



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

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

**25 August 2020 at 9.30am**

## **Minutes**

These are the minutes of a meeting of the board of the Company held on 25 August 2020 in Room G202, City Campus and via videoconference.

**1 Karakia** The Ara Kaiārahi opened the meeting with a Karakia.

## **2 Welcome**

**Directors present:** Thérèse Arseneau, Murray Bain (via videoconference), Jane Cartwright, Maryann Geddes (via videoconference), Nettles Lamont, Andrea Leslie (via videoconference) 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, via videoconference).

**In part:** Karen Te Puke (Ara DCE CEE) and Sua Tauti (Ara Pacific Lead).

**Apologies** Murray Bain (for lateness) and Melanie Taite-Pitama.

**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:
  - Jane Cartwright: **Remove** Health Practitioners Disciplinary Tribunal (Member)

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

## **5 Confirmation of Meeting Minutes**

### **5.1 Minutes of Committee Meeting – 28 July 2020**

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 28 July 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.

T Arseneau/B Thompson

Carried

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

### **5.3 Action List**

- a) AP3 - AIR Equity Report – Maori Performance Dashboard – The CE confirmed that the EPIs are reported on a regular basis in the board papers and there is an opportunity to determine review by iwi as well as student population demographic now. Looking to see how to further build equity measures, on a national level at present and the intention is to continue to track in-year learner success as we are now which will support intervention. A new dashboard for Pacific performance is in development and will look to include one for the area of disabilities by 2021. Action is completed.
- b) AP9 Health and Safety – Third column to identify non-notifiable injury/illness – the CE commented that with the new health and safety tool it will be easier to produce specific reports. The new system Assura goes live mid-September. Carried forward to September meeting once reporting from Safe Place is established.
- c) AP10 Health and Safety Walkabouts – the CE provided a brief around the plans and expectations for the Board walkabouts and an allocation model is being prepared through to June 2021. Ongoing.
- d) AP11 DCE reports – CE agreed to review format and content going forward and the Board agreed reporting by exception. This was discussed further in the strategy session [public excluded].
- e) AP12 and 13 Ara Work Programme – the CE and Ara Executive Officer will revisit the remaining timetable for this year to schedule meetings at Timaru and Woolston and review the requirement for a workshop in September (pending COVID Alert Level advice). 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) Overall there is definite EFTS growth for Ara in 2020, noting that for other institutions, the “spike” has been in areas where the impact of COVID has hit hard e.g. Central Otago, South Auckland and Rotorua. Ara has experienced good recruitment in a number of areas including pre-Health programmes whereby new cohorts have been added, but restrictions remain around placements.
- b) From a health and wellbeing perspective there is some fragility for some learners in their studies, not necessarily related to mental health but in many cases to do with

motivation during these times of continual change. The Head of Departments are reporting positively on learner progression at present but a number of students had deferred from Semester 1 to Semester 2 and the outcome of these deferrals was still to be fully realised. There are concerns in the nursing area with the tighter restrictions at Manawa due to DHB restrictions and working in a remote context again since Level 2. These are highlighted issues with internships and in workplace learning areas - for example, aged care home and broadcasting – as both areas have restrictions from either a health or economical perspective. The Chair sought assurance that risks are being mitigated and the CE provided this.

- c) In terms of 2021, the CE reported that applications are looking positive and tracking well against ytd, however, it is too early to make any judgements. The gap in International numbers will be largely determined by border decisions.
- d) General reporting – the Chair requested a **check on the appearance of the data tables (specifically performance summary)** as it is appearing hard to read and out of focus in the CE report. In addition, **the colours used in the EFTS summary table are counterintuitive [agenda item 2.3]** with the negative in green and positive in red. The CE agreed to review and correct these. **[AP15 CE]**
- e) Discussion on the Maori and Pacific update in item 2.4. It was agreed that this data is important if we are aiming for equity as a measure. The CE confirmed that the proportion of Pacific learners studying at higher levels tend to be more successful – this is likely to be due to the wraparound of fono and supports the work that the Deputy Director Maori is currently undertaking around the “maui te taurira”.
- f) Financials – the Board were advised that the 2020 outturn should be better than reforecast for this year; international numbers are holding up well against the original target, due to better Semester 1 recruitment. The Transformation budget is on track. Currently working through the budget process for 2021.
- g) The Board were advised that the Finance team have also implemented a new Finance software – a comprehensive budgeting tool which is of great value across the organisation.
- h) The general operating expenditure is \$2.5m below budget having the benefit of being closed for a few months during COVID. There was discussion on the 2020 financial outcomes for the subsidiaries as it is important to note the element of “artificial” savings not spent during the lockdown period.
- i) **Health and Safety:** the report was taken as read. The following items were noted:
  - i. Some good progress being made with the new structure having now been in place for 15 months.
  - ii. A reminder of the planned retirement of the existing Health and Safety Manager, along with the recruitment of a new Health, Safety and Wellbeing Manager and a Health and Safety Advisor.
  - iii. There are a number of sessions around leadership of safety auditing taking place across the organisation.
  - iv. The second wellbeing survey is now completed. Results will be reported to the Board in due course.
  - v. The type of incidents outlined in the CE report were discussed. There are significant improvements in the reporting of incidents but growing the culture

of confidence and comfort in doing this is key. The SafePlace tool will look to reinforce all of Ara responsibility and reviewing procedures.

- vi. Some discussion on **what access to the new Health and Safety system Board members will have and what reports will be available. This needs to be confirmed.** [AP16 CE]
  - vii. The **table on colleague wellbeing** (page 38) was queried as without comparative numbers it is difficult to interpret. **This needs to be considered.** [AP17 CE]
  - viii. Future Board health and safety walkabouts across the 8 areas of the organisation were discussed further. The Board reflected on the general impression and atmosphere from the City Campus orientation in July which was one of commitment to our learners and positive wellbeing.
- j) The Te Ōhaka report was taken as read. The Board were advised that now the relationship with ChristchurchNZ has been secured, the next stage is to look at our commitment in terms of funding which will be included as part of the transformation work. There is considerable traction now and value as a prototype for relationships with other subsidiaries and TITO's.

## 6.2 Deputy Chief Executive (DCE) Reports

The reports were taken as read. Discussion as follows:

- a) The focus and format of the DCE reports were revisited. It was agreed that the CE would relook at these and review how to incorporate into the board reporting going forwards. It was agreed to report by exception and that any exceptional issues, not BAU would appear in an Executive summary (key focus areas, highlights and lowlights one pager). Otherwise it was suggested that the reports appear bimonthly for information. [Links to existing AP11 CE]
- b) AIR kick off series – Board to be sent full programme of key-note speakers.
- c) EER – the current issues were discussed and it was agreed **this should be addressed through a joint approach to NZIST by category one ITPs. The CE agreed to raise this with the NZIST CE.** [AP18 CE]

## 6.3 Kaiārahi Report

The report was taken as read. Discussion as follows:

- a) Key message from the July Board meeting was to look at resourcing requirements for the Framework for Māori Achievement (FMA) – this is progressing.
- b) The Board noted the appointment of Ana Morrison to the role of DCE Partnerships and Equity, NZIST.
- c) Excellent feedback received from the launch of the FMA.
- d) General feeling is that there is greater clarity around the NZIST equity strategy but the biggest piece is sizing it.
- e) Recognition of the need to 'front-foot' racism and that a long-term strategy is required. Understanding the various forms it presents itself in and ongoing

conversations around what is appropriate and it is about feeling safe to have those conversations. The CE and Kaiārahi are reviewing a way forward.

[10.25am Karen Te Puke (Ara DCE CEE) and Sua Tauti (Ara Pacific Lead) join the meeting].

## 6.4 Pacific Strategy Report

The DCE, CEE and Ara Pacific Lead were welcomed to the meeting. Discussion and key points as follows:

- a) The DCE CEE provided an overview of the development of the Pacific Strategy 2020-2022 and introduced the Ara Pacific Lead.
- b) The Pacific Advisory Group (PAG) involves representatives from Tonga, Samoa, Fiji, Cook Islands and Niue along with Ministry of Education and Ministry of Pacific Peoples and two students.
- c) Acknowledgement of contributions to the previous strategy document 2017-2019 and that the current document draws on the existing strategy to enhance the areas Ara now needs to focus on. These areas include:
  - i. **Participation progress** – EFT numbers have increased in full time, degree level; from Level 6 upwards.
  - ii. **Course completion rates** – have had some success but need to increase further, noting rates are still below other ITP levels. Last year 85% successful course completion rate but only 74% as Pacific cohort. This needs to be progressed.
  - iii. **Learner retention rate** – focus on the demographic of the learner and any impact resulting from fono and Ara support.
- d) Tutors have the most impact in terms of course completion and participation and in order to enhance the above areas, work has already commenced on the implementation of study plans for Pacific learners. Workshops are held to assist tutors to focus more on the needs of Pacific learners, (for example culture) and to look at scenarios of what our learners will face on a daily basis – to ensure the support team builds knowledge in the departments.
- e) Community engagement within the Pacific community is making a difference - still a need to navigate and influence, to show how Ara is the leading institution in Canterbury. Consider how Pacific people achieve and see success and showcase Ara, market in the right way and using the right language. One example of changing the way we engage is through shaping how Head Girls and Head Boys might move to Ara, to build trust.
- f) From a Learner Service perspective, improvements to the sense of belonging through the provision of welcoming activities for when the learner starts their journey at Ara. Brings a sense of belonging for the learners who start early on.
- g) The Pacific Student Association is very strong and proactive, connecting learners with informal mentors.
- h) Two key areas are faith and family for the “first generation” of Pacific people and it is the “second generation” where change is likely.

- i) There are a high number of Pacific people in the health sector and this is seen as a success in the community. The Board noted the recruitment of two Pacific colleagues at Ara this year specifically to support Health. This is important to ensure there are Pacific staff members within key areas to support both the Departments and the learners.
- j) The next generation with NZIST/TEC Regional Skills Leadership group was discussed and influence on industries within the Pacific community. There is a need to be engaged in this space with some education needing to take place around tertiary and NCEA and Ara needs to drive that as educators. Each generation will improve.
- k) The Board were advised that the Ministry of Education have just released the Pacific Education Action Plan.
- l) There is a forthcoming workshop with PAG on church employment and training of Pacific people – this will take some time but will be considered and careful in its development.

[10.55am Karen Te Puke (Ara DCE CEE) and Sua Tauti (Ara Pacific Lead) depart the meeting].

## **7 Information Items**

### **7.1 Chair Report**

- a) The Chair advised that the subsidiary Chairs' met in July with the NZIST Chief Executive and Chair of Council – minutes will be circulated to the Board.
- b) Graduation – decision will need to be made by 4 September 2020 pending on government advice re. Alert Levels.

### **7.2 Subcommittee Reports**

- a) It was noted that the Ara Campus Redevelopment Committee met on 5 August 2020. The Chair provided a brief overview of the topics covered at the meeting (C Block demolition, Te Oranga House and the Regional Masterplan including the Timaru campus). A map of all the ITP campus locations is being produced. The meeting minutes are currently in draft format.

### **7.3 Academic Committee Report**

The report was taken as read. Discussion as follows:

- a) The Board noted the work on reviewing and re-approval of programmes (degree and post-graduate).
- b) The CE advised that Te Kahui Manukura (TKM) had agreed to cease the Bachelor of Language (Japanese) due to low numbers and that the Bachelor of Māori Language and Indigenous Studies needs review, recruitment has been poor this year and redevelopment is a work in progress.
- c) Targeted Review – as per agenda item 6.2c EER discussion. CE to discuss further with NZIST CE.

### **7.4 Ara Board Work Programme**

- a) The work programme was reviewed and it was agreed to consider if the workshop in September is required and to encompass Woolston and Timaru campus visits (and Manawa if possible) by the end of the year. [AP19 CE/CY]

**7.5 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 11.25am.

Dated: 29 September 2020

Signed as a correct record



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**Chairperson**

*[note: signed via electronic signature]*

## Ara Board Minutes - Action List as of 25 August 2020

| Number | Date When Action Arose | Agenda Item | Topic                         | Action   | Board Responsibility | Status   | Due Meeting date |
|--------|------------------------|-------------|-------------------------------|--|----------------------|--|------------------|
| AP9    | 28 July Updated 25 Aug | 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. <b>It was agreed there should be a third column to identify non-notifiable injury/illness. This will be best implemented once Safe Place reporting is in place.</b> | CE                   | Carried forward to reporting from Safe Place when established. |                  |
| AP10   | 28 July Updated 25 Aug | 6.1(O) v    | CE Report – Health and Safety | Health and Safety Board walkabouts – <b>allocation model is being prepared.</b>  | CE/CY                | Ongoing  | 29 Sept          |
| AP11   | 28 July Updated 25 Aug | 6.2a        | DCE Reports                   | The Board would like to see <b>a future focus included in the DCE reports. Agreed to review format and content – reporting by exception and BAU bimonthly.</b>   | CE                   | In progress  | 29 Sept          |
| AP12   | 28 July                | 7.3a        | Ara Work Programme            | <b>A schedule for the meeting and wraparound events need to be planned to include stakeholder events and board only time.</b>  | Board Chair          | In progress  | 29 Sept          |
| AP13   | 28 July                | 7.3b        | Ara Work Programme            | <b>The Board requested a calendar of Ara events be provided with invites to be extended to Board members where relevant.</b>   | CE                   | In progress  | 29 Sept          |
| AP15   | 25 Aug                 | 6.1d        | CE Report                     | <b>Check on the appearance of the data tables (specifically performance summary)</b>   | CE                   | In progress  | 29 Sept          |

| Number | Date When Action Arose | Agenda Item | Topic                         | Action  | Board Responsibility | Status      | Due Meeting date |
|--------|------------------------|-------------|-------------------------------|---|----------------------|-------------|------------------|
|        |                        |             |                               | and amend the colours used in the EFTS summary table [agenda item 2.3].   |                      |             |                  |
| AP16   | 25 Aug                 | 6.1i) vi    | CE Report – Health and Safety | Check new health and safety system access for Board members and reports available   | CE                   | In progress | 29 Sept          |
| AP17   |                        | 6.1i) vii   |                               | Consider amendments to colleague wellbeing table to include comparative figure analysis   |                      |             |                  |
| AP18   | 25 Aug                 | 6.2c        | DCE Reports – EER             | EER issues should be addressed through a joint approach to NZIST by category one ITPs. The CE agreed to raise this with NZIST CE. | CE                   | In progress | 29 Sept          |
| AP19   | 25 Aug                 | 7.4a        | Ara Board Work Programme      | Revisit locations to end of year and consider if workshop is required for September.  | CE/ CY               | In progress | 29 Sept          |