



Ara Institute of Canterbury Limited
(the Company)

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

29 June 2021 at 9.30am

Minutes

These are the minutes of a meeting of the board of the Company held on 29 June 2021 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), Jane Cartwright, Maryann Geddes, Nettles Lamont, Andrea Leslie (via videoconference), 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), Te Marino Lenihan (Ara Kaiārahi), Karen Te Puke (DCE, Customer Engagement and Experience), Belinda De Zwart (DCE, People and Culture) and Christina Yeates (Ara Executive Officer).

The Chair formally welcomed Glynnis Brook (Acting Executive Director, AIR) and Colin King (Acting Executive Director, Operations) to the meeting.

Apologies Murray Bain.

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 and no updates to the current register were advised.

4 Items not on the Agenda Nil.

5 Confirmation of Meeting Minutes

5.1 Minutes of Committee Meeting – 25 May 2021

It was **resolved** that the minutes of the ordinary meeting of the Ara Board held on 25 May 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.

5.2 Matters Arising Nil.

5.3 Action List

- a) AP35 and AP58 – Health and Safety – Board SafePlace induction and onboarding of Board walkabouts is on the Agenda for the public excluded section of the meeting. Action completed.
- b) AP56 – CE Report – Scholarship Review – the Board were advised that the future of Ara Scholarships is currently being reviewed by the Research Manager, Michael Shone. Specifically, to reposition scholarship and hardship support to better align to removing barriers for participation and will be available for the August Board meeting.
- c) AP63 – CE Report – Targeted Review – the Board were advised that this report has not been released yet and that Ara has not been advised of any changes. Carried forward.
- d) AP64 – Work Programme – It was agreed that the Board will visit the Timaru Campus again in September and the work programme and diaries will be amended accordingly. Completed post-meeting.

6 Correspondence

6.1 Refreshed Letter of Expectations The Board received and noted the updated letter of expectations from Te Pūkenga to subsidiaries. It was agreed this confirms rather than changes the direction and is clear on expectations for the journey forward. The CE advised that the letter has already been circulated to the Ara leadership team and shared with their teams and has been reviewed in context of our own focus areas and priorities.

6.2 Te Tiriti Partnerships The Board received and noted the letter from Stephen Town to all ITP subsidiary Chairs and Chief Executives by way of update on Te Pūkenga's intention in regards to existing subsidiary Te Tiriti partnerships.

7 Items for Discussion

7.1 Chief Executive (CE) Report

The report was taken as read and the CE provided the following summary:

- a) **Performance** – enrolments are tracking exceedingly well with record levels of participation stimulated by TTAF policy at government level; tracking well ahead of this time last year and has made up for the loss of international student numbers with domestic enrolments 17 to 18% ahead of this time last year.
- b) **Funding** - Potential gap with funding noted – conversations with Te Pūkenga and TEC to come. Expectation is that funding will eventuate, request is not to turn away enrolments which Ara is progressing, and this is being managed well by teams. Some unfunded delivery likely but confident this should be resolved by year end.
- c) **Financial** – the snapshot of key financial metrics at the front of the report was received well by the Board. Excellent summary of key messages noting its assurance to the Board of key benchmark/targets to monitor financial health.

- d) **Budget** – Confident this year’s financial out-turn will be substantially better than budget.
- e) The Board were advised of some residual nervousness around **maintaining cost structures with the increased level of demand** and pressure that is building. 20% ahead of demand which is impacting teaching and support teams to enable learners to get the support they require. Management are handling resourcing at present. Expectation in the future is to seek Board support around Te Pūkenga resourcing issues e.g. unifying curriculum and will possibly need to backfill for academic colleagues to support the Te Pūkenga agenda.
- f) **Te Ōhaka** – The Board felt that the report showcases positive work and illustrates how Te Ōhaka is gaining momentum which is encouraging in terms of its impact and ability for learners to connect in. The Board further noted that Ara is currently in the process of renegotiating the renewal of the agreement with the Ministry of Awesome (MoA) – this includes occupancy on campus and a grant of \$200k per year. Discussion on the importance of evidenced measurable outcomes to Ara’s investment. **The Board would specifically like to see analysis of the outcomes in the reporting** with the need to maximise investment and impact for learners and colleagues. [AP67 CE]

7.2 DCE Reports

The reports were taken as read. Comment and discussion as follows:

- a) The new format was received well with each team reflecting with activity input – operational and strategic with a focus collectively at whole of organisation level. The Board liked how the data links with what each Division is doing – seeing the metrics and understanding their contribution to the evolution and transformation at Ara.
- b) **Timeline for DCE reports going forwards – agreed 3 monthly (Quarterly)** aside from Kaiārahi reports as above. **The Board Chair also agreed to share examples of methods of reporting from other Boards.** [AP68]
- c) **Kaiārahi report** Board feedback on this report was the most positive to date. **The implementation plan for FMA is required with aligned monthly reporting focused on actions and outcomes.** It was agreed that **full reports** should be provided on a **quarterly** basis. [AP69]
- d) **Priorities /focus areas** were discussed in the public excluded section of the meeting but agreement in the public section of the meeting that these DCE reports will have a focus of achievements in a 60/90-day period, with meaningful deliverables.
- e) **AIR:** The Board were advised that the number of leadership changes had affected the team, but the current focus is on working on alignment with priority areas.
- f) **P&C:** 3 key areas of concern – (1) **the number of new and acting leadership roles** but consider Ara is resourced well and that there is commitment to resourcing and things will settle once embedded. (2) **the volume of transformation with Te Pūkenga, COVID 19 and the increase of student enrolments.** The appointment of Jas Canon to look at the ambitious appetite to transform and transition in terms of what makes the biggest impact will make a difference and; (3) the annual Wellbeing and Engagement surveys are due in August but the **recent Te Pūkenga colleague survey results showed a significant**

drop in Management (Tiers 3 and 4) seeing a future for themselves in Te Pūkenga (minus 9%) so there is a **need to look at retention**.

- g) **COO:** General positive comments on the role to date and the focus areas for the team are as per the report.
- h) **CEE:** Reiterated concern from team members re. future for their roles within Te Pūkenga.
- i) **Ōtautahi House:** The proposed tour of Ōtautahi House was postponed due to adverse weather conditions and will be rescheduled. However, the Ōtautahi House team were welcomed to the meeting for brief introductions and discussion. This included Heather Clark, Manager – Student Transition, Debbie Evans – Student Advisor, Tim Bain – Team Leader – Student Activities/Events and Chiaki Bolam-Smith – Facilitator, International and Residential Student Activities. Two outcomes from the discussion included the following:
 - i. **The Board specifically requested to see the data around the Māori residential demographics within the student accommodation** and it was agreed this would be provided post-meeting. [AP70 CE]
 - ii. The Board noted the upsurge in mental health issues amongst residents, as per current trends amongst the wider national youth population.

7.3 Chair Report

The Chair provided the following verbal update:

- a) **Te Pae Tawhiti Workshop** (held on 25 May 2021) – the Board really enjoyed this workshop and felt it was a “game-changer” in terms of increased knowledge and looking at the way forward and direction of travel for Ara and the sector.
- b) **Subsidiary South Island Board Chairs and CE’s Hui** (9 June) – following on from workshop above, the presentation from Dr Eru Tarena (Ngai Tahu) was well received in terms of the proposed ideas for implementation.
- c) The Board acknowledged and congratulated the Acting Chief Executive for his seamless transition into the role.
- d) Welcome to Acting Executive Directors, Glynnis Brook and Colin King.
- e) The visit to Tony Gray’s Pōwhiri by the Board Chair, Acting CE and Kaiārahi went very well with the acknowledgement of Tony’s new Chief Executive role in Nelson.
- f) The Board formally thanked the Kaiārahi, Tracey McGill and the team who worked on Tony’s farewell event. It was a memorable function for all those who attended especially for Tony.
- g) The Board wished to formally acknowledge the DCE P&C’s last Board meeting and thanked B for her contributions to health, safety and wellbeing including her impact on the culture at Ara and her care for people across the institution. The Board wished B all the very best in her future role.

8 Information Items

8.1 Subcommittee Reports

- a) Audit and Risk Committee – the minutes of the meeting held on 9 June 2021 were received and noted.
- b) Campus Redevelopment Committee – the minutes of the meeting held on 2 June 2021 were received and noted.

8.2 Academic Committee

The report was taken as read.

8.3 Ara Board Work Programme

- a) The contents of the work programme were noted. As per the earlier discussion around the action items, it was agreed to host the September Board meeting in Timaru.

8.4 Media Report

The report was taken as read.

9 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

Chairperson *[note: signed via electronic signature]*

Ara Board Minutes - Action List as of 29 June 2021

Number	Date When Action Arose	Agenda Item	Topic	Action	Board Responsibility	Status	Due Meeting date
AP56	27 April updated 29/6/21	6.1(b)	CE Report – Scholarship Review	Scholarship and Hardship Paper tabled at May Board meeting – discussion carried forward to June. 29/6 Discussion and action updated to advise that the Research office is currently reviewing how to reposition scholarship and hardship support to better align to removing barriers for participation – paper to be provided to the Ara Board by August.	CE		August 21
AP63	25 May updated 29/6/21	7.1c	CE Report – Targeted Review	Final version of the Targeted Review report will be provided to the Board for the June meeting. 29/6 Updated – AWAITING final report.	CE	Awaiting final report	
AP67	29 June	7.1c	CE Report - Te Ōhaka	Going forward the Board requested that the report should specifically provide an analysis of outcomes for Ara's investment.	CE		August 21
AP68	29 June	7.2	DCE Reports	<ul style="list-style-type: none"> It was agreed these DCE reports would be provided on a 3 monthly (quarterly basis) going forwards. Board Chair to share examples of methods of reporting from other Boards. 	DCEs Board Chair		Sept 21
AP69	29 June	7.2	Kaiārahi Report	Implementation plan for FMA needed with aligned monthly reporting focused on actions and outcomes. Full reports on a quarterly basis	Kaiārahi		July 21
AP70	29 June	7.2	Ōtautahi House	Demographics of residents to be provided.	DCE CEE		July 21