reports.

6.3 Kaiārahi Report

The report was taken as read. The Kaiārahi provided a brief overview and discussion as follows:

- a) The national collective of sector Kaiārahi had received a response from NZIST on Maori achievement last week, so there is now really strong direction from the NZIST

Council in terms of Treaty responsibility in the legislation, and the Waitangi Tribunal to push sector excellence rather than compliance.

- b) This was echoed by the NZIST representative on the Ara Board to emphasise the importance that all ITPs need to have a focus that reflects the NZIST Council challenge to the sector and the need to demonstrably show equity, this is what is being aimed for rather than improving results. It was suggested and agreed that from a Māori perspective, it is more than equity but self-determination as well.
- c) It was noted that Ngai Tahu have agreed to invest in 3 whanau skills hubs in South Island. There is a need to identify what skills people have and to look at career pathways to be ahead of the game, especially with the Regional Skills Leadership Groups.
- d) In terms of on the ground practical experiences, one of the biggest challenges is having the right people in the job and in the right places. The Board discussed how can we best start to bolster our workforce recognising the size of this. It was recognised that there is a need to be adequately resourced and it was noted that this is better recognised now as a NZ wide issue.

7 Decision Items

7.1 Ara Board Subcommittees (Membership)

- a) The Chair advised that the Ara Board have discussed and agreed membership of the Ara subcommittees and accepted the current structure. It was noted that the Ara Board are keen for future considerations around purpose and objectives of certain subcommittees e.g. People and Culture element to the Remuneration Committee and to consider a new Learner Committee.
- b) The following board membership was agreed:
 - i. Ara Audit and Risk Committee**

Chair: Nettles Lamont

Voting Members: Murray Bain, Andrea Leslie

Ex-officio: Thérèse Arseneau

Advisor: Michael Rondel (previously Independent Chair, Ara Council Audit and Risk Committee) to assist with the transition to Ara Institute of Canterbury **Ltd.**
 - ii. Remuneration Committee**

Chair: Melanie Taite-Pitama

Voting Members: Thérèse Arseneau, Maryann Geddes
 - iii. Campus Redevelopment Committee**

Chair: Bryn Thompson

Voting Members: Andrea Leslie, Jane Cartwright

iv. Enrolment Appeal Committee (convened on request)

Chair: Jane Cartwright

Voting Member: Nettles Lamont

v. Additional Notes:

- All board members are welcome to attend subcommittee meetings as non-voting members.
- Jane Cartwright elected to attend the Health, Safety and Leadership Wellbeing Group as the Ara Board representative.

*It was **resolved** that the Ara Board approve the elected membership of the Ara Board subcommittees as detailed.*

J Cartwright/M Geddes

Carried

8 Information Items

8.1 Chair Report

There were no items to report other than business already referred as above. The Chair is keen for the Board to meet in person if Alert Levels allow for the next meeting in June, especially as it is scheduled as a workshop.

8.2 Academic Committee Report

The report was taken as read.

- a) It was noted that there has been some misunderstanding across the sector how the Academic Committee sits within the NZIST Council. A paper is expected to explain the day to day functionality and operations. It was agreed that this Committee is important to the Ara Board and a critical entity for Ara; the lack of clarity is a real concern.
- b) Student membership was discussed, and the CE advised that there was a recent shift in membership of the previous Academic Board to ensure the Student Voice representative in attendance. This was due to the need for consistency and due to the timing of the academic year and attendance of the student, consistency of previous membership had proved difficult.

8.3 Ara Board Work Programme

- a) The work programme was reviewed, and it was noted that the next meeting is scheduled as a board workshop on 30 June 2020.
- b) The Chair outlined the objectives and plans for these workshops and how valuable they have proven to be for the previous Council. Any ideas for the next workshop – future focus of tertiary education and future of work - would be very useful and welcomed.
- c) It was agreed that the CE organise for two facilitators/presenters, Eruera Prendergast-Tarena and Ken Steele to attend the June session pending their availability.

8.4 Affixing of the Common Seal Report

The report was taken as read and the contents noted.

There was a brief discussion on Graduation ceremonies for the year considering the current Alert Level restrictions. Options to consider are splitting the ceremonies up or to push it out a month. Deliberations will continue pending government advice on restriction of numbers.

9 General Business

Nil.

Closure

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

Dated: 28 July 2020

Signed as a correct record



Dr Thérèse Arseneau

Chairperson

[note: signed via electronic signature]

Ara Board Minutes - Action List as of 26 May 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
AP4	26 May	6.1c (e)	CE Report – Future Needs	'Supernodes' and the post COVID Skills and Employment ChristchurchNZ survey was also discussed – it was agreed the CE would distribute this information post meeting.	CE	Completed	31 May
AP5	26 May	6.1c (j)	CE Report – Unsuccessful applications – data analysis	Look at definitions and data of unsuccessful applications in more detail to see if there any big underpinning things that might change the number and to ensure the data reflects the actual indicators.	DCE COO	In progress	28 July
AP6	26 May	6.1c (n)	CE Report – Financials	The Board requested the addition of a variance column when looking at actual and budget and it was agreed to include this as %.	DCE COO	In progress	28 July
AP7	26 May	6.1c (q)	CE Report – Health and Safety	Incident Summary Table: All incidents this month column" is incorrect and should be all zeros. This will be corrected.	CE	In progress	28 July