



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

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

**27 October 2020 at 9.30am**

**Minutes**

These are the minutes of a meeting of the board of the Company held on 27 October 2020 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), Murray Bain, Jane Cartwright, Maryann Geddes, Nettles Lamont, Andrea Leslie, Melanie Taite-Pitama (Deputy Chair) 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 and Christina Yeates (Ara Executive Officer).

**Public attendee:** Drucilla Kingi-Patterson.

**Apologies** Te Marino Lenihan (Ara Kaiārahi).

**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 post-meeting as follows:
  - Maryann Geddes – amend Council member details from NZIST to Te Pūkenga
  - Bryn Thompson – amend details of NZMEA to President/Director and Mancan to Chairperson/Director.

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

## **5 Confirmation of Meeting Minutes**

### **5.1 Minutes of Committee Meeting – 29 September 2020**

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 29 September 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.

N Lamont/J Cartwright

Carried

### **5.2 Matters Arising Nil.**

### **5.3 Action List**

- a) AP11 DCE reports – review ongoing in preparation for 2021.
- b) AP18 - the CE confirmed that this has definitely shifted to a Targeted Review (TR) – due end March 2021. Focus is on three areas of activity which includes support for learners and picks up on a variety of different areas of Ara's learner and learning support functions; will also likely include implementation of interim codes of practise that are being reviewed by NZQA/TEC. Some concern that the TR scope could expand to be the equivalent of an EER – this would be managed by CE and Quality Manager; otherwise in good shape.
- c) AP20 and AP21 – Te Pūkenga visit and discussion on CoVEs. The visit went well and positive feedback has been received from the CE and Chair of Council of Te Pūkenga. There was a good turnout for the colleague and learner sessions. An overview of CoVEs has been provided to the Board via separate cover (email) and it was noted Ara's involvement in the developmental stages of both Construction and Food and Fibre CoVEs. Action completed.
- d) AP22 and AP23 – CE Reporting - as per AP11, review is ongoing with the development of a new template - dashboard reporting will be incorporated for 2021 as will reporting by exception. The Ara Board Chair suggested looking at Open Polytechnic dashboard reports to the Board as one possible example.
- e) AP24 – Health and Safety formal statements of confidence – the Ara CE provided verbal sign off on the health and safety reporting for the October meeting papers and is looking at best practise for written sign off in the future.
- f) AP25 – Marae visit - work in progress. The Deputy Chair advised she had received all survey responses helping to inform the offsite session at the Marae.

## **6 Items for Discussion**

### **6.1 Chief Executive (CE) Report**

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

- a) Predominantly focused on financial and EFTS performance. In general, Ara is performing ahead of budget forecast with some residual EFTS consumption to be achieved particularly in areas like ACE (Adult Community Education). There is a government guarantee on total EFTS funding for 2020 Aside from International, Targeted Training and Apprenticeship Funding (TTAF) and SAC Level 3+ provision for Semester 2 is going well.

- b) Expenditure is tracking under budget and will perform better than last year.
- c) Standouts in terms of additional enrolment to courses included very strong Pre Health activity and other provision in both Health Practice and Applied Sciences programmes. Trades provision has strengthened during Semester 2 Humanities numbers have improved but there is still the downside of English Language provision. **The Board requested to see reporting on Trades broken down by programme.** [AP29 CE]
- d) 2020 Targets Summary data - Student Satisfaction for all learners – the Board queried how this score compared to last year and the CE advised that results to date were on par with 2019; there appeared at this stage to be a slightly lower response rate for 2020 compared to 2019; as a result of the COVID lockdown there was still more time for increased responses. It was agreed that the response rate is part of Ara's KPI's.
- e) COVID influence – initial feedback would suggest the learner experience has not been as good as previous years however, outcomes for learner satisfaction are at a good level. Overall, Ara is ytd tracking 1.6% behind successful course completion rates for 2019.
- f) Annual Leave increased contingent liability remains likely as a result of leave not taken between Semester break. The challenge for Ara is that contracts fall within employment anniversary dates and not necessarily "in-calendar year". It was agreed this is a Te Pūkenga wide matter and could be raised as a national issue.
- g) eCampus – the Board would like to see greater transparency around reporting on eCampus with an overview of provision at the next Board meeting. The CE advised that the business model on work with eCampus has just been changed. **CE to arrange eCampus presentation at November Board meeting.** [AP30 CE]
- h) Network wide digital platform to be considered as a **strategic topic for early next year.** [AP31 CE]
- i) Enrolment summary going forwards – the Board would like to see what Ara is actively doing to go out and attract and plan for growth. **It was agreed to work on an annual plan that has potential for the next 12 months - progression/pathway and new developments included.** [AP32 CE]
- j) Māori and Pacific participation data was discussed, noting the significant increase in Māori and Pacific applications, **the Board are keen to see how we are leveraging across this, particularly at degree level.** [AP33 CE]
- k) The number of unsuccessful applications are comparatively higher and the Board were reminded this is due to the nature of how some applications turn into other applications as learners change path. The predictive analytic element is part of the key for a better conversion rate from application to enrolment.
- l) The shift from online application to online enrolment aligns to the SMS and progress is being made. There is a trade off in terms of resourcing. This is a sector wide issue understanding where the barriers are.
- m) South Canterbury – acknowledgement that growth in 2021 is likely to be different to other parts of Canterbury as a result of less unemployment in areas like Rangitata. The CE provided feedback on the session held last week at the Timaru Campus for South Canterbury and North Otago local stakeholders which supported the likely go forward for the area in 2021.

- n) The mix of provision identifies some key areas of possible growth in EFTS for 2021 (nursing, outdoor education and sustainability and Trades). Ara South Canterbury is similar to other local tertiary authorities in terms of the proportion of learners' the ITP subsidiary recruits at 30%, with ITO's at 60% and the remainder made up of PTE's.
- o) **Health and Safety:** the report was taken as read. The following items were noted:
  - i. Health, Safety and Wellbeing Leadership Group (HSWLG) is working well as a leadership group as is the developmental work in leading safety and wellbeing amongst key leaders of the organisation which includes the SafePlace tool. Working to apply the benefits of the reporting elements of SafePlace – this is on track but some delays due to the COVID lockdown
  - ii. The Ara Incident Management System has been stood down; the CE noted the incident team had been working since 23 January 2020 in relation to COVID.
  - iii. The rationale around the internal auditing schedule was explained. Immediate investigations always take place after an incident - there was a need to have continuous review of this process– this would include a focus on key issues/themes that have come out of reporting. The visibility and lessons learned from these reports across the organisation will flow from the HSWLG to the Board. This will include actions and the completion of these actions.
  - iv. Defibrillators – the Board requested feedback on whether a defibrillator has been moved closer to the electrical teaching space. This had been noted at a recent Board health and safety walkabout. The Board also requested that an additional one be purchased if necessary. **The CE will check and advise.**  
[AP34 CE]
  - v. **The Board requested that an induction to SafePlace and reporting be added to the Ara Board work programme.**  
[AP35 CE]
  - vi. The Board noted that the development of SafePlace creates a series of opportunities and is a positive shift in the culture of the organisation. It ensures consistency and follow up in terms of reporting on incidents and near misses. It was noted that Health and Safety is a lead agenda item for all meetings across the organisation.
- p) **Te Ōhaka:** the report was taken as read and the schedule for 2021 noted. The CE advised that a brief visit to Te Ōhaka with Stephen Town, CE, Te Pūkenga took place on 22 October and Stephen was interested in the options and opportunities it presents.

## 6.2 Deputy Chief Executive (DCE) Reports

The reports were taken as read. Specific comment as follows:

- a) The balance of blending governance and operational matters is a work in progress and preparation is underway for 2021.
- b) The Board are keen to see a focus on the FMA in all of the DCE reporting.

## 6.3 Kaiārahi Report

The report was taken as read.

- a) Discussion on financial and resourcing implications if the Ara Kaiārahi leads the Senior Māori Leadership Collective for Te Pūkenga.
- b) It was agreed that the FMA has momentum and started well but needs to be rigorous to constantly ensure intended outcomes are being achieved and that accountabilities are being managed; the next stage of development will really define in terms of the framework.
- c) The need for hard targets for the required ongoing change was discussed.

## **7 Information Items**

### **7.1 Chair Report**

- a) The Chair provided feedback from the Board meeting with the CE and Chair of Te Pūkenga on 22 October 2020. There was some insight around the journey going forward and both spoke highly of their meeting with Ara learners and colleagues.

### **7.2 Subcommittee Reports**

- a) The confirmed meeting minutes from the Ara Board Audit and Risk Committee meeting held on 29 June 2020 were received and contents noted.
- b) Trusts – the Board requested an update report on the Ara Trusts for the November meeting. [AP36 CE]

### **7.3 Academic Committee Report**

The Board noted that the Academic Committee have not met since 10 September 2020.

### **7.4 Common Seal Report**

- a) The Common Seal report was taken as read and contents noted for the period 27 May to 27 October 2020.
- b) Some discussion on the graduation events that took place across the departments in the absence of a formal graduation ceremony due to COVID.

### **7.5 Ara Board Work Programme**

- a) It was agreed to keep to the same schedule of meeting times and dates for the Board meetings for 2021 (last Tuesday of the month from 9.30am). The Board Secretary will diarise these dates for the Board post-meeting. [AP37 Board Secretary]

### **7.6 Media Report** The report was taken as read.

## **8 General Business**

Nil.

## **Closure**

There being no further business the Chairperson declared the public meeting closed at 11.00am.

Dated: 24 November 2020

Signed as a correct record



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**Chairperson**

*[note: signed via electronic signature]*

## Ara Board Minutes - Action List as of 27 October 2020

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP11	28 July Updated 25 Aug	6.2a	DCE Reports	The Board would like to see a future focus included in the DCE reports. Agreed to review format and content – reporting by exception and BAU bimonthly.	CE	In progress	Jan 2021
AP22	29 Sept	6.1c	CE Report – Dashboards	Review of dashboards in CE reporting and include reporting by exception.	CE	In progress	Jan 2021
AP25	29 Sept	6.4d	Kaiārahi Report	A meeting offsite at a Marae be arranged	Kaiārahi	In progress	Jan 2021
AP29	27 Oct	6.1d	CE Report	Reporting on Trades to be broken down by programme	CE/DCE COO	Refer to Agenda item 6.1c – for information	Nov 24
AP30	27 Oct	6.1h	CE Report	eCampus update presentation to be arranged for November meeting	CE		Nov 24
AP31	27 Oct	6.1i	CE Report	Network wide digital platform to be considered as a strategic topic for early 2021	CE/Chair		Early 2021
AP32	27 Oct	6.1j	CE Report	Enrolments – It was agreed to work on an annual plan that has potential for the next 12 months - progression/pathway and new developments included.	CE	Refer to Agenda item 6.1d – for information on 2021 school activity plan	Jan 2021
AP33	27 Oct	6.1k	CE Report	Maori and Pacific participation data – the Board are keen to see how we are leveraging across this, particularly at degree level.	Kaiārahi/DCE CEE		Jan 2021

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP34	27 Oct	6.1p (iv)	CE Report – Health and Safety	Check in regard to whether the defibrillator has been moved closer to the electrical teaching space at the Woolston campus.	CE		Nov 24
AP35	27 Oct	6.1p (v)	CE Report – Health and Safety	Induction to SafePlace and reporting to be added to the Ara Board work programme	CE/Board Secretary		Early 2021
AP36	27 Oct	7.2b	Trusts	Reports required for the November meeting.	CE		Nov 24
AP37	27 Oct	7.5a	Ara Board Work Programme	2021 dates to be diarised for Board members.	Board Secretary	Completed post-meeting.	