

COUNCIL

Te Kaunihera o Te Whare Wānanga o Waitaha

EMBARGOED UNTIL 4pm WEDNESDAY 28 AUGUST 2019

Agenda

Date **Wednesday 28 August 2019**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to
Page No.

1. APOLOGIES: Ms Catherine Drayton
2. CONFLICTS OF INTEREST
Every Member has an obligation to declare any material interests relevant to any University of Canterbury activities and to ensure that any conflict arising from the material interests is noted and managed appropriately
3. MINUTES (31 July 2019) 1-7
4. MATTERS ARISING

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10. PUBLIC EXCLUDED MEETING

Motion by the Chancellor for Resolution to Exclude the Public Pursuant to s48 of the Local Government Official Information and Meetings Act 1987:

I move that the public be excluded from the following parts of the proceedings of this meeting, namely:

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4.	Minutes of the meeting held on 31 July 2019 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5.	Matters arising from those minutes		
6. 6.1	From the Chancellor	To protect the privacy of natural persons.	7(a)
7.	From the Vice-Chancellor	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.	From the Audit and Risk Committee	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.1	Draft Minutes		
8.2	Internal Audit Status Report		
8.3	NZX Statement		
8.4	NZX Delisting		
8.5	Strategic Risk Report		
8.6	Lessons Learnt from 15 March	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.	From the Finance, Planning and Resources Committee	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.1	Draft minutes		
9.2	UC Futures - UC Futures Summary -Lessons Learnt from CETF		
9.3	Student Services Levy		
9.4	Haere-Roa Budget		
9.5	UC Trust Fund Investment Manager Review		
9.6	Student First Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

9.7	Movements in Year End Forecast to July 2019	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
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I also move that the Deputy Registrar, UC Directors and the University Council Co-ordinator be permitted to remain at this meeting because of their knowledge of the various matters being discussed. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

11. REPORT FROM THE PUBLIC EXCLUDED SESSION
12. GENERAL BUSINESS
13. NEXT MEETING –Wednesday 25 September 2019

COUNCIL

Minutes

Date	Wednesday 31 July 2019
Time	4.05 pm
Venue	Council Chamber, Level 6 Matariki
Present	Ms Sue McCormack (Chancellor), Mr Steve Wakefield, (Pro-Chancellor), Professor Cheryl de la Rey (Vice-Chancellor), Mr Peter Ballantyne, Mr Shayne Te Aika, Mr Sam Brosnahan, Professor Roger Nokes, Mr Warren Poh, Mr Malcolm Peterson Scott, Dr John Wood.
Apologies	Ms Catherine Drayton, Ms Keiran Horne
In Attendance	Mr Jeff Field, University Registrar and Council Secretary Professor Ian Wright, Deputy Vice-Chancellor Mr Adrian Hayes, Financial Controller Mr Keith Longden, Chief Financial Officer Ms Jacqui Lyttle, Risk Manager Ms Robyn Nuthall, UC Futures Director Mr Richmond Tait, Business Finance Director Mr Bruce White, Deputy Registrar Mrs Raewyn Crowther, University Council Co-ordinator

CONFLICTS OF INTEREST

There were no conflicts advised.

RECOGNITION OF SERVICE

The Chancellor noted that the term of office of Council member, and Chair of Finance, Planning and Resources Committee, Ms Catherine Drayton was concluding at this meeting. In her absence, Ms McCormack acknowledged the ten years of service and substantial contribution provided by Ms Drayton and moved a resolution that was carried with acclamation.

Moved:

That: Council express its appreciation and thanks to Catherine Drayton for her contribution to the University of Canterbury Council as Council member and Chair of the Finance Planning and Resources Committee during her term of office from 2009 to 2019.

Carried with acclaim

MINUTES The minutes of the meeting held on 26 June 2019 were approved and signed as a correct record.

MATTERS ARISING There were no matters arising.

**FROM THE
CHANCELLOR**

Chancellor's Meetings

The schedule of meetings was noted for information and the Chancellor thanked Mr Peter Ballantyne for acting as Chancellor in her recent absence. She noted that the GOG meeting listed in the report did not take place due to weather disruptions.

Moved

That: Council note the report of the Chancellor's meetings.

Carried

Council Work Plan 2019

An updated copy of the Work Plan was tabled and Mr Field highlighted the changes made since the last meeting. Council was advised that members had been invited to an SMT meeting for a presentation of EdX and that SMT had been invited to the next FPRC meeting to hear a presentation on campus master planning.

Moved

That: Council note the Council work plan.

Carried

Council Election Results

The results of the recent elections for Academic and General Staff members of Council were noted. Professor Nokes was congratulated on his reappointment and Mr Malcolm Scott, who would be replaced on Council by Ms Liz Bond, was thanked for his service.

Moved

That: Council express its appreciation and thanks to Malcolm Peterson Scott for his contribution to the University of Canterbury Council as the General Staff member for the past four years.

Carried with acclaim

Moved

That: Council note the Council election results report.

Carried

Degrees conferred in absentia

The Chancellor advised Council that the schedule of degrees awarded in absentia had been approved and the names of the graduates were entered into the public record. The Registrar Mr Field advised that the degrees included one which had been subsumed by a subsequent degree, noting the rigorous systems in place to avoid the awarding of multiple degrees in such cases.

Moved

That: The Council approve the degrees awarded in absentia for the public record.

Carried

**FROM THE VICE-
CHANCELLOR**

Monthly Report

Professor Cheryl de la Rey presented her report noting:

- The Teaching Awards ceremony had been poorly attended and would be promoted better in future.
- There had been visits with representatives of a number of international universities.
- Open Day had been successful with numbers attending up by 29% on last year.
- Minister Chris Hipkins had been shown through the new buildings when he visited to open Rehua.
- Navitas had been purchased by a consortium but there were no contractual changes for UC.
- The academic strategy had been presented to Council in a workshop.
- Kaikoura Field Station had been visited and options for its reopening or relocation would come to Council in due course.
- TEC had indicated the postponed July GOG meeting would have been the last. It has been rescheduled as a videoconference in September. Professor de la Rey commended all who had been involved in the GOG process.
- A new intake of international students had been welcomed but issues with visas remained and further restructuring at Immigration NZ was underway.
- Other matters included:
 - The importance of participation in sport for student wellness
 - New staff induction process
 - New staff appointments
 - UC positively viewed in the media

Moved

That: The Vice Chancellor's Report be received.

Carried

**FROM THE
FINANCE,
PLANNING AND
RESOURCES
COMMITTEE**

Mr Peter Ballantyne presented the report from the meeting held on 17 June on behalf of the Chair of the Finance, Planning and Resources Committee (FPRC), Ms Catherine Drayton.

Monthly Financial
Report To 30 June
2019

Mr Ballantyne summarised the report, noting that while there had been a drop in interest rates a surplus was still on track. There were no questions.

Moved

That: Council note the Monthly Financial Report to 30 June 2019.

Carried

Mickle Fund Update Chief Financial Officer, Mr Keith Longden, noted that the funds were able to be utilised due to a change in the regulations that had been agreed by Council. It was a fund of last resort with little expectation of repayment yet surprisingly most loans were repaid. A review of processes was underway and it was noted that the UCSA's vetting process to assess applicants was thorough.

Moved

That: Council note the Mickle Fund Six Monthly Update.

Carried

UCTF Quarterly Report

An improvement in the market in the last quarter had meant that objectives had been achieved. However the number of private equity investments that had failed to meet benchmark levels was of concern, although Eriksens were confident they would do so on realisation or revaluation. Council would consider a recommendation from the CFO on targeted growth assets in due course and a review of the provision of investment advice, with possible consequential changes to the SIPO, was underway.

Moved

That: Council note the UCTF Quarterly Report to June 2019.

Carried

**FROM THE
ACADEMIC BOARD**

Professor Ian Wright presented the report from the meeting of the Academic Board noting that there had been discussion on the academic strategy and the allocation of doctoral scholarships

Professor Wright then discussed the various curricula developments that needed Council approval to go to the second round of CUAP approvals. The Academic Board had discussed progression to PhD from terminating masters programmes and the possible connection between the new Medicinal Chemistry major in the Bachelor of Science and the chemical formulations aspect of the Product Design degree. The Diploma in Journalism was to be discontinued due to changes in the profession. Mr Field noted that there was to be a 50th anniversary celebration of the qualification later this year.

Moved

That: Council

- 1) note the report from the Academic Board**
- 2) approve the following curricula developments and forward the proposals to CUAP and TEC for their noting or approval:**
 - a) The introduction of a 180-point Master of Applied Translation and Interpreting (MATI) and a new subject Translation and Interpreting (LINC) in the Bachelor of Arts with Honours, the Postgraduate Diploma in Arts and the Postgraduate Certificate in Arts (for approval)**
 - b) The discontinuation of the Postgraduate Diploma in Journalism (for noting)**

- c) *The discontinuation of Religious Studies as a subject for the MA and PhD and Theatre and Film as a subject for the PhD (for noting)*
- d) *The restructuring of the MBA (for approval)*
- e) *The introduction of a major in Tourism Marketing and Management into the Bachelor of Commerce (for approval)*
- f) *The amendment of the graduating requirements for each of the Master of Business Management (MBM), Master of Professional Accounting (MPA), Master of Business Information Systems (MBIS) and Master of Financial Management (for approval)*
- g) *The reconfiguration of the 240-point Master of Counselling (for approval)*
- h) *The renewal of the existing Graduate Diploma in Early Childhood Teaching to become the Graduate Diploma in Teaching and Learning (Early Childhood) (for approval)*
- i) *The introduction of a minor in Youth and Community Leadership (for approval)*
- j) *The introduction of a major in Medicinal Chemistry in the Bachelor of Science (for approval)*
- k) *The introduction of minors to the Bachelor of Science (for approval)*
- l) *The discontinuation of some postgraduate subjects for the Master of Science and the Postgraduate Diploma in Science and the Bachelor of Science with Honours.*

Carried

PUBLIC EXCLUDED Moved
MEETING

That: the public be excluded from the following parts of the proceedings of this meeting, namely:

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4	Minutes of the meeting held on 26 June 2019 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6. 6.1	From the Chancellor Research Medal 2019	To protect the privacy of natural persons.	7(a)
7.	From the Vice-Chancellor	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8. 8.1	From the Finance, Planning and Resources Committee UC Futures - UC Futures Summary -GOG papers	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.2	Social Responsibility and Research Funding	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.3	Domestic Fees	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

8.4	Banking Relationships and Treasury Management Framework	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.5	Student First Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.6	Movements in Year End Forecast to May 2019	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

and that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matters to be discussed be permitted to remain at this meeting. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

Carried

RETURN TO PUBLIC MEETING

Council returned to public meeting at 5.50pm and confirmed the awarding of the 2019 Research Medal (to remain confidential until publicly announced) and the setting of the domestic fees for 2020.

GENERAL BUSINESS

Departing Council members

Ms Rose Wood was welcomed to the meeting. The Chancellor acknowledged the significant contribution to the Council made by John Wood whose term of office would come to an end at this meeting. She spoke of his time on Council since 2008, his term as Pro-Chancellor and his seven years as Chancellor from 2012 to 2018. She noted that he was leaving the university in very good shape for the new VC and Council to take to new heights, and offered her personal thanks for his support.

Moved

That: Council express its appreciation and thanks to Dr John Wood for his outstanding contribution to the University of Canterbury, as Council member, Pro-Chancellor and Chancellor over the past 12 years, especially acknowledging his important contribution over one of the most difficult periods of the university's history, and the benefits he has brought to the University through his government links and vast negotiating experience, which proved to be vitally important in this recovery period.

Dr Wood in reply reflected on the unexpected nature of the journey, given the strong state the university had been in before the earthquakes changed everything. He particularly noted the measures Council put in place to ensure that the VC had the powers to do whatever was necessary to allow the University to deliver a full academic programme. The university had been fortunate in having a Vice-Chancellor at that time with the skills required to manage the rebuild and to have alumni in high places in government who were willing to support UC financially. The resilience and creativity of Council and staff had enabled the institution to get through the response and recovery stages while others in the region still languish. He noted in closing that the change in leadership was timely and would determine the fate of the institution.

The Chancellor then presented Mr Malcolm Peterson Scott with a certificate of service and Mr Scott replied noting that he had enjoyed his time on Council despite the difficulty of being a staff member and a member of the governance team. He was grateful to have had the opportunity to serve.

The meeting ended at 6.00pm.

NEXT MEETING The next meeting is scheduled for 4.00pm on Wednesday 28 August 2019.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Report to the Council from the Chancellor

The Chancellor recommends:

1. Chancellor's Meetings

That: Council note the report of the Chancellor's meetings.

2. UCSA Representative on Council

That: Tori McNoe be appointed to the University Council as the student representative from 1 January 2020 to 31 December 2020.

3. 2019 Council Work Plan

That: Council note the Council work plan.

4. Degrees conferred in absentia

That: Council note the degrees awarded in absentia for the public record.

Ms Sue McCormack
Chancellor
22 August 2019

Memorandum

Chancellor's Office

Email: chancellor@canterbury.ac.nz



To:	Council Members
From:	Sue McCormack, Chancellor
Date:	24 July 2019
Subject:	CHANCELLOR'S MEETINGS

I outline for you the key events I have attended on behalf of UC since the last Council meeting. Items marked with an asterisk indicate events at which I gave a speech. Those speeches can be found on the Council Sharepoint site.

- Met with legal advisors on high country matters
- Addressed the opening of Haere-roa*
- Met with advisors regarding a UC function at parliament
- Attended the UNZ Chancellors' Group meeting and dinner
- Regular meetings with the Registrar
- Regular meetings with the Vice-Chancellor
- Met with Lincoln University VC and Chancellor's delegate
- Met with new Council member Liz Bond
- Met with Ian Dalley and Hannah Donaldson of Jarden
- Addressed the Canterbury Westland Law Society Dinner*
- Met with Rochester and Rutherford Principal and Council Chair
- Attended meetings of ARC and FPRC

Meetings planned between today and the Council meeting on 28 August:

- Meeting with new Council member Gillian Simpson
- Meeting of Ngai Tāhu Working Group
- Hosting a table at the Women in Leadership breakfast

A handwritten signature in black ink, appearing to read 'Sue McCormack'. The signature is stylized and cursive.

Sue McCormack
Chancellor

Memorandum

Vice-Chancellor's Office

Email: jeff.field@canterbury.ac.nz



To:	Council Members
From:	Jeff Field, University Registrar
Date:	22 August 2019
Subject:	STUDENT REPRESENTATIVE ON COUNCIL

Attached is the letter received from the Returning Officer for the UCSA elections advising of the UCSA nomination of the student representative on Council.

Following voting by over 38% of the student body the 2020 UCSA Executive has been successfully elected, including Tori McNoe to the position of President.

In terms of clause 3.1(e) of the Council Constitution, the student representative on Council is “appointed following an election by the students of the University of Canterbury.” The UCSA elections meet this requirement as the total student body is eligible to participate in the elections.

Recommendation:

THAT: Tori McNoe be appointed to the University Council as the student representative from 1 January 2020 to 31 December 2020.

Jeff Field
University Registrar

Kia Ora Jeff,

As the Returning officer for the 2019 UCSA elections, it is my pleasure to advise the University Council that the elections for the 2020 UCSA Executive were conducted in a fair and transparent manner, and in accordance with the UCSA Constitution.

The Elections were held for all UC Students with the UCSA receiving 5,734 votes, which is 38.5% of the student body.

The 2020 Student Representatives are:

President	Tori McNoe
Vice President	Katie Mills
Finance and Engagement Officer	Jack Whittam
Postgraduate Representative	George Stilwell
International Representative	Derick Edward
Equity and Wellbeing Representative	Georgie Dibble
General Executive	1. Ben O'Connell
	2. Nuha Anas
	3. Cleo Vernon
	4. Emily Mullaly
	5. Tayla Macbeth
	6. Kim Fowler

I hereby certify that UCSA President-elect Tori McNoe has been nominated as the student representative on UC Council.

Ngā mihi,
Hannah Long
Returning Officer 2019
University of Canterbury Students' Association

Report to the Council from the Vice-Chancellor

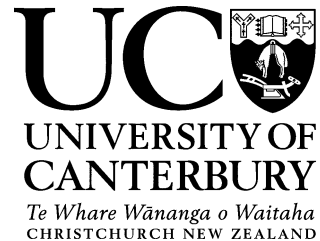
The Vice-Chancellor recommends:

1. Vice-Chancellor's Monthly Report

That: Council note the Vice-Chancellor's Monthly Report.

Professor Cheryl de la Rey
Vice-Chancellor
22 August 2019

Professor Cheryl de la Rey
Vice-Chancellor
Tel: +64 3 369 3836
Email: cheryl.delarey@canterbury.ac.nz



**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COUNCIL AUGUST 2019**

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1. INTRODUCTION

In the period since the previous report I have been busy with a number of speaking engagements which have assisted with the process of shaping the new institutional strategy as my presentations have focussed on some of the key elements such as UC's "town and gown" relationship and our educational approach. The presentations have been to business groups and to school leaders (list included at the end) and the overall feedback has been very positive.

On Wednesday 24 July, UC convened a stakeholder workshop to begin scoping a research platform that would coordinate research aimed at addressing the consequences of the various traumatic events Christchurch and the Canterbury region have experienced in recent years and supporting community wellbeing, prosperity and sustainability. About 80 people were in attendance, including Mayor Lianne Dalziel (Christchurch City Council), David Meates (Chief Executive Officer (CEO), Canterbury District Health Board), Norm Dewes (CEO, Te Rūnanga o Ngā Maata Waka), Associate Professor Te Maire Tau (Ūpoku, Te Rūnanga o Ngāi Tūāhuriri) and Professor David Murdoch (Dean, University of Otago, Christchurch campus). This was the first such gathering of a diverse range of institutions and agencies at UC in recent years, with representatives of Lincoln University, Ara, Oranga Tamariki, the Ministry of Social Development, the Department of Corrections, NZ Police and the Department of Internal Affairs also in attendance. The Chancellor gave a welcoming address and I offered a university perspective on the significance of the workshop. The proceedings covered a number of pivotal discussions, ranging from the need to work more closely within communities to the need to develop an institute that could foster greater collaboration between government agencies and tertiary institutions. Notes from the day will form the basis of a forthcoming draft scope document for the research platform.

On Friday 2 August, the new University of Canterbury Students' Association (UCSA) building, Haere-roa, was opened in the presence of about 416 invited guests. I had the honour of cutting the ribbon and officially opening the building along with past and present UCSA representatives and former Vice-Chancellor Dr Rod Carr. The speakers were Chancellor Sue McCormack, Hon David Caygill (1971 UCSA President and Fundraising Committee Chair), Christchurch Mayor Lianne Dalziel and current UCSA President Sam Brosnahan. Guests were treated to a number of short performances by UCSA clubs and societies in the Ngaio Marsh Theatre and were afforded the opportunity to tour the building. A further 700 people also toured Haere-roa during the community open day on Saturday 3 August.

I had the pleasure of attending the finals of the UC Three-minute Thesis (3MT) research presentation competition on the evening of 6 August in the Ti Kouka function room of the Haere-roa building. Fifteen students (two PhD and one master's from each college) each delivered three-minute, single-slide presentations of their research to a full audience, with Associate Dean Ekant Veer directing proceedings. The quality of the presentations was impressive and the judges professed great difficulty in determining the winners. The winner of the People's Choice Award (judged by audience acknowledgement) was Edoardo Galli (Physical and Chemical Sciences), who talked about brain-emulating nano-devices for pattern recognition. The judges awarded third place to Elizabeth North (PhD, Civil and Natural Resources Engineering) for her presentation "Not Shaken, Not Stirred", about mixing brine from desalination plants; second prize went to Lily Duval (MA, English) for an untitled presentation relating to the anthropogenic demise of insects; and the overall winner was Eloise Smith (PhD, Psychology, Speech and Hearing), who presented "Weak or What?" about her research into the pathology of swallowing disorders. Eloise will represent UC at the 2019 Asia-Pacific 3MT Competition to be held on Friday 4 October at the University of Queensland. Lily will represent UC at the New Zealand 3MT Master's competition at the University of Otago on Friday 22 August. This year's UC competition was generously sponsored by Research First, a Christchurch-based research and product-development company.

On 26 August, I will be hosting a visit by Dr Molapo Qhobela, Chief Executive Officer of the South African National Research Foundation. Dr Qhobela has significant experience and knowledge of the African higher education system and has established international relationships and networks with funders and government entities. Following a visit to Gateway Antarctica and the Ngāi Tahu Research Centre, Dr Qhobela will present a seminar on “The Role of Science Funders for the Sustainable Development Goals, and Opportunities for Africa-NZ Collaboration”.

I am pleased to announce that in September the University will welcome its first Distinguished Erskine Fellow. The position has been accepted by Professor Sir Colin Humphreys, who is a Fellow of the Royal Society and the Royal Academy of Engineering. In 2010 he was knighted for ‘services to science’. Sir Colin is Professor of Materials Science at Queen Mary University of London; Distinguished Research Fellow at the University of Cambridge; and a Fellow of Selwyn College, Cambridge. He founded the Cambridge Centre for Gallium Nitride and set up two spin-off companies to exploit the research of his group on low-cost light-emitting diodes (LEDs) for home and office lighting. The companies were acquired by Plessey, which is now manufacturing LEDs based on this technology. He also founded the Cambridge/Rolls-Royce Centre for Advanced Materials for Aerospace: materials developed in the centre are now flying in Rolls-Royce engines. He recently set up a new company, Paragraf, to exploit the research of his group on graphene, which promises to revolutionise a wide range of products, including sensors, solar cells and electronic devices. Paragraf currently employs 21 people and has filed eight patents.

During his two-week visit to UC, Sir Colin will lecture to undergraduates and postgraduates in Engineering, Science and Entrepreneurship, and deliver a UC Connect lecture. He will visit the Ministry of Business, Innovation and Employment (MBIE) with Professors Ian Wright and Jan Evans-Freeman, meet with principal investigators in the MacDiarmid Institute and engage with UC research. He will have an office in Electrical Engineering and be closely associated with that department.

During August, I completed the last of my 2019 department visits. In total, I have visited 53 departments and have very much appreciated the warm welcome I experienced on each occasion. It was helpful to have the opportunity to hear first-hand from colleagues about their experiences at UC and their perspectives on what changes are needed.

2. STRATEGIC MATTERS

2.1 E Tū, Kia Ora – Academic Strategy Development

After input from students, staff and UC Council, the draft Strategic Plan for the University is being edited in preparation for submission to the Council for final approval. As the process unfolded academic, professional and general staff made it very clear that the university needs to not only refocus on its academic mission but also improve its business processes and systems as these are sometimes hindering the academic mission. As a result of this feedback, what was initially intended as an academic strategy is now the institutional strategy and covers the whole of the institution’s activities.

Since my last report, a survey of student views on the proposed strategy has been completed. 1,718 students responded. Students were asked to allocate a notional \$10,000 to 10 activities in which the University could invest. Supporting student success and wellbeing was the highest, sustainability was second and the third was improving UC’s teaching and research. As a result of this survey and further feedback through the process, the draft Strategic Plan now features both student and staff wellbeing and sustainability in more explicit terms.

The consultation process has been thorough and highly engaging and I wish to record my appreciation to all who participated.

2.2 UC Futures Programme UC Ki Mua

As the finishing touches to all but the Beatrice Tinsley building are completed in the UC Futures construction programme, the Tertiary Education Commission is considering the future of the Governance Oversight Group, a group of UC Council members and Government leaders set up to support UC in its earthquake recovery process and rebuild. As the University is well on the path to recovery, it may not need this additional governance group. This option will be considered more formally in September at the next meeting of this group.

In the meantime, UC's ambitious growth targets for full fee international enrolments continues to face head winds, with slow visa processing by Immigration New Zealand. Nevertheless, UC is forecast to achieve a 10% year-on-year increase in full fee international students this year. UC continues to have about the lowest proportion of international students but one of the highest proportions of international faculty in New Zealand.

3. STUDENT RECRUITMENT

3.1 Domestic Recruitment

Domestic recruitment for 2020 is on track. Course planning visits have continued throughout Auckland, Wellington and Christchurch. The regions were also visited, with Nelson/Marlborough, Bay of Plenty, Waikato, Southland, Taranaki, Hawke's Bay and South Canterbury receiving visits from UC. In addition, there was attendance at school career expos in Auckland.

Go Canterbury applications for Wellington and Auckland are tracking at similar numbers compared with last year, with around 300 applications submitted. Accommodation applications continue to be received by Accommodation Services. Although it still early in the process, applications seem to be ahead of results expected at this point.

A Postgraduate and Professional Development information evening was held at the Chamber of Commerce in the City. Over 100 attended, double last year's number. All future students who enquired on the night have received follow-up information from a Liaison Officer or a college staff member.

3.2 International Recruitment

At 31 July 2019, UC had 1,825 full fee equivalent full-time students (EFTS), which is 12.5% of total EFTS. Year-on-year growth is approximately 10% in aggregate, with new-to-UC growth expected to be between 4% and 5% for the year. UC growth is still ahead of the sector average.

Recruitment has grown in all geographical regions except Asia (excluding China) and the United States of America. The decline in Asia is largely attributed to a 50% drop in government-funded scholarship students from Malaysia. The number of US Study Abroad students has declined by 15% for the year, which includes an almost 25% decline in Semester 2 likely due to a change in perception following the terror attacks on 15 March. The fastest-growing source country is India, which is up over 30% year on year.

In addition to the changes in Malaysian government funding practices and fall-out from the 15 March event, growth has been depressed by slow Immigration New Zealand processing of student visas. The number of University Transfer Programme students from UC International College is also significantly down against expectations and essentially flat year-on-year compared with 2018.

The International Relations Office (IRO) is actively responding to the 2019 results in a number of ways. Functional changes to the admissions pipeline have freed up resources for deployment in dedicated conversion management work. The initial focus of this conversion activity will be in the ‘made offer’ space and should raise UC’s conversion performance.

Changes to the Majlis Amanah Rakyat (MARA) programme now mean that funded Malaysian students can choose which institution they attend (whereas previously they were centrally allocated to overseas institutions). Therefore the IRO is increasing its direct engagement with MARA-sponsored colleges in Malaysia, leveraging UC’s extensive network of alumni and current students to help increase our share of the declining pool. It is hoped that these efforts, along with a push to provide targeted Dean’s Awards, will also have a positive impact on recruitment of self-funded students.

In China, the IRO is seeking to establish new pathways for students that include an element of transnational delivery (TNE). A pathway programme developed in conjunction with Huazhong University of Science and Technology will be operational next year, and will see students enter UC bachelor’s degrees with one semester’s credit. A separate pathway for students who wish to study at local Christchurch high schools and then come to UC is also being developed with the help of ChristchurchNZ (CNZ) and Education New Zealand. This pathway will complement CNZ’s efforts to attract talent into specific ‘supernode industries’.

In India, the IRO is doubling its in-country recruitment presence with the establishment of an embedment in the Bangalore office of SannamS4. SannamS4 is a global ‘market entry and expansion solutions provider’ that UC uses in India to host our in-country recruiter(s). This extra resource will also allow UC to accelerate our efforts to develop new markets in Sri Lanka, Nepal and Bangladesh.

4. STUDENT EXPERIENCE

Student Services and Communications has set up the Kia Kaha Grant to assist UC students who are facing, or have faced, financial hardships in the aftermath of the terror attacks on 15 March. It has \$22,000 available for distribution and has identified five students as well as a student club, the UC Muslim Students’ Association (UCMUSA), to receive the grant.

An updated report on UC’s compliance with the Code of Practice for Pastoral Care of International Students has been completed. The self-review has identified improvements to be made that will continue to ensure international students are supported and have a world-class student experience at UC.

4.1 UC Careers

Seventeen UC international students began internships in July and August as part of the UC-ChristchurchNZ Job Ready programme. Companies providing internships include Kea Aerospace (marketing), Baby Pantry (market research), Environmental Services (NZ) Limited (data conversion), Onside (data collation and analysis), Christchurch International Airport (social media) and ChristchurchNZ (journalism). Feedback from students and employers on the Job Ready programme has been very positive, as the following samples indicate.

Student feedback: “There is a lot of one-on-one support and through the programme I was connected to a local business – Fabriko. I was offered an internship with them, working with Carl (the founder and CEO) on a behavioural economics project for a new product they were launching. It was a fantastic experience and I learnt a lot from him about the Kiwi way of working. He also recommended me for another internship project with a government agency which I went on to do also. The Job Ready programme was instrumental in getting me connected to the city in a concrete

way. I worked on interesting projects around the city and was motivated to add value to the community around me. Moreover, I was able to meet and become friends with like-minded and driven people in the city, through these internships – I made some great connections.” *Manish Muthukrishnan, Bachelor of Commerce, UC*

Employer feedback: “Manish was excellent. He is proactive and his behavioural economics were a real asset to our business.” *Fabriko*

More than 60 people attended the annual Empowering Women event, which focused on the question, ‘What do women bring to leadership?’. I was among the guest speakers for the event, which also featured Stella Ward, Chief Digital Officer, Canterbury District Health Board; Lan Pham, Environment Canterbury; and Hannah Duder, CEO, Indigo & Iris. In addition to thought-provoking and inspiring presentations from the guest speakers, robust and motivational discussions left attendees feeling more empowered to recognise and demonstrate their own leadership skills and qualities.

4.2 Student Care

	July 2018	July 2019	YTD Total (2018)	YTD Total (2019)
Student Engagements	313	673	1,867	3,404
Unique Count	158	437	1,114	2,071

The number of students seeking support has increased significantly. Student Care recorded a total of 673 student engagements from 437 individual students in July, which is 360 more student engagements than in the same month last year. A comparison between the year to date (YTD) values in the table above shows 957 more students have used Student Care services in 2019 so far (unique student count only). International students made up 1,677 of the student engagements, while domestic students made up 1,727.

All students on the Academic Process Review (APR) list were contacted, with priority given to those in the impending exclusion and exclusion categories. In addition to supporting students to attend the appeal meetings, recommendations and comments on APR have been provided to relevant areas.

Mid-year International Welcome and Enrolment week (8–12 July) was a joint effort between Student Care, Student Services and current student leaders. The week commenced with a welcome on 8 July and received overall positive feedback from the participants.

Student Care International is working with IRO on streamlining the webpages and processes involving sponsored students (other than those sponsored by the Ministry of Foreign Affairs and Trade).

The Australia New Zealand Student Services Association (ANZSSA) held a hui in Wellington. On behalf of UC and UCSA, Student Care made a presentation on financial hardship issues at the hui.

4.3 Student Experience Team (SET)

Students requiring support following Semester 1 results were followed up across all of SET’s first-year experience programmes. Student leaders received additional mental health and wellbeing training via the Ākonga Leadership Incubator (ĀLI).

All new-to-UC undergraduate students were invited to a Mid-year Orientation and, as part of the Semester 2 callout, were phoned by UC mentors to check in and offer support. International students who commenced studies in February also received a call.

A University-wide promotion to recruit mentors for 2020 incoming students is underway, with a focus on networking within colleges to actively promote and enhance the service. An increase in postgraduates seeking mentors has been noted.

Significant events in first-year experience programmes included: a two-day Emerging Leaders service retreat in Hanmer Springs; a variety of seminars to prepare Go Canterbury students for second year including Flatting 101, CV writing and a NZ Red Cross First Aid course; and UniLife welcoming six new students.

4.4 Wellness Services

4.4.1 Wellbeing Strategy

The Wellbeing Strategy results have been reviewed and a provisional implementation programme is being developed in conjunction with the Strategic Plan work.

4.4.2 Rec & Sport

RecCentre membership grew by over 1,000 new members last month, reaching a total of 8,233 UC students (1,368 postgraduates and 6,865 undergraduates). It has maintained its community membership base of 488 other members, of whom 210 are UC staff. Participation rates have increased from August last year, with a total of 28,086 checking in this month; 88% of these were students. As with last month, the year-to-date figures remain the highest since before the earthquake sequence began in 2010.

July saw the arrival of several Body Composition Scan kiosks. These work in with the MyWellness app, giving a free detailed analysis of an individual's health numbers (body fat, body mass, bone mass and metabolic age). The RecCentre is beginning to test features of MyWellness with different cohorts (such as the Sport and Fitness Academy, SteerMe and PushMe clients), with the goal of rolling it out to the wider membership in 2020.

The University and Tertiary Sport NZ (UTSNZ) volleyball championships took place at Pioneer Stadium in Christchurch during July. The UC men's volleyball team were dominant, winning the final without losing a set the entire tournament. The women's team competed ably, finishing sixth in their competition. The next tournament is Ultimate Frisbee in Auckland at the end of August.

4.4.3 Health Centre

The new model for primary health care provision – the Healthcare home model – is progressing off the back of the Government's Wellbeing budget. The Health Centre's Medical Director met with both the Christchurch and Pegasus primary health organisations (PHOs), who were interested in promoting this new model. The UC Health Centre is already moving towards operating under this new approach (every role operating at maximum role scope) and expects PHO support for this initiative to grow.

The continuing trial of the 'triage/warm handover/rapid access' counsellor role is showing good results. The role's purpose is twofold: to undertake a rapid triage of patients and contact any person on the wait list to assess risk. The outcomes appear to be positive with 43 of the 99 consultations requiring no further access to support, while 31 required another contact with the triage role and a further 10 were referred to a general practitioner for further care. Only 15 of the 99 contacts made required counselling support.

5. PEOPLE AND CULTURE

5.1 Certificates of Service and New Staff Induction

At an event arranged by Human Resources, I was pleased to present certificates of service to staff who have achieved 10 years' service at the University. Another event for staff with 15 to 30 years' service is planned for early September. I wish to thank the UC Admin Plus group who initiated this programme for general staff, and who have worked with Human Resources (HR) to expand it to all staff. This will now be an ongoing way of recognising the contribution of staff to the University.

A recent review has seen an expansion and deepening of the support provided to new staff and their families relocating to Christchurch. This includes more comprehensive information about UC, Christchurch and New Zealand. Individualised support from the University recruitment team to each new recruit is supplemented by a range of outside providers in areas such as accommodation. HR is working with the University Newcomers Group to broaden its engagement with staff and families. UC has partnered with the Chamber of Commerce to provide presentations on Cultural Diversity in the Workplace for heads and managers and workshops on Understanding Kiwi Workplace Culture for new staff.

5.2 Health, Safety and Wellbeing

Congratulations are also in order for the staff who were recipients of the recent 2019 Health, Safety and Wellbeing awards. There are too many names to mention in this report but their individual and team efforts to promote and foster health, safety and wellbeing for their colleagues, our students and visitors are very much appreciated.

6. LEARNING AND TEACHING

The end of August sees the completion of the first term of the second semester for students and teaching staff. As the term comes to a close, students have been busy with assignments and preparing for their final term of the year. To better understand the student experience, the Learning Evaluation and Academic Development team (LEAD) has launched two surveys: the Graduate Destinations Survey seeks information about students who have graduated, while the U-Count Survey seeks feedback from our current students.

The team is also working intently on developing the first 'prototype interactive dashboard' for use with the Graduate Destinations Survey 2019 when it closes in early August. The aim of the dashboard is to ensure colleges can access the data easily to inform their curriculum. An interactive approach to development is favoured and consultation with colleges and academic staff is underway. With input from E-learning, LEAD has also started to build a suite of 'induction'-style teaching development offerings for new academic staff. These will complement the existing professional development opportunities offered by Human Resources, but will have a teaching focus. It is envisaged these will provide a useful prerequisite for the Postgraduate Certificate in Tertiary Teaching and have a strong skills focus.

Evaluation of new curriculum initiatives is nearly complete as colleges are winding up their Graduating Year Reviews (GYRs). The GYRs look at student performance across the qualification and provide an opportunity for colleges to reflect on how they might change or enhance programmes. A total of 25 GYRs have been completed and will be forwarded to the Council of Academic Programmes.

7. RESEARCH

The Tertiary Education Commission has announced the details of the Centres of Research Excellence (CoRE) round that will fund 10 CoREs from January 2021, following on from the 10

CoREs currently funded until the end of 2020. CoREs are inter-institutional research networks, in which researchers work together on commonly agreed work programmes. Concerned with developing human capital and making a contribution to national development, CoREs focus on the impact of their research. UC is leading the development of three new CoRE bids, in addition to the QuakeCoRE re-bid, and is involved in potential bids led by other universities. Expressions of interest are due in late August, with full applications due in late November 2019.

A part of UC's collaboration with University of Otago, Christchurch, the Brain Research NZ CoRE, has seen the two universities and the Canterbury-based independent New Zealand Brain Research Institute launch the new Christchurch-based Dementia Prevention Research Clinic. This clinic will conduct a longitudinal study of pre-dementia patients to identify the earliest symptoms of dementia via brain scanning, and blood and cognitive testing. Its aim will be to characterise and identify unique signs of emerging dementia, providing a focus for early treatments of future patients prior to the full onset of the disease. Professor Ian Wright, Deputy Vice-Chancellor, alongside the Christchurch Mayor and Sir Tipene O'Regan, hosted the launch of the new clinic.

Henrietta Carroll, the principal advisor within Research and Innovation (R&I) Office on Vision Mātauranga and engagement with iwi, has resigned to return to work with her rūnanga at Wairewa. The current review of external research funding and R&I Office presents an opportunity to reflect on how UC supports researchers to engage with iwi on research projects of joint interest and direct relevance to Māori, along with other recommendations on enhancing support for UC researchers.

8. BICULTURALISM

Kaiurungi (Māori Student Advisors) are seeing a steady stream of Māori students for pastoral care appointments. Kaiurungi recently attended a Teach NZ Scholarships hui in Wellington to discuss new scholarships offerings. They also attended the Waitaha Secondary Schools' Regional Kapahaka competition to promote UC to prospective Māori students and whānau.

The Office of the Assistant Vice-Chancellor (AVC) Māori are working on portfolio changes across the team. An all-of-office wānanga planning session has been scheduled for 23–24 September. The wānanga will take a retrospective look back on challenges and opportunities, while also taking time to plan for the future.

AVC Māori Dr Darryn Russell, as chair of Te Kāhui Amokura (Universities New Zealand), is leading a New Zealand summit day at the University of Brasilia as a contribution to the 2019 International Year of Indigenous Languages. This project is seen as an opportunity for Universities New Zealand to consider growth and development of relationships in South America for student, staff and research exchange.

9. FINANCES

July 2019	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)
Net Surplus/(Deficit)	6,054	(1,755)	7,809	2,080	9,757	7,677
Capital Expenditure	59,187	78,822	19,635	123,637	116,876	6,761
Cash/ Short Term Investments/ Short Term Government Stock	328,255	285,336	42,919	173,363	191,860	18,497

We had been budgeting for an operating deficit as at the end of July 2019 of (\$1.755) million, but have returned an operating surplus of \$6.054 million.

This is a favourable variance to budget of \$7.809 million. It mainly relates to \$6.700 million less operating expenses (largest savings are in consultancy expenses, contract research, and asset purchases <\$2,500, partially offset with higher commissions and levies).

Other favourable variances relate to a \$2.850 million reduction in the retiring allowance provision, based on the 30 June actuarial valuation, compared with an expected increase in provision of \$1.500 million that was in the budget, resulting in a \$4.350 million favourable variance; \$1.298 million less depreciation; \$1.058 million more interest income; and \$0.750 million more net profit that was realised in May on the Fire and Emergency New Zealand deal due to lower demolition costs than had been budgeted for.

This favourable variance has been partially offset with unfavourable variances coming from (\$1.231) million less (non-research) income from UC Foundation/Trusts, (\$3.347) million less tuition income including Student Achievement Component (SAC) funding, (\$1.140) million less Performance-Based Research Fund (PBRF) income following recent reassessment of UC's PBRF-related performance, and (\$1.020) million less research external income.

We continue to forecast a surplus above budget for the full year. Expected reductions in revenue in relation to international tuition fees and PBRF are offset by improved interest revenue and external research revenue, with savings in personnel and depreciation expenditure.

Capital expenditure is \$19.635 million below budget. Of the expenditure incurred to date, \$16.477 million is related to UC Futures (Rutherford Regional Science and Innovation Centre, Rehua, and Canterbury Engineering the Future) against a year-to-date budget of \$30.094 million, much of which relates to programme delays and final account payment requests yet to be received for the larger building projects.

The July 2019 cash position of \$328.255 million is \$42.919 million higher than budget, largely due to higher than expected balances at 31 December 2018 and lower capital spend.

For further details, please refer to the latest monthly financial report.

	Headcount			EFTS		EFTS			
	Applications to Enrol			Actual Enrolment		Full Year Enrolled			
	ATE Enrolment Week: 46 (11/08/2019)			Enrolments (11/08/2019)		Actual	Actual	Forecast (as at June)	Budget
	2017	2018	2019	2018	2019	2017	2018	2019	2019
Domestic 1st Year	5,258	5,460	5,995	3,589	3,688	3,262	3,662		
Returning	9,694	10,026	10,656	8,545	9,111	8,409	8,704		
Total	<u>14,952</u>	<u>15,486</u>	<u>16,651</u>	<u>12,134</u>	<u>12,799</u>	<u>11,671</u>	<u>12,366</u>	<u>13,034</u>	<u>12,972</u>
International 1st Year	3,334	3,925	5,047	878	914	744	922		
Returning	813	947	1,123	776	911	674	781		
Total	<u>4,147</u>	<u>4,872</u>	<u>6,170</u>	<u>1,653</u>	<u>1,826</u>	<u>1,418</u>	<u>1,704</u>	<u>1,885</u>	<u>2,019</u>
Total	19,099	20,358	22,821	13,787	14,625	13,089	14,069	14,919	14,990

2018/19 Budget and Forecast is not calculated down to year at UC.

Enrolment data is based on the same date across years, i.e. 6 January vs 6 January.

ATE data is based on student headcount and based on the students' citizenship status rather than fee type. Enrolments data is based on EFTS and student fee type (Domestic or International).

'International' refers to the students' New Zealand citizen/residency status rather than their fee-paying status. Most but not all international students will pay International fees. As PhD students generally pay domestic fees, this table groups them with Domestic Students.

10. MAJOR PROJECTS & FACILITIES

Major Building Projects

Rutherford Regional Science and Innovation Centre programme: The Defects Period for Ernest Rutherford has concluded and any incomplete defects have been addressed in accordance with the contractual requirements. Although the main contractor for the Beatrice Tinsley building has increased site working hours in an endeavour to get work completed by 23 August, every indication is it will incur further delays of at least three weeks. The official opening is scheduled for 1 October 2019 and is not at risk.

Canterbury Engineering the Future: New ECU fan and motor have been installed but are not performing to specification to meet resource consent, so they remain a work in progress for the designers/manufacturers Windsor Engineering (Hawkins design and build). While the problem is not constraining PhD research activities, resolution before the end of October is unlikely.

Rehua: The project is complete and within budget. Potential damage to fluid viscous dampers (FVDs) is the final significant defect to be resolved prior to Practical Completion (PC) with remedial works actioned by UC and risk profile subsequently reducing. Hawkins has lodged an application for PC with the Engineer to Contract; however, defects are likely to delay approval.

Haere-roa (UCSA building): The building has been handed over, is occupied and operational. Award of Practical Completion is expected to be mid-September and the final account has not yet been settled.

Garden Hall (Homestead Lane): The project programme remains slightly ahead of schedule with steel erection well underway and the pre-fabricated floor slabs now on site and being installed.

Logie and Locke: On-site activity has increased considerably and remains on programme as endorsed by the College of Arts. Almost all asbestos products have now been removed in the Logie building and the College has made available two floors in the Locke building to commence removal early with the aim of maintaining programme momentum. A project/budget reset paper is expected to be provided to the Council in November 2019.

School of Product Design growth: The project is on programme, within budget and the last small stage is nearing completion of developed design.

RecCentre: Consultant procurement is complete and 50% of preliminary design presentations have been held with stakeholders. No significant risks or issues have arisen.

Low carbon Ilam boiler replacement project: External financing is being obtained and proposals sourced to inform options for a detailed business case.

University of Canterbury Library | Ngā Puna Mātauraka o Waitaha

[Kā Kohika o Macmillan Brown](#) (the search tool for the Library’s art and archives collections) was successfully relaunched in July, with improved design, layout, navigation and searching. The site now features curated themes, tailored to teaching topics and priority areas such as Māori and Pasifika content. The redevelopment was an in-house collaboration by staff in the Macmillan Brown, e-Services and Resource Discovery teams of the Library.

Demand for the services of the video production team continues to grow. Between January and June 2019, the team produced 153 videos: 59% for teaching, 21% for research and 20% for other purposes.

The Library is hosting a Research Futures Symposium on 29 and 30 August to support the university-wide conversation around the changing nature of research and research support needs.

IT Services | Te Ratonga Tautoko Hangarau

Consultation on the IT Cloud Strategy attracted academic and professional staff from across UC to inform strategy development. The initial draft of the strategy will be circulated for comment in September.

IT Services (ITS) launched its newly redesigned website with a greater focus on its customers. The website has tailored sections for students, staff and visitors. It also introduced two new features: a status page proactively notifies the UC community of IT service outages and maintenance activities; and a feedback page gives customers the opportunity to provide feedback about the services provided by ITS.

The 2019 mid-year Exam Results Release were successfully completed on Friday 5 July.

A software/firmware upgrade of the Ilam and Dovedale Campus Voice gateway was successfully upgraded, which has improved functionality.

Jade Student Management System patching was successfully completed with no interruptions to staff or students.

11. COMMUNICATIONS

11.1 UC in the media

In July, more than 60 media queries were handled. Media coverage included the 50th anniversary of the Moon landing, UC student success at the RoboCup, student research on ‘decolonising animals’, and UC–ChristchurchNZ research on sustainable tourism. Other media queries concerned UCSA toilet wait-times, the University’s stance on anti-racism initiatives, counselling at the UC Health Centre, and the conflict between Chinese students over Hong Kong protests. Advance communications were prepared on UC’s approach to carbon, coal and energy use in anticipation of the Extinction Rebellion event.

An analysis of coverage delivered between 1–31 July 2019 (broadcast, internet, print) found 607 items. This coverage reached a cumulative audience of 9,517,172 and had an advertising space rate of \$1,549,815.

The following UC media releases and news stories appeared in broadcast, internet and print media:

- Canterbury students officially open new home and theatre
- UC Connect public talk: Women on the cutting edge of engineering
- Drone doctor: Measuring whale health from above – new UC research
- Dementia Prevention Research Clinic launches in Christchurch
- UC Connect public talk: Never Say Die – Silicon Valley and the pursuit of immortality
- Government supports native planting with new tree restoration role at UC
- Award-winning research paper links birthdate with NCEA results
- UC reflects on the 50th anniversary of the Moon landing
- UC’s soccer robots only NZ team in international RoboCup
- Sustainability important to international tourists – new research
- Turning food waste into bioplastics
- Dark Sky Project launches in Tekapō
- Canterbury researchers lead the focus on Decolonizing Animals
- UC scholar studies Māori perspectives on plant-based kai

11.2 Marketing

The four-week Adult Student campaign has concluded and has performed well, with strong online engagement. The campaign targeted three different cohorts – Late Starters, Career Advancer and Life-long Learners. We are also in Wellington and Auckland with the Go Canterbury Scholarship campaign and the ‘Accommodation’ campaign coincided with the applications opening on 1 August.

UC Me is now in its final month. UC Marketing is supporting the colleges with campaigns in the following areas:

- Arts: Bachelor of Arts, Bachelor of Social Work, Bachelor of Criminal Justice, Tece Museum, Fine Arts, Music
- Business: Bachelor of Commerce and Master of Business Administration
- Law: Bachelor of Laws, Bachelor of Criminal Justice, postgraduate.

11.3 Digital

The go live for the Digital team’s new website is on track (14 August). The team has demonstrated the new system to close to 200 users, as well as training 120 users and numerous teams. It is working with Education NZ to set up more effective tracking of leads and enquiries to the website.

A new Strategic Plan intranet website has been created, and content about the process is live. The team also assisted with the rebrand of Academic Services to Ako: Teaching and Learning.

The Digital team has completed a successful Halls SnapChat (phone application) promotion, which saw great engagement from its student base as well as an increase of fans. It is now planning for the upcoming Spring Instagram promotion. The UC Minds video series was boosted with a great video featuring HitLab and continues to receive positive feedback.

The Postgraduate Prospectus is printed and has been sent out to key stakeholders. The team is now focusing on Course Catalogue, Calendar, Summer and Star brochures.

11.4 Engagements with Alumni and Donors

UC Foundation YTD income, including investment income, is \$5.1 million, of which \$3.1 million is being distributed to UC and the UCSA. A total of 723 funders have made 1,153 gifts. UCSA donor plaques and seat names were prepared in time for the opening on 2 August, with 250 of the 800 donors expected to attend.

The launch of the Free Will Writing service for staff was well received. This month one new bequest has been confirmed in the UK, which brings the total confirmed pledges to just over \$17 million from 33 individuals.

The annual appeal has generated a 36% increase in income over 2018. Students of Economics are undertaking a study with young alumni on why they give so we can increase responsiveness by tailoring future campaigns to different demographics.

The alumni trip to Mt John in September is fully booked. Invitations have been sent for the Golden Grads event in September, which will be held in the UCSA building and hosted by Professor Jan Evans-Freeman, Pro-Vice-Chancellor Engineering, with Sir Colin Humphreys, a visiting Erskine Fellow of Engineering. The alumni ambassador programme now has a Geneva, Switzerland representative and Samoa is due to be added shortly. Our list of alumni authors can be viewed online at <https://www.canterbury.ac.nz/alumni/our-alumni/alumni-authors/>

At the end of August, Professor Jan Evans-Freeman and I will host an Engineering Supporters dinner with the CEOs of 18 corporate supporters of the University. The College of Business and Law will be welcoming a fundraiser for a fixed-term contract of six months to help develop its strategic plan for income development.

11.5 Other Engagements

I attended UC's annual Secondary Principals Day, during which more than 50 Principals from around New Zealand met our current cohort of graduating students and undertook early recruitment of new teachers. It was a pleasure to be able to address the group of Principals and welcome them to both the University and to Rehua. This event, which is organised and hosted by the College of Education, Health and Human Development, has been held annually for many years and has a threefold purpose. It provides an opportunity for the University to host key stakeholders, gives our graduating teacher education students the opportunity to experience the process of presenting themselves for interview and allows principals the opportunity to recruit our graduates to their schools. Anecdotal feedback indicates that the Principals were impressed with the students they were able to meet and that a number of our students will be offered teaching positions for 2020.

On 16 August, I spoke at the Canterbury West Coast Principals' Association meeting, which was hosted by UC in the Te Moana nui a Kiwa Centre in Rehua, the new home to College of Education, Health and Human Development. Approximately 30 Secondary School Principals from across Canterbury and the West Coast attended. The group meet regularly to exchange views and representations to various groups on behalf of secondary principals. This was the first time in many years the group has been hosted by UC.

12. COLLEGE SUMMARIES (PROVIDED BY PRO-VICE-CHANCELLORS)

College of Arts / Te Rāngai Toi Tangata

The remediation of the Locke and Logie buildings, two of the main Arts buildings, has been slowed down by asbestos issues, but progress on James Logie is now well advanced and on track for staff to move back in at the end of the semester. To make up for time and reduce cost, the College brought forward work on levels 2 and 5 of Elsie Locke, aiming for completion in the second half of

next year, and hoardings are now in place around the building. College staff and postgraduate students have been incredibly positive and pragmatic during the inevitable upheavals of decanting.

Several all-College workshops have focused on the College's flagship degree, the BA degree, with plans to progress options through to the Arts Management Team and to College Meetings.

The College is extremely pleased to welcome Clare Murray to the Arts Management Team in the role of Partnerships Manager. Clare's role includes management of the Professional and Community Engagement (PACE) and wider internships programme, but will also extend to building wider engagement between the College and the Christchurch community in various spheres. Clare has had a successful career as a commercial lawyer, a business owner and manager in the financial services industry, as well holding various Executive Chair roles in not-for-profit organisations such as the Christchurch Arts Festival. She is a Director of Whai Rawa / Te Rūnanga o Ngāi Tahu and the New Zealand Symphony Orchestra.

For our many cultural and scholarly events, see the College's regular newsletter, *Arts Update*: <http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/> .

College of Business and Law | Te Rāngai Umanga me Te Ture

The School of Law hosted Hotung Fellow, Justice Stephen Gageler AC of the High Court of Australia from 15–29 July. During his visit, Stephen gave a staff seminar on the relationship between the judiciary and the academy and delivered a public lecture on “The Quantity and the Quality of Justice: Constructivist and Ecological Rationality in a Common Law System”. Congratulations to Professor Karen Scott on her election as President of the Australian and New Zealand Society of International Law. Congratulations also to LLB Hons student, Margaret Wisst, who was awarded the Legal Research Foundation award on 7 July for best Unpublished Undergraduate Student Paper, titled “Litigation Funding – Access to Justice or Egregious Exploitation?”

The 2019 Sustainability Challenge brought together 50 students from University of Canterbury, Lincoln University and Otago Polytechnic on 3–4 August. Their challenge was to design a business venture to contribute to a low-emission and environmentally sustainable economy through food production in Aotearoa. The ideas presented included kelp-based bioplastic food packaging, a carbon-negative meat cooperative, and an at-home food-growing system that allows consumers to track their environmental impact. The Challenge was hosted by the UC Centre for Entrepreneurship in partnership with Blinc Innovation, the Ministry for Primary Industries and Lincoln University. Meanwhile, UC law students joined members of the cast of the Pop Up Globe Moot on 15 July in prosecuting and defending Hamlet before a retired Court of Appeal judge and an audience in the new Ngaio Marsh theatre. This event was sponsored by the law firm Anthony Harper.

In Semester 2, 82 new international students (including exchange and study abroad students) joined the College of Business and Law to start their study at UC. This cohort contributed to the diversity of the College community with students from 19 different nationalities (Austria, Belgium, Colombia, China, Czech, Denmark, Ecuador, Germany, India, Japan, Korea, Luxembourg, Malaysia, Norway, Singapore, Sri Lanka, Switzerland, UK and Vietnam).

Women in Business Job Ready Workshop: Leanne Crozier and Katy Boyle from Decipher Group hosted the Job Ready workshop at the UC Centre for Entrepreneurship alongside UC student club, Women in Business. Students learnt insider tips on how to get their LinkedIn profile up to scratch and what to put in a cover letter. They also had the opportunity to ask questions about the job application process.

College of Engineering / Te Rāngai Pūkaha

After the long-serving Director of the Masters of Engineering Management (MEM) programme, Piet Beukman, retired earlier this year, it has been decided the new Director will be located in an academic department. Therefore an advertisement has gone out this week for a senior academic with research in the area of electrical and/or electronic engineering who would also be interested in this leadership role. The College plans to re-launch the degree after the Director arrives and work closely with other colleges across campus in its continued development.

The College is running its successful residential WiECAN week for female school students interested in engineering again early in 2020 and already has received many more applicants than places, just as it did in 2019. It will choose candidates to achieve a balanced distribution across the country, and work with all applicants, successful or otherwise, to ensure they continue to engage with UC.

The College is pleased to have recently formed a new relationship with the Christchurch City Council to find research projects for its many Masters of Applied Data Science students, to the benefit of both partners.

College of Education, Health and Human Development / Te Rāngai Ako me Te Hauora

Dr Cara Swit hosted a meeting with Nicola Willis, National Member of Parliament and spokesperson for early childhood education, about the current state of early intervention in Aotearoa New Zealand. The particular focus was on the Postgraduate Diploma in Specialist Teaching – Early Intervention, the only training currently offered in New Zealand that is targeted to early childhood educators. Dr Paul Matthews, University of Georgia, USA, is here as a Canterbury Fellow hosted by Associate Professor Billy O’Steen. Dr Matthews’ Prestige Lecture entitled “University Community Engagement: Lessons from the US” and his workshop on service learning were well received. The College held the annual Thesis-in-Three competition, celebrating the outstanding work of its postgraduate students and their supervisors. The Teacher Learning and Innovations in Practice Research Hub was pleased to sponsor a workshop offered by the Teaching Council on the new Tapasā framework, a resource for all teachers of Pacific learners. It is designed to support teachers to become more culturally aware, confident and competent when engaging with Pacific learners and their parents, families and communities.

College of Science / Te Rāngai Pūtaiao

The College is pleased to have received in the last month a positive review of its flagship audiology programme, the Master of Audiology. This review was conducted for both academic and accreditation purposes by a panel that included internal and external academic members, and a representative of the New Zealand Audiology Society as the overseeing professional body. The review panel noted in particular the commitment of our staff to producing very high-quality graduates, the strongly positive programme culture and the bicultural initiatives, including a noho marae experience for the MAud students. The review panel especially commended Associate Professor Rebecca Kelly-Campbell’s work in supporting an effective review. The Pro-Vice-Chancellor also thanks Associate Professor Pieter Pelser for his service in chairing the review panel.

In terms of staffing, the College is currently engaged jointly with Lincoln University in an important international search process for a new Professor and Director of the joint Waterways Centre for Freshwater Research, to replace Professor Jenny Webster-Brown, who retired recently after 10 years as the establishment Director. This is a key role for the future of Waterways, which in future will be part of the School of Earth and Environment | Te Kura Aronukurangi. The selection panel is jointly constituted, with representation from both universities. The College expects interviews to take place in September, and the new Director to be in place as soon as possible.

13. Appendix 1: VC Activities

Past	
1 August 2019	<ul style="list-style-type: none"> Spoke at Empowering Women in their careers event
2 August 2019	<ul style="list-style-type: none"> Met with Principal of Hornby High School Met with Ruth Dyson on campus Attended Haere-roa opening
6 August 2019	<ul style="list-style-type: none"> Attended 3MT (Three-minute Thesis) event
7 August 2019	<ul style="list-style-type: none"> Met with European Union Ambassador on campus
8 August 2019	<ul style="list-style-type: none"> Attended Universities New Zealand meeting
9 August 2019	<ul style="list-style-type: none"> Spoke at Annual Secondary Schools Principals Day Attended Academic Board
12 August 2019	<ul style="list-style-type: none"> Spoke at Christchurch Business Club luncheon
16 August 2019	<ul style="list-style-type: none"> Attended UC Admin Plus Length of Service Celebration Speaker at Canterbury West Coast Principals Association meeting
21 August 2019	<ul style="list-style-type: none"> Spoke at new staff induction
Future	
22 August 2019	<ul style="list-style-type: none"> Attended VC General Staff Development Awards/ Health and Safety and Wellbeing Awards Attended Blue CLUES #3 meeting Attended The Chalky Carr Scholarship launch event
23 August 2019	<ul style="list-style-type: none"> Met with Principal of Wellington College in Wellington Met with Principal and Headmaster of Scots College in Wellington Met with Rector of St Patrick's College in Wellington
28 August 2019	<ul style="list-style-type: none"> Attended Women in Leadership breakfast
3 September 2019	<ul style="list-style-type: none"> Attending Early Career Academic Workshop function
4 September 2019	<ul style="list-style-type: none"> Attending Graham Nuthall Lecture
5 September 2019	<ul style="list-style-type: none"> Attending Professorial Lecture Series
6 September 2019	<ul style="list-style-type: none"> Attending UC Admin Length of Service Celebration Visiting Landcare Research with Professor Wendy Lawson
16 September 2019	<ul style="list-style-type: none"> Attending Coordinating Centre for Humanitarian Assistance on Disaster Management Executive Programme
18 September 2019	<ul style="list-style-type: none"> Speaking at new staff induction Meeting with CEO of Governance NZ on campus Attending Westpac Champion Business Awards
19 September 2019	<ul style="list-style-type: none"> Attending Governance Oversight Group meeting

Report to the Council from a meeting of the
Audit and Risk Committee
held on Monday 19 August 2019

The Committee recommends:

1. Audit and Risk Committee Terms of Reference

That: Council approve the amended Audit and Risk Committee Terms of Reference.

2. Health, Safety and Wellbeing Report

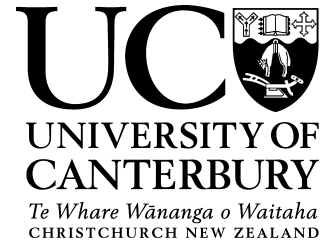
That: Council note the Health and Safety Report.

3. Grievance and Discipline Report

That: Council note the Grievance and Discipline Report for 2018.

Peter Ballantyne
Chair
Audit and Risk Committee
20 August 2019

Memorandum / Pukapuka



Registrar's Office / Te Tari Pouroki

Office: Level 6 Matariki
Extension: 95115
Email: jeff.field@canterbury.ac.nz

To:	UC Council
From:	Jeff Field, University Registrar
Date:	20 August 2019
Subject:	AUDIT AND RISK COMMITTEE TERMS OF REFERENCE
	For approval

The minutes of the inaugural meeting of the Risk Advisory Committee recommended that the Audit and Risk Committee amend its terms of reference to include responsibility for academic risk.

The current terms of reference state:

- *Risks facing the University are identified by management and their potential impact on the objectives of the University are assessed;*
- *Risks that have been identified are managed and the controls necessary for compliance with policy are built into the business process.*

Academic risk is not the responsibility of the Audit and Risk Committee.

As the terms of reference make no other reference to types of risk, it is recommended that the sentence "Academic risk is not the responsibility of the Audit and Risk Committee" be removed, thereby including academic risks in "risks facing the University".

Recommendation:

That the Audit and Risk Committee terms of reference be amended by deleting the sentence "Academic risk is not the responsibility of the Audit and Risk Committee."

To:	UC Council
From:	Steve Hunter – Health, Safety and Wellbeing Manager
Date:	August 2019
Subject	Health, Safety and Wellbeing at the University of Canterbury

The intent of this Audit and Risk report is to provide assurance to Council that satisfactory arrangements are in place for managing Health, Safety and Wellbeing (HSW) risk across the University of Canterbury.

Report

Content:

- 1. Summary**
- 2. Legislative/Worksafe Updates**
- 3. Assessments**
- 4. Health Monitoring**
- 5. Training**
- 6. Governance Tracking and Reporting**
- 7. UC Statistics**

1. Summary

With no UC serious harm, injuries or notifiable events to WorkSafe throughout 2019, our main reported events remain slips, trips and falls. All reported events are continuously reviewed by the Health and Safety Team.

Temporary Dangerous Goods Transit Depot: Preparatory and planning work for the depot has been completed, the business case has been approved, and the final pieces of work are underway. Minor work remains to make ready the delegated room and environs to be used as the delivery point and the depot. An appropriate vehicle for transporting dangerous goods has been ordered and a recruitment process for a depot operator is underway. The depot is expected to be operational early October 2019. This significantly improves the management of the risk the University currently faced with hazardous substances, removing UC Warehouse from the chain of distribution.

A business case for an electronic management system on how we manage and track hazardous substances around campus has been submitted for approval.

Actions in response to the report from consultants QEC regarding UC campus hazardous substance facilities are progressing well. Appropriate departments have instigated actions for bringing these facilities up to compliance. A focus group meets regularly to provide updates and to discuss any issues which might slow progress. We are on course to have several hazardous substance stores made compliant by the end of the year. We are preparing a progress report which will be available to any regulatory agency if requested.

UC radiation sources are managed very well at college/department level with excellent risk registers and training by appropriate UC technical staff. A potential compliance gap exists regarding training for a holistic UC Radiation Safety Officer. UC has pre-empted any potential compliance issues by enrolling the HSW Manager onto a Radiation Safety Officer training course at ANSTO (Australian Nuclear Science and Technology Organisation) commencing 3 September 2019. ANSTO is highly regarded as the premier radiation experts within the southern hemisphere.

Several major construction projects have completed over the last year, significantly reducing risk to UC. However, we remain vigilant and pro-active with our remaining projects. They are performing well with no notifiable incidents occurring.

A remaining risk pertaining to completed construction projects is where contractors still have work to complete. This forces interaction between students, staff and contractors in common space. This potential risk is well managed with all parties concerned. Controls are set in place prior to building handover and communication maintained between all parties.

External audits were carried out on the Brosnan (Locke & Logie), Dominion (Beatrice Tinsley) and Southbase (Garden hall) construction sites. All contractors performed exceptionally well. The auditor noting that Southbase was the first contractor we have had that has no critical risks noted in the final report.

These results give us great confidence where contractors working on campus are fully engaged with UC regarding client expectations.

The 2019 UC annual HSW Awards received the largest number of nominations recorded in recent years confirming that HS&W culture at UC is continuously improving. An excellent selection of initiatives from multiple areas of the university are under consideration for these awards.

Staff and student wellbeing is under continuous review with working groups formed and a University Wellbeing strategy being drafted. It should be noted that WorkSafe is currently focussing on mental as well as physical signs of stress caused at work.

We continue to focus on the following identified key features common to organisations who have improved health, safety, wellbeing, resilience and engagement:

- Visible senior leadership
- Board level or equivalent engagement
- Accountable managers throughout organisation
- Enabling engagement with staff and students
- Attention to both mental and physical health improvements
- Empowering employees and students to care for their own health
- Evaluation to ensure continuous improvement

2. Legislative/Worksafe Updates

Worksafe are focussing on the high risk to health when exposed to respirable crystalline silica (RCS). It should be noted that UC has pre-empted this by managing risk exposure with regular machine guarding audits, noting and implementing any identified appropriate corrective actions. Environmental testing is carried out where issues are identified. Health monitoring takes place where required.

Legislative incidents (For information only)

- **2 August 2019 - Alto Packaging**

A food packaging company has been prosecuted after previous warnings around the importance of machine guarding went unheeded.

WorkSafe issued the company with nine Improvement Notices and one Prohibition Notice. The majority of these notices related to machine guarding issues.

WorkSafe Chief Inspector Specialist Interventions Hayden Mander said the company should have been aware of the risks involved with working around unguarded machinery.

“This company has not learned from its previous failings. If you’ve been subject to 10 notices for health and safety failings since 2014, you’ve got to know you’re not doing something right.”

A fine of \$250,000 was imposed. Reparation of \$32,500 (\$25,000 having been paid prior to sentencing) was ordered.

- **9 June 2019 – CentrePort Limited**

Companies cannot be complacent about working from heights, says WorkSafe, after a worker died as a result of injuries sustained in a fall at CentrePort in Wellington.

CentrePort Limited was sentenced and fined \$506,048 at the Wellington District Court following the January 2017 incident at the company’s container assessment and repair facility. A worker was using a ladder to access the roof and undertake repairs on a 2.9 metre high container. He fell and hit his head on the concrete below.

At a disputed facts hearing in February 2019, the judge found the worker had died as a result of CentrePort Limited’s “failure to develop and implement a safe system of work for repairs of containers.”

WorkSafe’s Head of Specialist Interventions Simon Humphries said that the incident was foreseeable and avoidable.

A fine of \$506,048 was imposed.

Reparation of \$150,952 was ordered, in addition to sums of \$124,554 already paid.

Costs of \$36,425 were ordered.

3. Assessments/Audits

Student halls of residence are undergoing their first audits since the new HSWA came into force. These assessments/audits are scheduled to be completed by September 2019.

WorkSafe approved SafePlus Assessments continue through 2019 in the following areas:

- Fine Arts
- Physics
- Chemistry
- Forestry

Machinery Audits 2019 are:

- CNRE Workshops
- Mechanical Engineering
- Chemistry, Physics and Astronomy

External audits of current construction/refurbishment projects are ongoing

4. Health Monitoring

Type of Test	Reason	#Staff Y17	# Staff Y18	# Staff Y19
Spirometry Testing/Audiometry	Staff exposed to hazardous dusts/fumes and/or Staff exposed to excess noise	140	174	201
Skin Checks	Staff exposed to UV	52	81	64

Note: Due to long periods between exposure to a health hazard and harm occurring, UC does not rely solely on health monitoring. A combination between health monitoring and exposure monitoring gives more insight into the effectiveness of controls in a workplace.

5. Training

The following training has taken place during 2019:

- Health and Safety Representative Training (HSR)
- Fire Extinguisher and Evacuation
- First Aid
- Risk management
- Field Activities

6. Governance Tracking and Reporting

Observations of the effectiveness of UC Health and Safety Governance and supporting management systems include:

- Council Safety walkabouts. These are helpful in raising culture from ground level upwards and are well received. Council conversations with students and staff display a healthy supportive culture and commitment to Health, Safety and Wellbeing;
- Quarterly and annual Health and Safety reports are studied by Council and any questions/issues raised are fed back to the Human Resource Director and if required, the Health and Safety Manager for further comments/direction;
- Council and SMT support of a dedicated Health and Safety team with associated members (Health and Safety Representatives etc) along with regular well-attended Health and Safety Committee meetings shows commitment towards maintaining compliance and developing culture;

- Health and Safety systems and procedures are under constant review;
- Incidents/Events/Occurrences are recorded within RMSS. Investigations are carried out where required with agreed corrective actions with reports distributed to appropriate staff. When correctly reported, trends discovered at the earliest opportunity reduce our lagging performance indicators;
- External Audits/Assessments take place throughout the year and provide the University with unbiased reports and actions on any gaps indicated;
- Numerous Health and Safety procedures within UC will benefit from a more consistent approach between areas. This is under review;
- UC shares Health and Safety learnings with other universities and beyond, by way of regular attendance at National Human Resources, National Health and Safety Manager Meetings, IOSH (Institute of Occupational Safety and health) Conferences and AUSA (Australasian Universities Safety Association) attendance
- Success is celebrated with posts in community newsletters, annual Health, Safety and Wellbeing Awards and a personal email from the Health and Safety Manager.
- UC-wide monthly relevant statistics from RMSS, are shared throughout all Health and Safety Committee meetings. This will assist with identifying trends and keep the community informed of reported events.

7. UC Statistics

Lagging Performance Indicator Statistics 1 May – 31 July, 2019

Note: Lagging Performance Indicators indicate the number of events which have already occurred, an indication of where you have been rather than where you are going. Improving Leading indicators significantly reduces Lagging Indicators.

Lagging Performance Statistics	Y17	Y18	Y19
Total Occurrences employees	64	67	62
Total Occurrences non-employees	25	7	15
Total Occurrences	89	74	77
Total Occurrences Rec Centre	4	4	1
Lost Time Occurrences	4	5	5
Illness	6	1	2
Injury	35	26	29
Near Miss	16	14	9
Discomfort & Pain Reported	12	14	7
Notifiable to WorkSafe Incident	0	0	0
Total Occurrences	93	78	78
WorkSafe Investigations	0	0	0

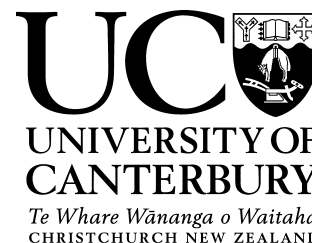
Leading Performance Indicator Statistics 1 May – 31 July, 2019

Note: Lead Indicators can be measured without an incident, accident or property damage occurring and are extremely useful in being able to predict or prevent future events. These are favourable statistics where an improvement of health and safety culture is desired.

Leading Performance Statistics	Y17	Y18	Y19
Council Safety Tours	1	1	2
External Audits	7	3	3
SMT Safety Tours	0	2	2
Staff Training Sessions	9	7	7
HSW Committee Meetings	12	8	10
H&S Representatives	81	79	80
Positive Safety Observations	0	10	13
Ergonomic Assessments	39	36	41
Staff Receiving Health Monitoring	228	174	265
Flu Vaccinations (Staff and Students)	1417	1288	864

Please note that 2019 period flu statistics are lower due to a national shortage of vaccinations causing some staff to seek arrangements outside of the organisation.

Memorandum / Pukapuka



Registrar's Office / Te Tari Pouroki

Office: Level 6 Matariki
Extension: 6854
Email: jeff.field@canterbury.ac.nz

To:	UC Council
From:	Jeff Field, University Registrar
Date:	22 August 2019
Subject:	2018 APPEALS, DISCIPLINE AND GRIEVANCES REPORT
	For Information

The Academic Appeals and Grievances Policy was adopted in December 2010. The role of the Grievance and Academic Process Coordinator (GAPC) encompasses appeals and student progression, recognising the close relationship between the processes for academic and other student complaints. In 2018 the role was covered jointly by Liana Foster and Louise Knewstubb. The position sits within the portfolio of the AVC (Academic).

The role of the GAPC is to be a central contact point to establish whether an informal resolution of any concern is possible. If not, the GAPC ensures the concern is channelled in the correct direction for resolution and monitors progress to ensure the correct process is followed. The GAPC also reports annually via the Registrar to SMT and the University Council on the issues involved and on any trends.

If a grievance or concern cannot be resolved informally then it goes into the formal appeal or grievance process, with cases heard by the Academic Appeals Committee, a sub-committee of the Academic Board and, if necessary, the University Council Appeals Committee. Support is made available for students through the UCSA advocacy and support team, which liaises closely with the GAPC. Reports from the GAPC follow this report.

Student discipline issues – Proctor investigations

Student discipline issues are investigated through the University Proctors, of which there were four for much on 2018. Their role is outlined in the Discipline Regulations, which refer to breach of University regulations and instructions, and conduct prejudicial to the interests of UC and its students. They report to the University Registrar.

Proctors have the role of investigating complaints and dealing with minor breaches through their own powers. If there is a serious breach of discipline the Proctor refers the case to the Discipline Committee for action. The Discipline Committee is a sub-committee of the Academic Board. If there is new evidence, a significant breach of process or a manifestly unjust decision the student can appeal decisions of the Discipline Committee to the University Council Appeals Committee, which also hears appeals against the decision of the Academic Appeals Committee under the same criteria. One appeal was brought to the Council Appeals Committee in 2018.

There were 39 notified investigations by the Proctors in 2018. Of the 39 cases breaches of discipline fell into three main categories: academic dishonesty (23, 5 of which were decided to be unfounded or extenuating circumstances existed), harassment (3, 1 of which was dismissed) and behavioural issues (13, 2 of which were dismissed). Proctor investigations generally involve individual students but several in 2018 involved groups of students, and in one case (harassment of a staff member via video) the offender was unable to be identified.

Proctor Investigations

	Academic		Harassment		Behavioural		Total cases
	Upheld	Dismissed	Upheld	Dismissed	Upheld	Dismissed	
2015	25	20	4	0	14	0	63
2016	26	29	3	0	9	0	67
2017	27	10	3	4	22	4	70
2018	18	5	2	1	11	2	39

In 2018 the behavioural issues were dealt with through education on the student code of conduct, discipline regulations and harassment policies, letters of apology, reprimands and fines. One case was referred to the Discipline Committee which resulted in the student appealing to the UC Appeals Committee where the decision of the Discipline Committee was upheld.

Proven cases of academic dishonesty resulted in fines, loss of credit and an entry on the Discipline Register in case of any future breaches.

A system of instant fines had been introduced in 2013 for students bringing mobile phones into examinations. The table below shows a slight increase in incidents in 2018 compared with previous years, largely due to the extension of the cell phone fines to include all watches. Warnings had been given in the mid-year exams, with fines being issued in the end of year exams for the first time.

Cell-phone breaches

	Mid-Year 2016	End of Year 2016	Mid-Year 2017	End of Year 2017	Mid-Year 2018	End of Year 2018
Cell phone in pocket	3	9	3	7	2	10
Cell phone made a sound during the exam	12	10	11	6	17	9
Student in possession of watch during exam						8
Not recorded	0	0	0	4	2	
Total	15	19	14	17	21	27

It should also be noted that any instances of a student carrying or using a mobile device or watch in an examination, along with other examination breaches of suspected copying, unauthorised notes, and writing after time was called, are routinely referred to a Proctor.

Examination Incidents Referred to the Proctor

	Mid-Year 2018	End of Year 2018
Unauthorised notes	1	4
Suspected copying	3	15
Unauthorised calculator	0	0
Writing after time was called	1	2
Observed using phone	1	0
Total	6	21

Attached are reports from:

- The GAPC on appeals to the Academic Appeals Committee and on Discipline Committee hearings
- The Registrar on University Council Appeals Committee.

Report to Council, 2018

Section 1: Academic Appeals

The Academic Appeals Committee heard 11 appeals in 2018, with the type of appeal detailed in the table below.

The decrease in the number of appeals heard by the Academic Appeals Committee can be attributed to the introduction of a new clause in the Academic Appeals and Grievances regulations that requires students to seek leave to appeal to the Academic Appeals Committee. Introduced into the regulations in 2018, clause 6. c) states, “a student who is still aggrieved after an appeal to the Dean may seek leave to appeal that decision to the Academic Appeals Committee.” For leave to be granted, students are asked to show that the matter is not trivial, and either there has been a breach of process; substantially new material, or the decision was manifestly unjust. In 2018, 18% of appeals were upheld by the Academic Appeals Committee indicating that Deans and Head of Departments are generally making appropriate decisions, despite students continuing to feel aggrieved.

Table 1: Categories of appeals heard by the Academic Appeals Committee

Decision appealed against	Withdrawn	Upheld	Declined	Total Heard
Declined reconsideration of grade	2	1	3	4
Termination of PhD	0	1	2	3
Declined admission application	0	0	1	1
Removed from qualification on failure	0	0	1	1
Declined special consideration	4	3	3	6
Termination of Masters	0	0	1	1
Declined extension request	0	0	1	1
Total 2018	2	2	9	11
Total 2017	6	5 (30%)	12 (70%)	17
Total 2016	22	11 (44%)	14 (56%)	25
Total 2015	0	3 (30%)	7 (70%)	10
Total 2014	2	6 (40%)	9 (60%)	15
Total 2012	3	6 (50%)	6 (50%)	12

As the number of appeals received has been influenced by the recent policy change to replace the Aegrotat and Backdated Discontinuation policies with Special Considerations, the following information regarding Special Consideration applications has been included for reference.

In 2018, the University received 3501 Special Considerations applications: 298 backdated discontinuations and 3203 impaired performance. 88% of applications were approved, 10% were declined as they did not meet the criteria, and 2% were withdrawn by admin as they did not provide appropriate evidence. Students were sent reminders to provide supporting evidence and were provided with additional time to submit this.

The University received 128 appeals in relation to Special Consideration applications. Of these, 111 were considered by the Chair of the Special Considerations Committee, 17 were considered by the relevant Dean, and 4 went on to be heard by an Academic Appeals Committee. 83 (65%) were upheld, 44 (35%) were declined and 1 was withdrawn.

Table 2: Total number of applications received and reviewed by the Special Considerations Committee between 1 January and 31 December

	2017	2018
Backdated Discontinuations	330	298
Approved	211	234
Declined	46	50
Withdrawn by Admin	73	14
Impaired Performance	3199	3203
Approved	2602	2848
Declined	284	297
Pending Application (01/03/2019)	8	0
Withdrawn by Admin	305	58
Grand Total	3529	3501

Section 2: The Review of Student Academic Progress

In 2018, the transcripts of 3,635 students were reviewed resulting in 698 actions. This was a 25% increase on the number of actions taken in 2017.

Following the abolishment of Faculties, the Academic Administration Committee ceased use of Faculty Exclusions and Impending Faculty Exclusions for the 2016 End-of-Year Review of Academic Progress. Instead, Qualification Exclusions have been used, which is reflected in the sharp decline of Faculty Exclusions and Impending Faculty Exclusions, and steep increase in Qualification Exclusions. In addition, the Committee began reviewing all non-thesis postgraduate students during the 2016 End-of-Year round. In 2018, the transcripts of 250 Postgraduate students were reviewed, resulting in 19 Postgraduate Qualification Exclusions and 5 Postgraduate Impending Qualification Exclusions.

Table 3: Academic progress decisions approved by AAC in 2018 (mid-year and end-of-year)

Type	Commerce		Arts		Education		Engineering		Law		Science		Grand Total
	Mid	End	Mid	End	Mid	End	Mid	End	Mid	End	Mid	End	
Qualification Exclusion	20	74	18	78	4	14	17	23	2	23	13	49	335
Impending Qualification Exclusion	13	5	19	21	7	4	0	8	13	10	20	33	153
Qualification exclusion (did not meet with Dean after IXQ)	7	3	9	1	3	24	0	7	0	9	6	27	96
Restriction/ Condition	4	0	13	8	1	0	0	0	0	25	1	9	61
University Exclusion	0	1	2	8	2	1	0	2	3	0	6	2	27
Impending University Exclusion	2	1	2	0	1	0	0	1	4	1	4	1	17
University Exclusion (did not meet with Dean after IXU)	3	0	2	0	0	0	0	0	0	2	2	0	9
Grand Total	133		181		61		58		92		173		698

Note: All numbers are after the hearing of reviews.

Table 4: Number of University, Faculty and Qualification Exclusions, 2014 – 2018

Category	2014	2015	2016	2017	2018
Number excluded from the University	22	22	25	26	36
Number excluded from individual Faculties	170	152	37	-	-
Number excluded from a Qualification	89	82	253	247	431
Number received an impending University exclusion	14	15	24	10	17
Number received an impending Faculty exclusion	98	81	66	-	-
Number received an impending Qualification exclusion	27	25	45	87	153

Note: All numbers are after the hearing of reviews.

Section 3: Discipline Committee Hearings

Three cases was heard in 2018 by the Discipline Committee. A summary is provided below.

Table 5: Discipline Committee Hearings, 2018 cases

Category	Guilty	Upheld
Conduct that could reasonably be held prejudicial to the functioning interests of the University	1	
Deliberately misled technical staff, used University resources for personal gain and used another student's Canterbury Card to gain access to rooms.	1	
Appeal of penalty imposed for Breach of Instructions by way of Poor Academic Practice.		1

Liana Foster
 Grievance and Academic Processes Coordinator
 2019

Memorandum / Pukapuka



Registrar's Office / Te Tari Pouroki

Office: Level 6 Matariki
 Extension: 6854
 Email: jeff.field@canterbury.ac.nz

To:	University Council
From:	Jeff Field, University Registrar / Pouroki
Date:	6 August 2019
Subject:	UC COUNCIL APPEALS COMMITTEE

The UC Appeals Committee hears and disposes of appeals against academic and other decisions referred under the Academic Appeals and Grievances Policy and the Discipline Regulations. It is the final appeal body within the University. Membership comprises the Chancellor (Chair), Pro-Chancellor, UCSA President or delegate, one Council member and the Deputy Vice-Chancellor, as the Vice-Chancellor's delegate. The University Registrar is the Committee Secretary.

The Council Appeals Committee reviews all the papers which form the process by which earlier decisions were made. Any further material from the student is circulated to appropriate UC staff for a response, which is then collated into the final meeting papers. The student can attend the hearing with a support person and the relevant staff are also in attendance.

In 2018 there was one matter referred to the Appeals Committee.

A breakdown of the appeals from 2010 - 2018 follows for information:

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Declined	8	3	2	1	1	0	0	1	1
Upheld	4	1	1	1	0	0	0	0	0
Total	12	4	3	2	1	0	0	1	1

2018 Appeal Case

	Grounds for the appeal	Decision
26 April, reconvened on 21 May 2018	Appeal of the decision of the Discipline Committee of 8 March under Clause 9(b) of the Discipline Regulations	Appeal declined, one month suspension and a fine of \$5000 imposed.

Report to the Council from a meeting of the
Finance, Planning and Resources Committee
held on Monday 19 August 2019

The Committee recommends:

1. CAPEX Quarterly Report to 30 June 2019

That: Council note the CAPEX Quarterly Report summary.

2. Delegations Policy Review

That: Council approve the revised Delegations of Authority Policy.

Mr Peter Ballantyne
Acting Chair
Finance, Planning and Resources Committee

20 August 2019

Memorandum | Pukapuka



Financial Services | Te Ratonga Ahumoni

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To:	Ki:	Council
CC:	Tārua:	-
From:	Nā:	Keith Longden
Date:	Rā:	20 August 2019
Subject:	Kaupapa:	30 June 2019 quarterly capital expenditure report
Purpose:	Aronga:	For information

I attach the Quarter 2, 30 June 2019 capital expenditure report.

The report shows continuing progress on many projects, but with an underspend against the 2019 YTD capital budget of \$17.38million for UC Futures and other projects; Colleges and Services Units are \$1.22million underspent against the 2019 YTD capital budget.

The RRSIC stage 1 defects completion is progressing well, although Fletchers are being aggressive in their stance regarding the \$1million UC have held back in relation to the provision of O&M Manuals. The replacement of another area of Laminex panels is currently being completed. Remediation to the concrete cracks in the ground floor atrium were also completed.

Dominion has submitted a revised programme for RRSIC stage 2 (Beatrice Tinsley) which has a predicted completion date of 23 August 2019, however the College staff move in date may be pushed back until early October, as any defect remediation would be best completed prior to staff moving in.

Rehua is at the tail end of the project with the final account stage now delayed following discovery of corrosion issues with the Fluid Viscous Dampers, which need to be addressed before Practical Completion can be reached and the final account determined.

Garden Hall's main contractor Southbase works onsite are progressing in line with the submitted Comprehensive Construction programme. The Performance Based Payment \$500k was released in June.

The UCSA building is now occupied. Some landscaping and decorative works remain but generally all is going to plan. Practical completion will follow in due course.

Recommendation:

For information.

Ngā mihi,

Keith Longden
Executive Director / Chief Financial Officer | Kaihautū Matua Ahumoni

Quarterly Capital Expenditure Report

FINANCIAL SERVICES

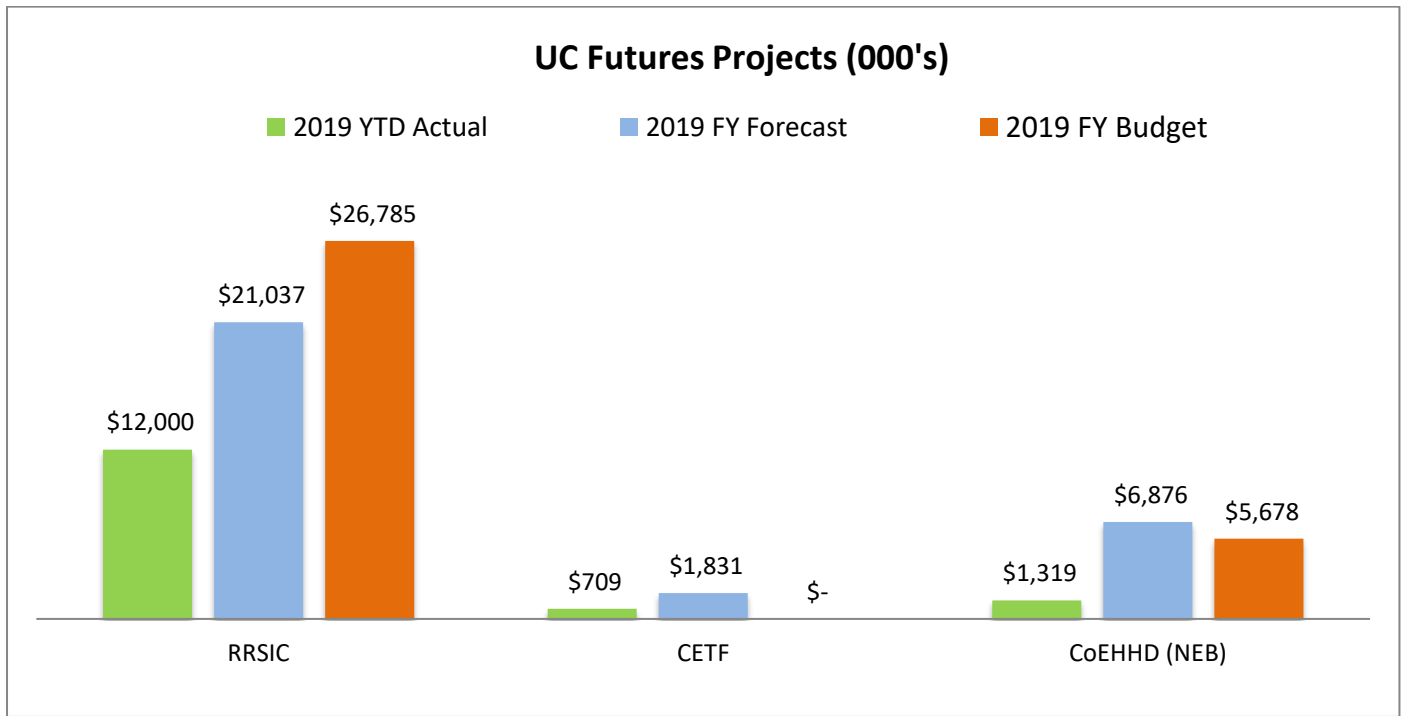
June 2019

Prepared by:	Sarah Guo and Project Managers
Prepared for:	Keith Longden
Date:	20 August 2019
Version:	2.0

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Executive Summary



Overall position – UC Capex

The reconciliation to the 30 June 2019 monthly report is as follows:

Capex	2019 YTD Capex Actual	2019 YTD Capex Budget	YTD Variance	2019 FY Capex Forecast	2019 FY Capex Budget	FY Variance
Other Projects + Minor Capital Works	35,375,054	36,716,445	1,341,391	78,728,508	82,786,842	4,058,334
Colleges + Service Units	2,902,257	4,123,053	1,220,796	8,383,099	8,377,099	- 6,000
	38,277,311	40,839,498	2,562,188	87,111,607	91,163,941	4,052,334
UC Futures	14,027,995	30,067,279	16,039,284	29,744,393	32,462,968	2,718,575
TOTAL	52,305,306	70,906,777	18,601,472	116,856,000	123,626,909	6,770,909

* UC Futures includes RRSIC, CETF and Rehua

Notes:

- At the end of Quarter 2, the three UC Futures Projects are \$16.0M behind YTD budget. The main contribution to this variance is RRSIC \$12.4M and Rehua \$4.4M behind the YTD budget.
- Quarter 2 spend on other projects was \$1.3M under YTD budget. Some of the projects have not progressed as quickly as was anticipated during 2019 budget cycle. Specifically, programme delays have affected the UCSA Redevelopment, Arts Precinct – Locke & Logie and Clearing the Villages – Wheki projects, and the Student First Programme contractor's cost is one month in arrears. The Ilam Boiler project is reviewing its options and could now be delayed.
- Colleges / Services Units capital spend is \$1.2M under YT budget. The majority of the spend normally occurs in the quarter three and four, and the Strategic Research fund is budgeted to be used in the second half of the year, and the final bids are currently being considered.
- Minor capital sectors (ITS, Library, Facilities Services and Campus Services) are all confident in achieving annual capital spend budget.

Capital Projects – In flight (excluding UC Futures projects and LTCP Placeholder)

Capital Projects \$000's		2019 YTD Capex	Financial Summary			
			Cost To Date	Current Total Approved Budget	Forecast Total Cost (Opex+Capex)	Variance (Current Approved - Forecast Total)
Top Projects						
1	Student First Programme	1,752	14,442	21,800	21,800	-
2	UCSA Building	9,711	29,103	31,889	32,840	(951)
3	Arts Precinct - Locke & Logie	1,858	3,102	8,589	8,589	0
4	Garden Hall Accommodation	14,414	16,481	77,735	77,735	-
5	CMP - Sport and Recreation Centre	361	617	56,838	56,838	-
Buildings and Services						
6	UC Wellness Precinct Infrastructure	149	3,731	3,437	3,943	(506)
7	Clearing the Villages (Ilam, Dovedale and Wheki)	13	1,659	2,572	2,572	0
8	Te Papa Hauora (Health Precinct)	10	1,454	1,611	1,469	141
9	CWRK GS25 Ilam Boiler - Low Carbon Energy Strategy	69	86	5,510	15,000	(9,490)
10	CWRK UN00 Ilam Building Assessment - Low Carbon Energy Strategy	66	69	110	110	-
11	CWRK GS41 Dovedale Boiler - Low Carbon Energy Strategy	-	17	4,590	4,607	(17)
12	New Teaching Spaces	(49)	1,056	1,365	1,365	-
13	Connon Hall	444	1,402	2,107	1,402	705
14	CWRK UN00 Product Design School Growth	510	1,051	1,500	1,467	32
15	Co-location of Communication Disorders	419	2,634	4,200	3,000	1,200
16	Business & Law Expansion – Short Term	46	52	151	157	(6)
17	Campus Wide Enhance & Humanise the campus (JOAB)	-	40	540	540	(0)
18	Wellness precinct transport and safe campus access	22	22	-	5,478	(5,478)
19	Te Ao Marama Refurb	2	2	-	6,250	(6,250)
Technology and Business						
20	Storage Enhancement	231	3,501	4,824	3,765	1,059
21	Identity Access Management (Stage 2) - IAM	673	2,153	3,268	2,943	324
22	Windows 10 and Office 2016 upgrade	110	649	776	775	1
23	Research Computer Cluster	42	615	-	615	(615)
Total Open Projects		30,853	83,938	232,439	253,259	(20,821)
Minor Capital						
24	Library - Information Resources	2,044	2,044	4,000	4,000	-
25	Library - Others	-	-	79	79	-
26	Facilities Services - Minor Capital	1,133	1,133	1,938	1,938	-
27	ITS - Equipment	560	560	3,060	3,060	-
28	ITS - AV	158	158	810	810	-
29	Campus Services	558	558	579	579	-
32	Finance Services - RPA	25	25	25	25	-
33	DVC Strategic Research	-	-	1,500	1,500	-
34	College / Unit Minor Capex (Including Teaching & Research Equip)	2,902	2,902	8,383	8,383	-
Total Minor Capital		7,381	7,381	20,375	20,375	-
TOTAL		38,277	91,737	252,814	273,635	(20,821)

KPI - Traffic Light

Green - Below Current Total Approved Budget

Amber: Within 5% of Current Total Approved Budget

Red: 5% + above Current Total Approved Budget

Purple: Business Case to be submitted

5 Year Forecast

Capital Projects \$000's		Total Forecast (Opex + Capex)						Total
		Prior Years	2019	2020	2021	2022	2023	
Top Projects								
1	Student First Programme	11,821	6,990	2,989	-	-	-	21,800
2	UCSA Building	19,394	13,417	29	-	-	-	32,840
3	Arts Precinct - Locke & Logie	987	5,012	2,590	-	-	-	8,589
4	Garden Hall Accommodation	1,974	29,841	45,248	672	-	-	77,735
5	CMP - Sport and Recreation Centre	251	1,396	6,370	35,678	13,113	30	56,838
Buildings and Services								
6	UC Wellness Precinct Infrastructure	3,582	361	-	-	-	-	3,943
7	Clearing the Villages (Ilam, Dovedale and Wheki)	1,641	931	-	-	-	-	2,572
8	Te Papa Hauora (Health Precinct)	1,441	28	-	-	-	-	1,469
9	CWRK GS25 Ilam Boiler - Low Carbon Energy Strategy	17	189	5,000	9,794	-	-	15,000
10	CWRK UN00 Ilam Building Assessment - Low Carbon Energy Strategy	4	70	36	-	-	-	110
11	CWRK GS41 Dovedale Boiler - Low Carbon Energy Strategy	17	-	90	1,980	2,520	-	4,607
12	New Teaching Spaces	1,101	264	-	-	-	-	1,365
13	Connon Hall	957	444	-	-	-	-	1,402
14	CWRK UN00 Product Design School Growth	421	1,046	-	-	-	-	1,467
15	Co-location of Communication Disorders	2,123	877	-	-	-	-	3,000
16	Business & Law Expansion – Short Term	6	151	-	-	-	-	157
17	Campus Wide Enhance & Humanise the campus (JOAB)	40	100	100	100	100	100	540
18	Wellness precinct transport and safe campus access	-	229	1,391	1,929	1,929	-	5,478
19	Te Ao Marama Refurb	-	125	6,125	-	-	-	6,250
Technology and Business								
20	Storage Enhancement	3,249	507	-	-	-	-	3,755
21	Identity Access Management (Stage 2) - IAM	1,504	1,419	20	-	-	-	2,943
22	Windows 10 and Office 2016 upgrade	522	243	10	-	-	-	775
23	Research Computer Cluster	573	42	-	-	-	-	615
24	Academic Workload Solution Implementation	-	-	500	-	-	-	500
25	Hazardous Substance Remediation	-	-	542	-	-	-	542
26	Horizon Replacement Project	-	-	2,500	-	-	-	2,500
27	Office365 - Full Implementation Phase 1	-	-	1,266	-	-	-	1,266
Total Open Projects		51,625	63,682	74,806	50,153	17,661	130	258,057
Minor Capital								
	Library - Information Resources	17,889	4,000	4,450	4,734	4,995	5,318	41,386
	Library - Others	-	79	87	203	155	183	707
	Facilities Services - Minor Capital	20,087	1,938	9,406	11,016	11,236	11,461	65,144
	ITS - Equipment	10,986	3,060	4,413	8,878	6,813	4,200	38,350
	ITS - AV	-	810	1,453	1,512	2,105	2,350	8,231
	Campus Services	2,835	579	593	647	697	607	5,958
	Finance Services - RPA	273	722	547	183	-	-	1,725
	DVC Strategic Research	-	1,500	1,500	1,500	1,500	1,500	7,500
	College / Unit Minor Capex (Including Teaching & Research Equip)	6,348	8,383	6,954	7,093	7,235	7,380	43,394
Total Minor Capital		59,995	21,072	29,403	35,765	34,737	32,999	213,970
TOTAL		111,620	84,754	104,209	85,918	52,398	33,129	472,028

The majority of opex included in 2019 relates to the Student First programme.

UC Futures

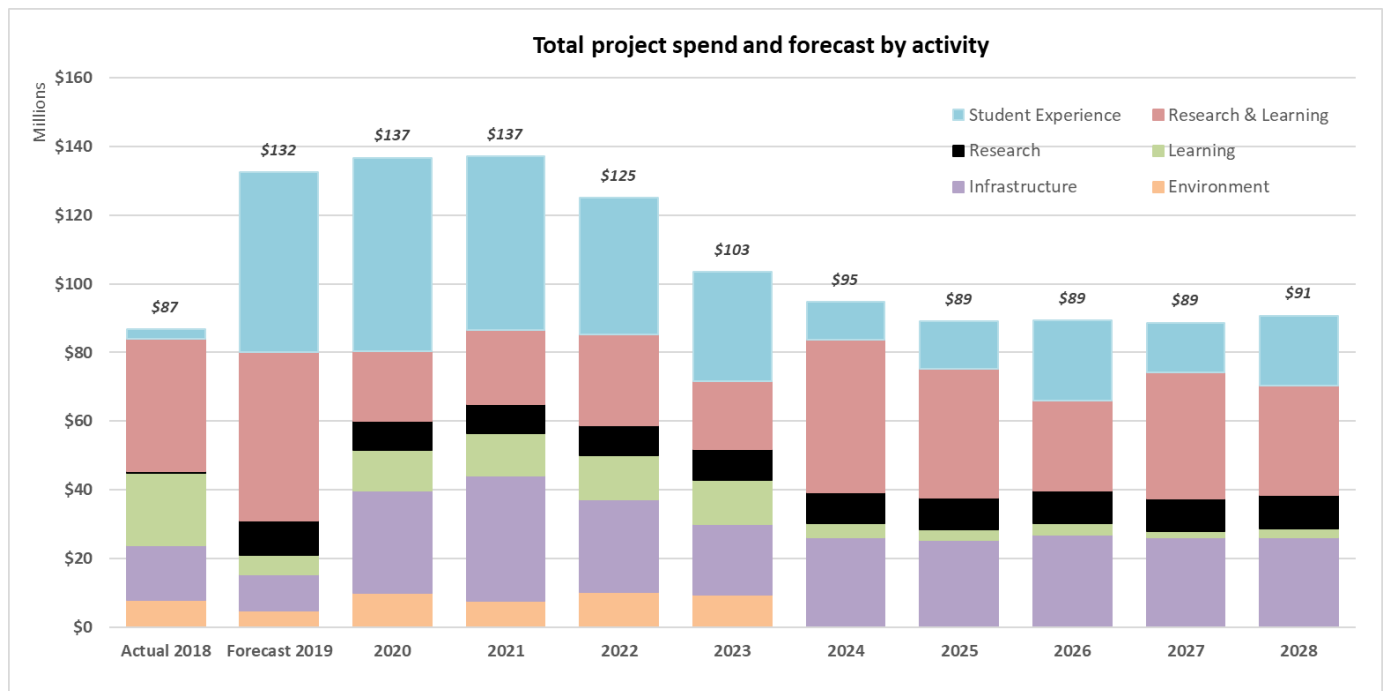
The UC Futures projects' budgets in the table below reflect the latest approved business case.

Capital Projects \$000's	UC Futures Projects Financial Summary				
	Project Cost To Date	Current Total Approved Budget	Original Approved Budget	Variance (current approved - original BC)	Variance % a
RRSIC					
Rutherford Regional Science and Innovation Centre	208,266	219,700	212,500	7,200	3%
CETF					
Canterbury Engineering the Future	162,328	163,500	142,800	20,700	14%
Rehua					
College of Education, Health and Human Development Relocation Project	73,407	82,614	55,000	27,614	50%
Total UC Futures	444,001	465,814	410,300	55,514	

Capital Projects \$000's	2019 YTD Capex	UC Futures Projects Financial Summary				
		Project Cost To Date	Current Total Approved Budget	Forecast Total Cost	Variance (current approved - forecast total)	Variance % b
RRSIC						
Rutherford Regional Science and Innovation Centre	12,000	208,266	219,700	219,700	-	0%
CETF						
Canterbury Engineering the Future	709	162,328	163,500	163,500	-	0%
Rehua						
College of Education, Health and Human Development Relocation Project	1,319	73,407	82,614	81,620	994	1%
Total UC Futures	14,028	444,001	465,814	464,820	994	

The final account for Rehua from Hawkins (Downer) is yet to be received. The forecast is the University's 'main estimate' but a worst case scenario puts the forecast cost \$3.4 million higher.

Summary of current project forecast spend

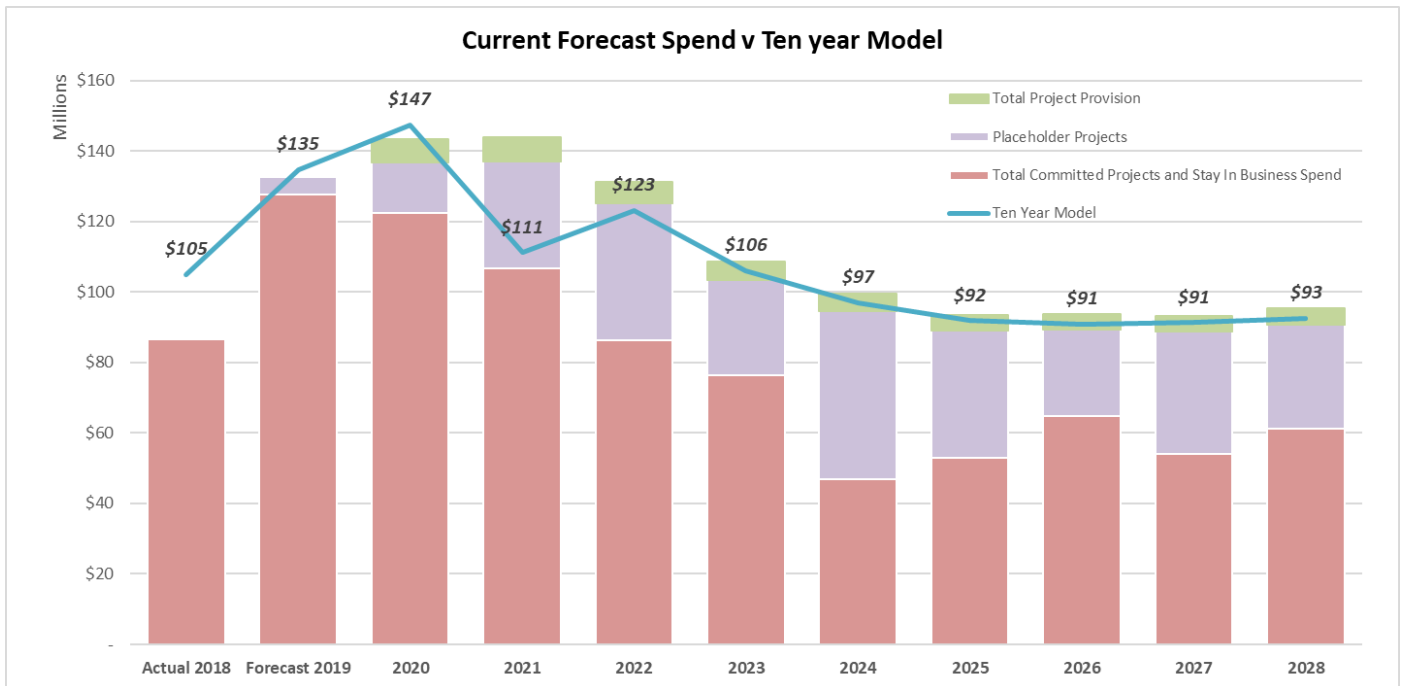


The graph above outlines the forecast capital project spend by activity from 2018 to 2028. Actuals for 2018 and the current year forecast have been included for comparison purposes. Forecasts from 2020 to 2028 are based on the current version of the Long Term Capital Plan (v2019.5), which has some items in excess of the reported forecast for planning and modelling purposes.

LTCP Category	2019 Forecast
Inflight Other Project Forecast	85,093,302
UC Futures Project Forecast	33,870,599
Placeholder for LTCP	13,504,469
TOTAL	132,468,371

The activity categories used in the above graph are:

Category name	Description	Example projects included
Student Experience	These are projects that affect the student experience. It includes all 'student-facing' IT projects, as well as accommodation projects.	<ul style="list-style-type: none"> • Student First Programme • UCSA Building project • Recreation Centre
Research & Learning	These are projects that affect both research and learning. Generally, buildings that include research and learning activities are included.	<ul style="list-style-type: none"> • All UC Futures projects (CETF, RRSIC, Rehua) • Arts Precinct – Locke & Logie • Library
Research	These are projects that primarily affect research activities.	<ul style="list-style-type: none"> • Research Computer Cluster
Learning	These are projects that primarily affect learning activities.	<ul style="list-style-type: none"> • eLearning programme • Warehouse conversion lecture theatre
Infrastructure	These are infrastructure projects; these include IT and non-IT infrastructure.	<ul style="list-style-type: none"> • Fire main upgrade • Identity and Access Management • Data storage
Environment	These are projects that affect the natural environment; these include restoration projects and campus masterplan projects.	<ul style="list-style-type: none"> • Education Gym demolition • Campus Master Plan projects – plaza, river bridge, etc.



The graph above outlines the current forecast spend, as outlined in the Long Term Capital Plan, as compared to the amount allocated in the Ten Year Model for capital projects. Actual project spend (capital and operational expenditure) in 2018 and current year forecast is included in the graph for comparison purposes.

Post Implementation Reviews

The following projects are being proposed for review as part of the 2019 PIR Plan.

Project code	Description	Actual end date	Total budget approved (\$000)
B1857	Electrical Link +Recladding	Jul 2017	5,491
B1846	Arts Centre	May 2017	4,551
L0180	Skype for Business	Dec 2017	1,584
B1984	Dovedale accommodation (Sonoda extension)	Feb 2018	10,253
B1982	Te Papa Hauora	Jul 2018	1,611

Note: The RRSIC PIR will be scheduled at the end of Stage 2.

Memorandum | Pukapuka

To:	Ki:	UC Council
From:	Nā:	Jeff Field, University Registrar Jodie Flowerday, Senior Policy Advisor
Date:	Rā:	22 August 2019
Subject:	Kaupapa:	Delegations of Authority Policy review
Purpose:	Aronga:	For discussion and recommendation to Council.

Summary

The *Delegations of Authority Policy* is in its scheduled review period and substantial edits to the document have been made regarding:

- Amendment of existing content;
- Addition of new content and the introduction of appendices setting out:
 - a) The review process for Council to regularly review and approve the Delegations Schedule,
 - b) The process for making a substantial change to, or remove, a delegation recorded on the Delegation Schedule, and
 - c) The process to record requests by delegators to add new delegations and delegates to the Delegation Schedule;
- Content layout.

The rationale for the substantial changes is twofold; to complement the work being undertaken by the Policy Unit on providing a user friendly online format for the Delegations Schedule and assist the review of the Delegations Schedules due to changes in SMT (the addition of the AVC(A)) and the current review of Academic Board. It is intended that the edits in the policy together with online format will better enable delegates and delegators to operate effectively within their authority levels.

The Delegations Schedule as it is currently formatted was completed in 2015. A number of new policies have also been developed in that time which also contain delegations so the Schedule itself requires a full review.

Actions taken as part of the review of the Delegations of Authority Policy

1. Comparison with other New Zealand Tertiary Institution policies

Other institution's policies were reviewed as well as the way they present delegations. Institution policies on this topic are typically short and concise and provide practical guidance as well as foundational principles drawn from the *Education Act 1989* (EA) (NZ). Some Universities also use an online format to present delegations which has helpful filtering capability to allow a search by role, type of delegation and category (governance vs management).

2. Comparison with the Delegation Framework with an Overseas Jurisdiction

As part of the review of the policy, a comparison was carried out using the *New Zealand Education Act 1989* (EA) and the University of Pretoria's delegation framework as provided in the *The Institutional Statue of the University of Pretoria 2018 (ISoUP)* (SA) and *The Higher Education Act 1997* (HEA 1997) (SA).

A number of commonalities and differences were identified between the two jurisdictions. These are summarised briefly below

a) Commonalities observed

- Structures of governance and operational management.
- Council cannot delegate to management authority, except to and through the Vice-Chancellor.
- Council is not compelled to delegate all its powers, functions or duties.
- Council can delegate most duties, functions and powers.
- The Vice-Chancellor can delegate to members of staff and to Academic Board.
- A delegation does not totally divest the delegator of their authority nor responsibility to exercise that delegation.
- A delegate is always subject to the direction and instruction of the delegator, and therefore the extent of the delegation is determined by the delegator.
- Delegations follow tiered line of authority.

b) Differences observed

- Scope and ability of statute approval within the institutions.
- The extent to whom the Vice-Chancellor can delegate.
For example “*The Principal may in turn delegate duties to other employees or the chairperson of any committee.*”(S 9 (4) ISoUP (SA))
- The articulation of a positive duty to record and review the delegations and the delegation framework.
- Institutional governance structures.
- Where delegations are delegated.

Outcomes

1. Key principles of delegation derived from the EA

Drawing on the comparison work and research of delegation policies within New Zealand, key principles emerged from the EA which provides the foundation for a delegation framework, that can be articulated within policy, and provide practical instruction and guidance to staff. The following principles from the EA are:

- Council cannot delegate to management authority, except to the Vice-Chancellor (see [S 222](#))
- Council is not compelled to delegate all its powers functions or duties (see [S 222 \(1\)](#) “*may, from time to time*”)....
- Where Council delegates to a committee (which includes Academic Board), it does so to the persons constituting that committee as a whole ([S 222 \(7\)](#)).
- If a delegation is made, the delegator (for example, Council) does not totally divest themselves of accountability nor responsibility in regards to the ability to exercise of that authority. A delegator can still exercise the delegation even if responsibility to exercise that has authority has been delegated as the delegator retains accountability for how the delegation is exercised. ([S 222 \(9\)](#))
- The delegator can set out conditions and terms to a delegate on how to exercise that authority (as long as they are consistent with the authority and conditions or instructions) ([S 222 \(3\)](#)), [S 197 \(2\), \(3\), \(4\)](#)
- Council can delegate almost all of its duties, functions and powers, this includes the ability to make policy for the institution and statutes for a number of activities and issues ([S 193](#), [S 194](#), [222 \(1\)](#), [S 222 \(4\)](#)).
- The Vice-Chancellor can delegate to any member of staff, members of staff, class or office of staff and to Academic Board ([S 222 \(2\)](#) , [S 197 \(1\), \(7\)](#)).

- The VC can delegate powers to any member of staff delegated to the VC from Council, but also powers the VC has been given under the Act itself or any other Act (S [196](#), S [197 \(1\), \(7\)](#)).

2. *Changes within the Document to reflect the key principles.*

Content layout changes (of which there are many) have been accepted in the document to better enable robust scrutiny of the proposed changes to the substantive content of the document.

Many of these changes have simply expanded on existing content to better articulate the underlying principle/s of delegation as drawn from the *Education Act 1989*.

For example,

The current published version of the policy in the UC Policy Library states at clause 10.

“A delegate’s line manager may exercise the same level of authority as the delegate, and has the authority to withdraw, or amend, delegations within his or her line of responsibility.”

This is now expanded upon and articulated within the proposed clauses below:

12. Where a delegation is made, the delegator does not fully divest themselves of that power or function so may exercise that power or function at any time or revoke the delegation of authority made at will.

13. Those that make a delegation (delegators) remain responsible for ensuring that the approval or function is properly exercised, therefore delegates are always subject to the authority/role from which they received the delegation. Delegators remain accountable for the exercise of that delegation to whom they received delegation from.

Other key changes to the document are

- Clauses 5, and 6, which provides direction on making substantive changes to a delegation as well as explaining a “function” and “power” (reflecting the language used in the *EA*).
- Clause 9, which states delegation to a body within the University is a delegation to the members constituting that body, not to any individual within that body.
- Clause 11, which provides direction on limiting further delegation of authority past Tier 4 (limiting sub-delegation by management authority past Tier 4).
- Clause 15, which provides an alternative to delegating a power or function where it is not appropriate to do so such as assigning a specific task for a staff member to complete (e.g., undertake research, obtain and collate information, over-see/manage implementation of a function or power).
- Clause 17, which identifies what is not usually recorded on the Delegations Schedule but requires delegations past Tier 4 to be recorded in writing.

Recommendation: That Council approve the revised Delegations of Authority Policy.

Ngā mihi,

Jeff Field
University Registrar

Jodie Flowerday
Senior Policy Advisor

Delegations of Authority Policy

Last Modified	June 2017 <u>August 2019</u>
Review Date	April 2019 <u>October 2020</u>
Approval Authority	Chair, University Council
Contact Officer	Senior Policy Advisor – Vice-Chancellor's Office

Introduction

As the governing body of the University, the University Council exercises a number of functions, powers and holds duties with regard to the University's functions or powers as set out in the [Education Act 1989 \(New Zealand Legislation website\)](#). On a day-to-day basis many of these functions, powers and duties are delegated to the Vice-Chancellor and others, to ensure the smooth running of the University. This document describes how powers and duties are delegated, and the rules governing the exercise of the delegations of authority for the University.

Definitions

Delegate – the recipient of a delegation of authority; may make enforceable decisions and commitments for or on behalf of the University that commit and/or incur liabilities for or on behalf of the University and be will be held responsible for these commitments, or carry out certain powers or functions to assist those with approval delegations to carry out their responsibilities. (includes sub-delegate).

Delegator – a delegate who has been given permission by Council or the Vice-Chancellor to pass authority to a lower tier of management authority (see Principle 1).

Delegation of authority (“delegation”) – a formal conferral of legal power and authority to perform functions or exercise powers of the University.

Delegation Schedule – This is the official University record covering delegations of governance, management and administrative affairs of the University under the Education Act 1989 (New Zealand Legislation website), to management positions. This can be accessed via the Governance webpages (University About UC website) on the UC web and covers delegations of Council, Council committees, Academic Board, Vice-Chancellor SMT and direct reports to SMT.

Staff or staff member – person/s engaged for paid employment with the University by way of an employment agreement.

Policy Statements

Scope

This policy sets out the governing principles around the delegation of authority within the University. While this policy identifies tiered levels of organisational authority within the University, most of the principles in this document can also be applied to other delegations, such as those made by delegators past Tier 4.

Legislative Basis

The University Council (“Council”) and the Vice-Chancellor are empowered to delegate their powers by the [Education Act 1989 \(New Zealand Legislation website\)](#):

[Section 222\(1\)](#) authorises Council to

“From time to time, either generally or particularly, by writing signed by at least 2 members of the council, delegate to the chief executive of the institution or to a committee appointed under [section 193\(3\)](#) [Academic Board] any of its functions or powers under this Act (except the power to appoint a chief executive) or any other Act”.

- Council, and its delegates, must seek advice from the Academic Board when making decisions on matters relating to courses of study or training, awards, and other academic matters.
- Council may also delegate specific academic matters to the Academic Board.

Academic and administrative affairs, unless delegated by Council to Academic Board, must be delegated to the Vice-Chancellor.

The Vice Chancellor under s 196 (1) has responsibility for managing the academic and administrative affairs of the University (unless delegated by Council to Academic Board).

[Section 197\(1\)](#) also enables the Vice-Chancellor (the chief executive of the institution) to

“From time to time, either generally or particularly by writing, delegate to the academic board or to any member of the staff of the institution any of the powers delegated to the chief executive under this Act or any other Acts including functions or powers delegated to the chief executive under an Act other than this Act”.

UCPL-4-6

- All management ~~and operational-administrative~~ affairs under [s 197 \(1\) delegations](#), must be delegated ~~from through~~ the Vice-Chancellor, ~~as the chief executive of the University~~.

Principles

The following apply to delegations of authority:

1. Levels of management authority are hierarchical; following tiered lines of organisational authority up to and including Council:

1	University Council
2	Vice-Chancellor, Academic Board
3	Senior Management Team (SMT)
4	Direct reports to SMT

2. Delegations move downward, and should move one tier at a time.
3. Where a function or power is not **explicitly** delegated to a staff member or body, Council is the sole body that may exercise that function.
4. The scope of the power and authority delegated under this policy document and the Delegations Schedule is limited to the functions Council, [Academic Board](#) and the [Vice Chancellor](#) are able to perform. A delegate cannot exercise a power or authority that [the above](#) are not legally permitted to exercise.
For example: Council have powers to make statutes in relation to certain purposes under the s 194 of the Education Act 1989. It cannot make statutes outside of those purposes, therefore no staff member can do so either.
5. The function or power recorded on the Delegation Schedule is only able to be amended in substance or withdrawn from the Delegations Schedule by Council, [Academic Board](#) and the Vice-Chancellor by meeting the requirements under [S 222 \(10\)](#) or [S 197 \(9\) Education Act 1989](#).
6. Functions or powers can be categorised generally as either approval (exercising a power) or administrative (carrying out/ or overseeing a function,) but administrative delegations will also have inherent approval powers consistent with the ensuring the administrative delegation is efficiently exercised.

3.7. Each delegation is to the position; not the individual occupying the position. This means that if an individual moves from one position in the University to another, the delegations relating to the initial position will no longer apply.

8. Delegations cannot be made where exercising that power or function would

- a) fall outside or be inconsistent with the proposed delegate's position description,
- b) fall outside a staff members area of responsibility,
- c) be inconsistent with the functions or powers that already exist within the tiered line of organisational authority.

For example, a SMT member should not have a lesser level of delegated authority compared to a direct report to SMT (unless this has been delegated by that SMT member to that lower level of management authority). -

9. If a delegation is made to a body of staff members, they receive collective delegated authority as that body. The Chair of that body is responsible for ensuring that the body acts within its delegated authority.

10. Where the Council or Vice-Chancellor has stated in the Delegation Schedule that a delegation may be delegated past the identified delegate in the Delegation Schedule (a "sub-delegation"):

- Academic Board do so by recording as a formal minute in writing in a formal meeting of Academic Board, signed by at least two members of the Academic Board; and
- Other delegates do so by recording delegations in position descriptions or variation of employment letters signed by the delegator.

11. Delegations identified in the Delegations Schedule (especially for powers) should not be delegated past Tier 4 without limitations on further delegation being set.

12. Where a delegation is made, the delegator does not fully divest itself of that power or function so may exercise that power or function at any time or revoke the delegation of authority made at will.

13. Those that make a delegation (delegators) remain responsible for ensuring that the approval or function is properly exercised, therefore delegates are always subject to the authority/role from which they received the delegation. Delegators remain accountable for the exercise of that delegation to whom they received delegation from.

14. If a delegate is temporarily unable to carry out the duties associated with a delegation for any reason, including a potential or actual conflict of interest or an absence or incapacity, the delegation must only be exercised by the most appropriate role from the tier of organisational authority above it.

Note: Principle 14 does not apply to those that are drafted or seconded into "acting" roles. They may still exercise the full delegated authority given to the role they are filling.

15. Where delegation is inconsistent with this policy, delegates may obtain assistance from a staff member by assigning a specific task (e.g., undertake research, obtain and collate information, over-see/manage implementation of a function or power). The delegate retains and exercises control over that task but need not over-see the day to day management of it.

16. The University will record delegations from the Council, ~~and Vice Chancellor,~~ and Academic Board to SMT, on a Delegations Schedule. The Delegations Schedule will be regularly reviewed at least once every three years by Council.

The processes for amending or withdrawing delegations from Delegations Schedule, approval of the Delegations Schedule by Council, and adding new delegations and changing delegates, are set out in Appendix 1 and 2 and 3.

17. ~~Delegations made by those below Tier 4 are not usually recorded on the Delegations Schedule as these will deal with lower levels of management authority below Tier 4.~~ However, any delegation made below Tier 4 must be consistent with the Delegations Schedule, the applicable principles of this policy, and also be recorded in writing.

4.18. Staff members who act outside their approved level of delegation will be regarded as acting in contravention of established University policy and may be in breach of their employment agreement as per the [Staff Code of Conduct \(PDF, 185KB\)](#).

Related Documents and Information

Legislation

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UC Website and Intranet

Delegations of Authority Policy v. 2.013.00

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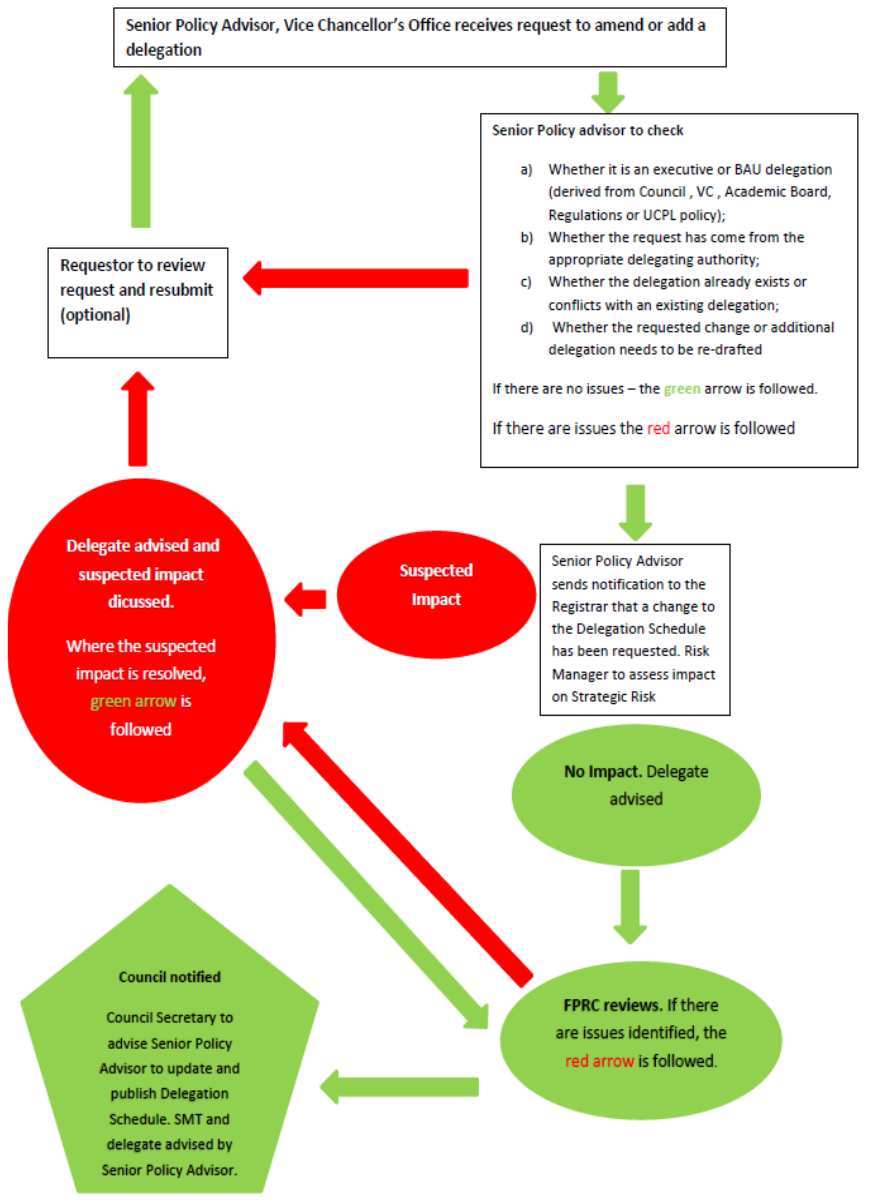
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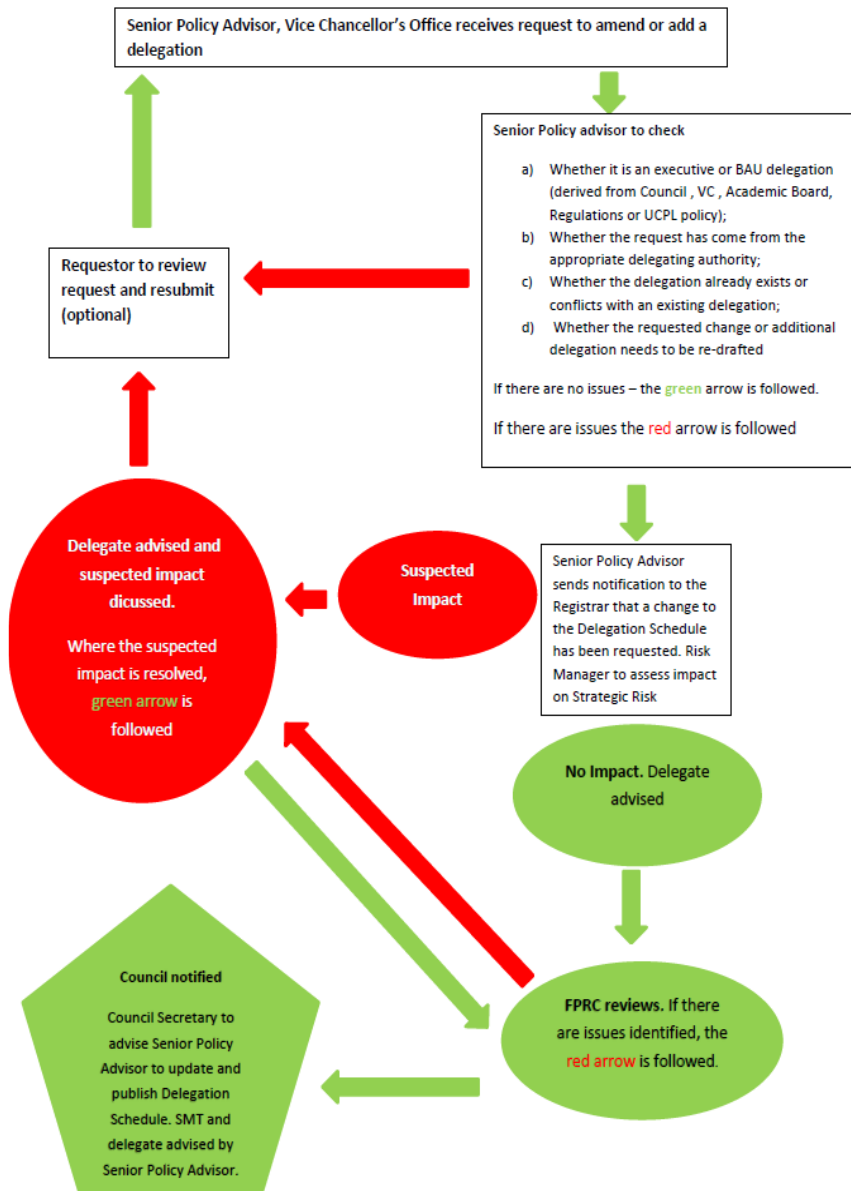
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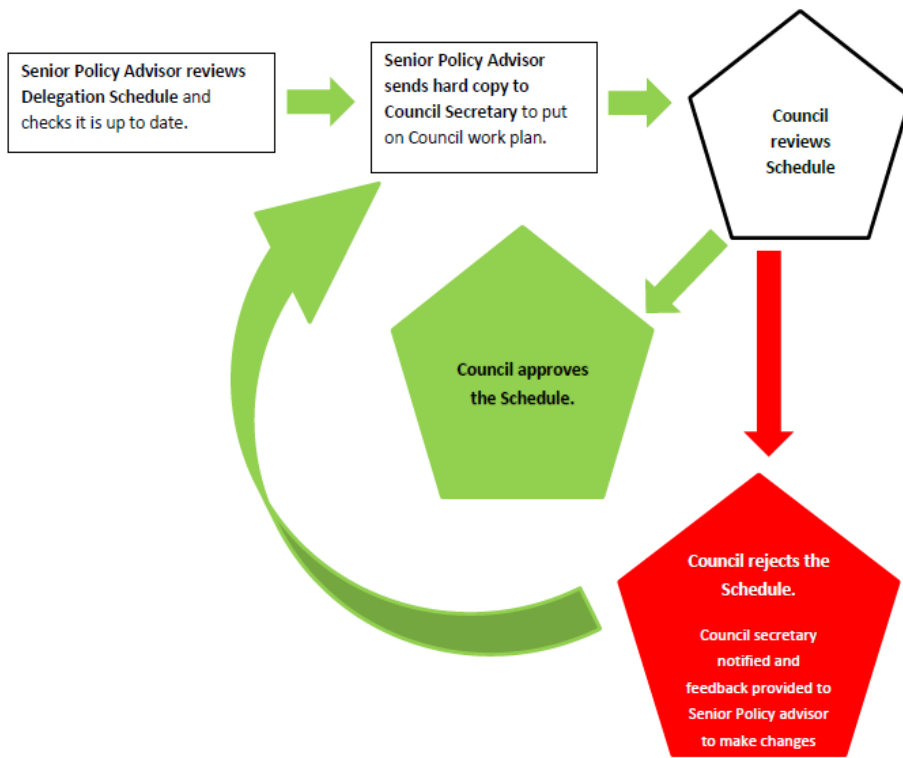
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Appendix 1: Ad hoc changes (substance of the delegation)

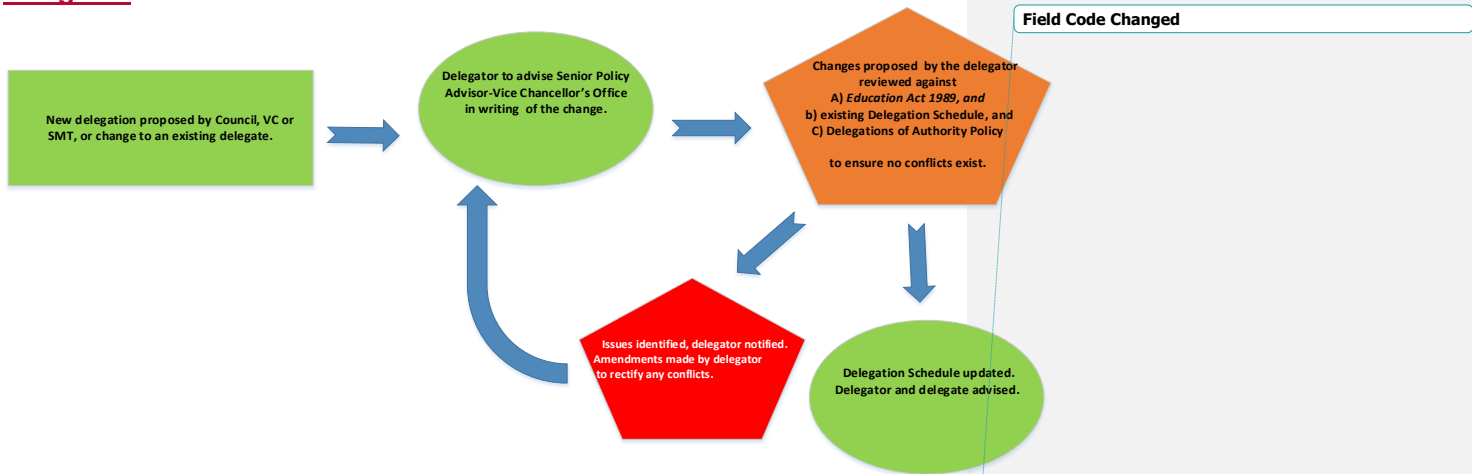




Appendix 2:
Regular Annual review and approval process by Council.



Appendix 3: Recording a new delegation or changes to existing delegates



Delegations of Authority Policy

Last Modified	August 2019
Review Date	October 2020
Approval Authority	Chair, University Council
Contact Officer	Senior Policy Advisor – Vice-Chancellor's Office

Introduction

As the governing body of the University, the University Council exercises a number of functions, powers and holds duties with regard to the University's functions or powers as set out in the [Education Act 1989 \(New Zealand Legislation website\)](#). On a day-to-day basis many of these functions, powers and duties are delegated to the Vice-Chancellor and others, to ensure the smooth running of the University. This document describes how powers and duties are delegated, and the rules governing the exercise of the delegations of authority for the University.

Definitions

Delegate – the recipient of a delegation of authority; may make enforceable decisions and commitments for or on behalf of the University and be held responsible for these commitments, or carry out certain powers or functions to assist those with approval delegations to carry out their responsibilities.

Delegator – a delegate who has been given permission by Council or the Vice-Chancellor to pass authority to a lower tier of management authority (see *Principle 1*).

Delegation of authority (“delegation”) – a formal conferral of legal power and authority to perform functions or exercise powers of the University.

Delegation Schedule – This is the official University record covering delegations of governance, management and administrative affairs of the University under the [Education Act 1989 \(New Zealand Legislation website\)](#), to management positions. This can be accessed via the [Governance webpages \(University About UC website\)](#) on the UC web and covers delegations of Council, Council committees, Academic Board, Vice-Chancellor SMT and direct reports to SMT.

Staff or staff member – person/s engaged for paid employment with the University by way of an employment agreement.

Policy Statements

Scope

This policy sets out the governing principles around the delegation of authority within the University. While this policy identifies tiered levels of organisational authority within the University, most of the principles in this document can also be applied to other delegations, such as those made by delegators past Tier 4.

Legislative Basis

The University Council (“Council”) and the Vice-Chancellor are empowered to delegate their powers by the [Education Act 1989 \(New Zealand Legislation website\)](#):

[Section 222\(1\)](#) authorises Council to

“From time to time, either generally or particularly, by writing signed by at least 2 members of the council, delegate to the chief executive of the institution or to a committee appointed under [section 193\(3\)](#) [Academic Board] any of its functions or powers under this Act (except the power to appoint a chief executive) or any other Act”.

- Council, and its delegates, must seek advice from the Academic Board when making decisions on matters relating to courses of study or training, awards, and other academic matters.
- Council may also delegate specific academic matters to the Academic Board. Academic and administrative affairs, unless delegated by Council to Academic Board, must be delegated to the Vice-Chancellor.

The Vice Chancellor under [s 196 \(1\)](#) has responsibility for managing the academic and administrative affairs of the University (unless delegated by Council to Academic Board).

[Section 197\(1\)](#) also enables the Vice-Chancellor (the chief executive of the institution) to

“From time to time, either generally or particularly by writing, delegate to the academic board or to any member of the staff of the institution any of the powers delegated to the chief executive under this Act or any other Acts including functions or powers delegated to the chief executive under an Act other than this Act”.

- All management and administrative affairs under [s 197 \(1\)](#), must be delegated from the Vice-Chancellor.

Principles

The following apply to delegations of authority:

1. Levels of management authority are hierarchical; following tiered lines of organisational authority up to and including Council:

1	University Council
2	Vice-Chancellor, Academic Board
3	Senior Management Team (SMT)
4	Direct reports to SMT

2. Delegations move downward, and should move one tier at a time.
3. Where a function or power is not explicitly delegated to a staff member or body, Council is the sole body that may exercise that function.
4. The scope of the power and authority delegated under this policy document and the Delegations Schedule is limited to the functions Council, Academic Board and the Vice Chancellor are able to perform. A delegate cannot exercise a power or authority that the above are not legally permitted to exercise.

For example: Council have powers to make statutes in relation to certain purposes under the s 194 of the Education Act 1989. It cannot make statutes outside of those purposes, therefore no staff member can do so either.

5. The function or power recorded on the Delegation Schedule is only able to be amended in substance or withdrawn from the Delegations Schedule by Council, Academic Board and the Vice-Chancellor by meeting the requirements under S [222 \(10\)](#) or S [197 \(9\)](#) Education Act 1989.
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For example, a SMT member should not have a lesser level of delegated authority compared to a direct report to SMT (unless this has been delegated by that SMT member to that lower level of management authority).

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 - Academic Board do so by recording as a formal minute in writing in a formal meeting of Academic Board, signed by at least two members of the Academic Board; and
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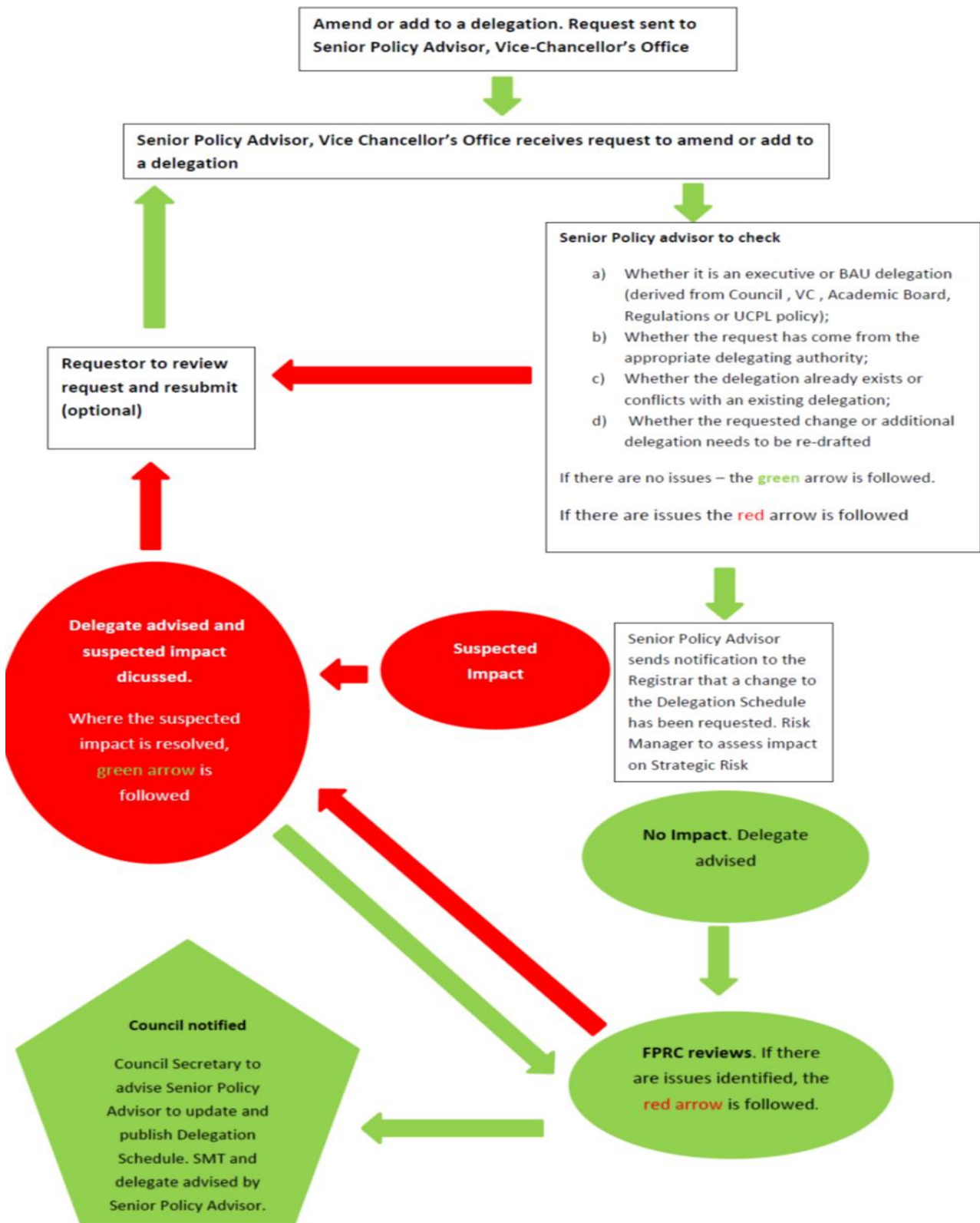
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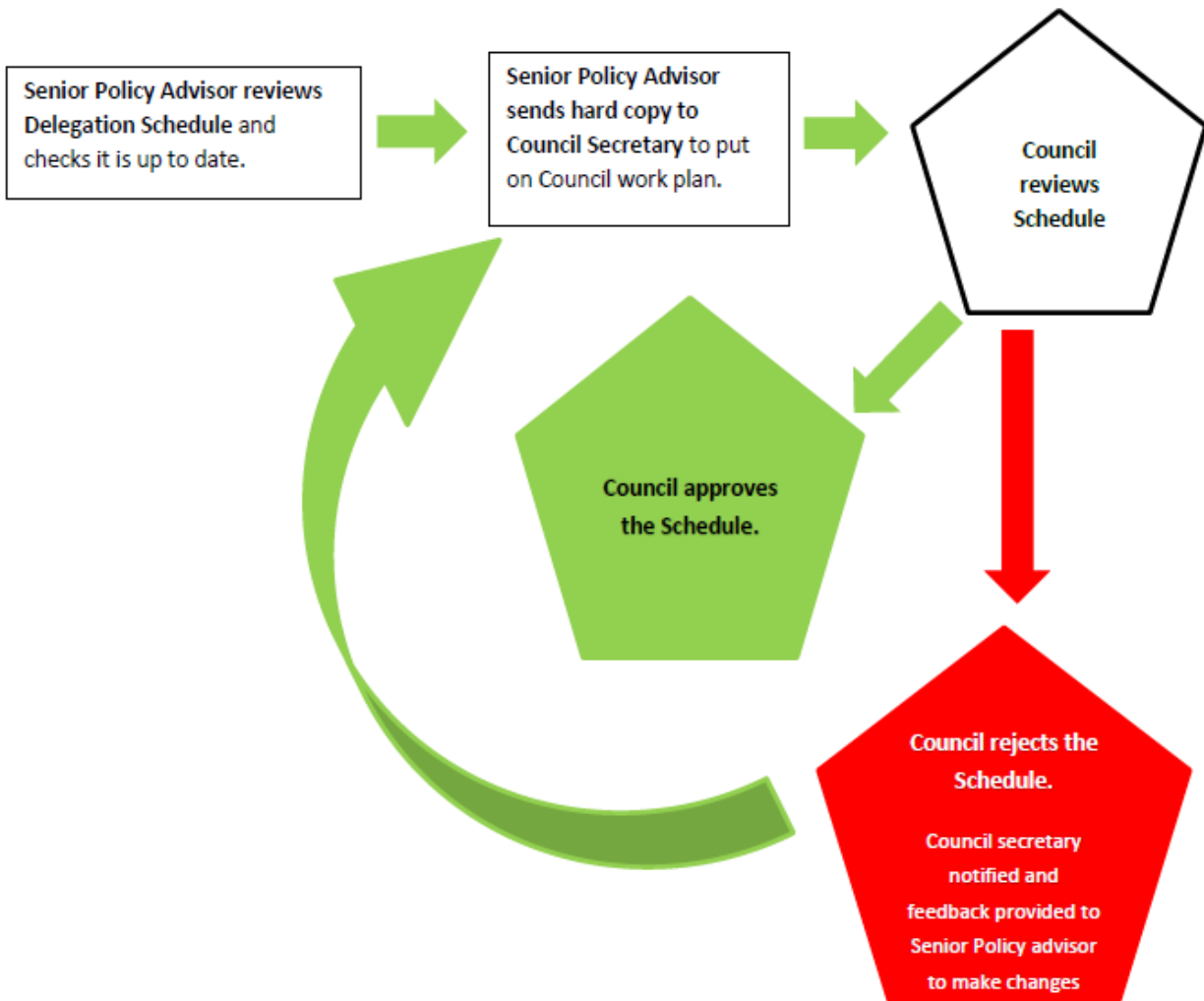
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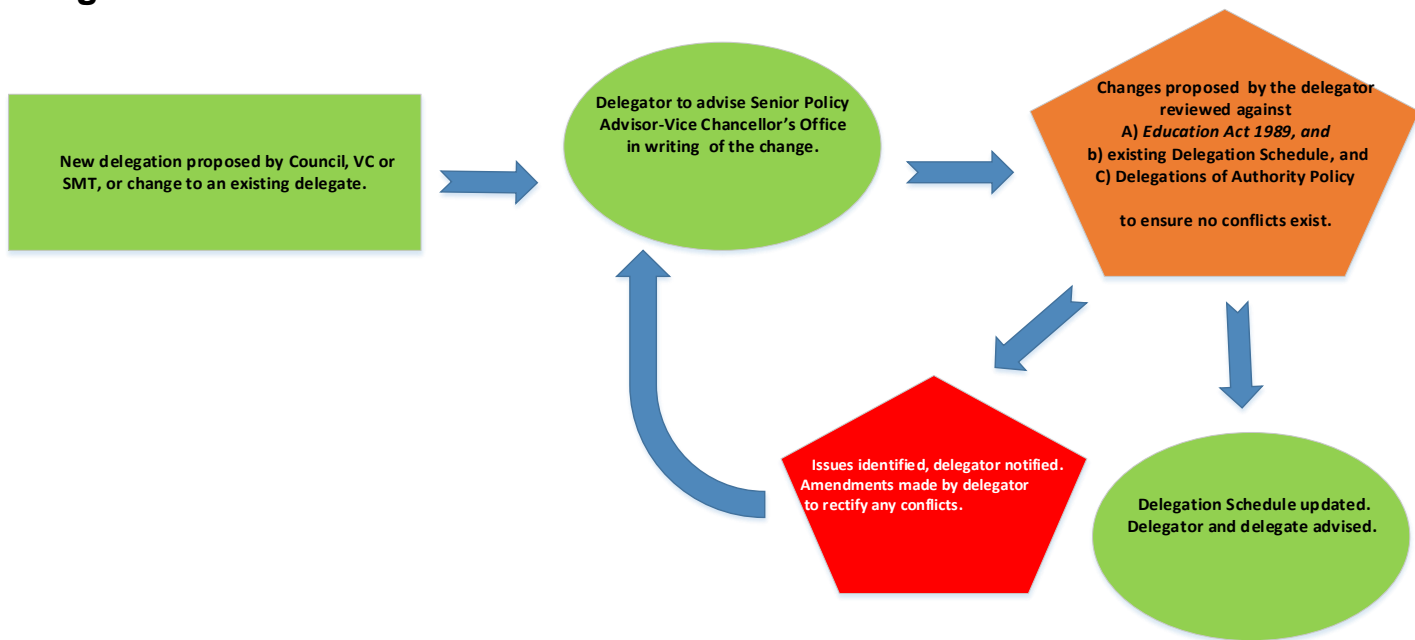
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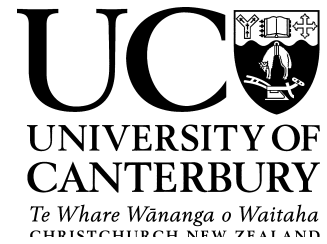
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**TE POARI AKORANGA
ACADEMIC BOARD**



**RECOMMENDATIONS TO THE COUNCIL
FROM A MEETING OF THE ACADEMIC BOARD
HELD ON FRIDAY 9 AUGUST 2019**

The Academic Board met on Friday 9 August 2019 and recommends:

- **That the Council note the report from the Academic Board**

Professor Ian Wright

Chair

Te Poari Akoranga – Academic Board

15 August 2019

UNIVERSITY OF CANTERBURY
REPORT OF THE ACADEMIC BOARD MEETING HELD ON
FRIDAY 9 AUGUST 2019
TE POARI AKORANGA

The Academic Board reports for information the following matters that have been considered since the July 2019 meeting of the Board:

MATTERS ARISING

The Chair noted:

- Following the April Academic Board, the new Round 1 proposals have now all been approved by CUAP. University Council has also approved all of the proposals for CUAP Round 2 which were discussed at the July meeting. These are now undergoing the national peer review process.
- At the previous meeting, a member queried how much of the money quoted in the Vice-Chancellor's report is not expected to be contractually committed as at the 31 December 2019. Following the meeting, the Financial Controller responded that there is no 'uncommitted' cash balance at any time. The member commented that he suspected that there was a sum between \$100 million and \$150 million which is surplus to contractual commitments and that this would be known by March 2020.

BUSINESS FROM THE CHAIR

The Chair reported that:

- Members will shortly be invited to a presentation from Andrea Gray, Deputy Chief Executive from the NZQA on digital assessment. This will be held in the hour before the next scheduled Academic Board meeting from 1-2pm on Friday 13 September.
- The Vice-Chancellor has recently met with the Academic Board review working group and is currently considering their recommendations and engaging with them on a way forward which will be reported in due course.
- There will be a paper at the next meeting in September confirming the academic dates for 2021 and 2022, contingent on decisions about summer school timing to be resolved at this meeting. A member requested that the calendar of teaching days be made available to staff. [See [lecturing days](#) on the Academic Quality intranet site].

REPORT FROM THE VICE-CHANCELLOR

The Vice-Chancellor reflected on the month of July which included the mid-year break. She was pleased to see staff using the time for conferences and workshops. She had given the keynote speech at the beginning of Teaching Month, and had enjoyed the teaching awards ceremony but was disappointed that attendance was low and had been speaking with Professor Moran about alternative ways of showcasing top teaching academics.

Open Day had been successful and she acknowledged the efforts of all staff who had contributed to the day which had attracted higher numbers of visitors than in the past. The official opening of Rehua had taken place and hosting careers advisors on campus on that day had been a pleasing development. She noted that the Governance Oversight Group meeting mentioned in her report had now been

postponed until September. She highlighted the change in methodology of reporting the University's financial position, as foreshadowed at the previous meeting.

One of her engagements had been a site blessing and sod turning ceremony for the new Ilam Fire Station and Fire Training and Education Facility. She had been pleased to hear that UC's fire engineering programme was highly regarded globally and that it was a distinctive programme unique in Australasia. She had also continued with her visits to local high schools. She said that these should be a priority for UC as the future cohorts of students would be quite different to current students with more familiarity with educational technology and greater ethnic, demographic and linguistic diversity. She hoped to conclude her visits to local schools by the end of the year, and she would also be visiting schools in Wellington and Auckland.

Questions and comments from the floor included:

- A member asked her about her address to Lincoln University's Academic Board. Lincoln Academic Board members had been interested to hear about her previous work experiences. She had said that her thoughts about a future relationship between the two universities should centre on consideration of whether the academic mission of the two organisations had overlap or potential to overlap and that this should not be a merely financial decision, as merging operational matters takes considerable time, money and energy, so the desired end point must be clear.
- Members warmly applauded the Senior Management team for taking the decision to decommission the coal boiler and replace it with a biomass wood boiler. This is seen as a great step forward practically and symbolically.

REPORT FROM THE UCSA

The UCSA President:

- reported on the successful opening of the new Haere-roa building, which had generated positive media interest and already hosted an academic event with the Thesis-in-Three competition. Any staff wishing to book the space should get in touch.
- thanked staff who had promoted the class rep system which had seen a huge uptake, particularly from the Law School.

A member asked about a recent article in *Canta* about biculturalism. Mr Brosnahan responded that *Canta* is funded through the student services levy but acts independently from the UCSA Executive. He said that the Exec are committed to biculturalism, evidenced by their attendance at the Tangata tū, tangata ora workshop, the introduction of a bicultural award, and by simple acts such as starting meetings with a karakia.

UPDATE ON PROPOSED UNIVERSITY ACADEMIC STRATEGY

The Vice-Chancellor reported that the draft strategy had been endorsed overall by the University Council but that they had raised some issues, including that they would like to see more of a "user perspective" – from students and external stakeholders. The team were working on a shorter, more publically accessible document. In parallel with this, the Vice-Chancellor had established eight implementation groups to work on identifying specific initiatives, how these will be implemented, by whom and when. There would be two timelines, one for what is realistic by 2024 and a ten year projection. She invited members to email the lead for any of the implementation groups should they wish to be involved.

Since the previous meeting, a student survey had been distributed electronically to all students. She thanked the UCSA for their help. The survey had asked how students would allocate \$10,000 to a range of options. It had received 1,718 responses, mainly from undergraduates, which indicated that supporting student success and wellbeing was the most strongly supported, although this varied depending on the cohort – international students for example placed a higher value on world rankings.

The Vice-Chancellor has been leading the new work stream on Engagement. She had held a workshop on 24 July with a variety of external stakeholders including representatives from the District Health Board, the Mayor and neighbouring tertiary institutions. She had heard how well-being related issues were a key concern in Canterbury, and could see a role for UC in curating data and using collective expertise from across the Colleges to understand and address this. This kind of work did not preclude any existing work with the community continuing. She had also been asked to involve external members of UC Advisory Boards, and had discovered that these amount to 287 members who were being invited to participate in discussions.

A member asked where staff wellbeing would be considered in the implementation groups. The Vice-Chancellor said that this would cut across every group, but would be particularly important to the People and Operations group.

The Vice-Chancellor said that the timeline for the groups was tight, but that she would report back on their work at the next meeting.

ACADEMIC REVIEW REPORT: BACHELOR OF SOCIAL WORK, MASTER OF SOCIAL WORK

Professor Moran asked the Dean, Associate Professor Griffith, to introduce the report. She said that the review had been carried out late in 2018 combined with the professional accreditation review. Work was either completed or well underway in addressing the recommendations, and it was expected that some consequential changes would be submitted to CUAP in Round 1 2020.

A member asked if the recommendations around the workload model could be applied more widely across UC. The Dean replied that at present the recommendation rests with the PVC Arts, the Head of School and Human Resources. Another member commented that the workload model in a clinical/practicum-based setting externally brought challenges quite different to those in other programmes at UC, so cautioned against a more general approach.

ACADEMIC REVIEW REPORT: FORESTRY UNDERGRADUATE AND POSTGRADUATE QUALIFICATIONS

Professor Moran asked the Dean of Engineering to introduce the report. Associate Professor Gooch said that the qualifications were unique to Australasia, and that there were also few similar qualifications globally. He said that the programme had very strong industry connections and that it had a rising number of enrolments, thanks in part to the government's billion trees initiative. He said that good progress was being made on the recommendations from the report. The Head of School, Professor Manley added that the review had benefitted from information gathered during an Erskine-funded visit, which included the views of graduates from the last five years and employers, on the skills and knowledge acquired in their qualifications and how these matched the attributes and competencies required in the workplace. The introduction of eight annual student scholarships over this year and the next two years from the government for Māori and/or female students has also proved a good draw card.

A member commented that recommendation 3, around offering students wider opportunities beyond forestry courses in their last two years could be addressed by the introduction of a pan-university liberal arts course, which could be a point of difference for UC. Professor Manley said that two

electives have now been offered to first year Forestry Science students, choosing from 25 different courses, but that he was continuing to explore other options for meeting students' needs. Recommendations involving teaching space were being progressed with the Pro-Vice-Chancellor Engineering in the first instance.

SUMMER SCHOOL LENGTH

Professor Moran noted that this item had been discussed at the AAC, which had received advice from the Colleges and UCSA on various options, with the majority favouring the fourth option. Transition courses and Law had requested special requirements which would be incorporated. A member requested that the policy be amended to specify that these dates apply to taught courses only.

Moved

That the recommended option 4 for summer school duration and the changes to the policy wording be approved.

Carried

WEIGHTING OF PHD ENROLMENTS

The Dean of Postgraduate Research introduced the paper. This discussion had arisen from a student in Science, whose personal circumstances had been such that she did not want to suspend study, but was unable to commit to the 0.65 currently required, so was forced to suspend every second month. Other New Zealand universities tended to allow a 0.5 enrolment. He had circulated an options paper which had been discussed by the Postgraduate Committee, the Research Committee, College committees, the UCSA, PGSA and the AAC, with the majority favouring the current full-time, 0.65 and a new 0.35 option for a limited period only.

During discussions the following points were raised:

- Commendations to the Postgraduate Dean on pursuing this proposal as this was an equity issue which was particularly important to parents combining research with childcare;
- Victoria University, Wellington were considering a 0.25 option – could this be considered at UC? The Dean replied that he had spoken to his counterpart at Victoria who had said that he had yet to get the option approved. He also cautioned about the administration overhead of managing students on multiple length enrolments.
- How would current students be impacted if the proposal is approved? The Dean said that they would be able to apply to drop down to a 0.35 enrolment for a maximum of a year, subject to supplying adequate evidence.
- How would supervision of a student differ if they were registered as full-time, 0.65 or 0.35? What about students who might attempt to pay less for their study by enrolling part-time, but continue to study and expect full-time supervision? The Dean suggested that in the past, when students wished to transfer to part-time, their requests were usually approved without much analysis. Should the 0.35 be approved, the role of the Dean and the supervisor would need to be more rigorous in carefully considering the student's situation. He suggested that guidelines could be drawn up to outline the sorts of circumstances where moving to a 0.35 enrolment for a limited time would be appropriate.

Moved

That the Board approves: (i) that a student may apply for part-time doctoral study at either 0.65EFTS or 0.35 EFTS per annum; (ii) that a student may accumulate no more than 12 months of enrolment at 0.35 EFTS per annum, and (iii) revised wording to Regulation 6 of the degree of the PhD.

Carried

REPORT FROM THE ACADEMIC ADMINISTRATION COMMITTEE: PROGRESSION FROM MASTER'S TO DOCTORAL QUALIFICATIONS

The Dean of Postgraduate Research introduced the paper, noting that as more professional Master's degrees had been introduced over time, that the regulations had adopted different terminology such as 'advancing qualification' and 'exit qualification' and that clarifying and agreeing standard definitions would be useful. Two categories had been identified – category one were qualifications which would normally lead to doctoral study, category two, which was the focus of the paper for the Board, were qualifications which, without additional attributes, would not lead to doctoral study. Consultation had taken place with Colleges, the Postgraduate Committee, the Research Committee and with the AAC.

Comments from the floor included:

- There should be a strong message that although a category two Master's degree may not allow entry into a doctoral degree at UC, it would not preclude students from a doctoral degree at any other university. Categorising Master's qualifications in this way might have the unintended consequence of encouraging students to look at other less restrictive universities;
- The MBA's placing in category two should be reconsidered, as it is a post-experience degree, unlike many of the others listed;
- A PhD should be regarded as a qualification which deepens a specialism and not a three year capstone qualification;
- The current regulations already make these distinctions, this is not intended as a change in policy, but as a clarification;
- UC controls the entry standard to every postgraduate degree, there is no automatic entry for doctoral students who hold a Master's degree. UC needs to be confident that students accepted into doctoral degrees are properly prepared and capable of succeeding;
- Remove section 10 as there is no need to spell out what a student cannot do – other New Zealand universities do not include this in their regulations. Entry requirements should be covered in the doctoral regulations;
- International students - and agents - in particular need clarity to make informed study choices of where to enrol and which qualification suits their needs – there have been instances when such students have assumed that achieving a category two Master's degree would make them eligible for a doctoral degree, and they have only discovered this is not the case when they are already studying towards the Master's at UC.
- Clarifications should be made to promotional material rather than in regulations;
- An alternative wording suggested for category two qualifications was: 'a student who completes this degree may need to satisfy additional criteria for entry to a doctoral degree';
- Domestic students also need clarification on these matters, if there is no pathway after a category two Master's degree, this should be made clear.

The Chair summarised that due to the number of issues raised, this item should be referred back for further discussion at the AAC.

A9 SCHOLARS AT RISK PROPOSAL

Professor Heinemann spoke on behalf of a group of staff who proposed that UC subscribe to the [Scholars at Risk network](#) as this reflected the university's values and history. The annual membership subscription is US \$5,000. He suggested that UC could reserve the equivalent cost of an Erskine or Canterbury fellowship each year towards supporting a scholar at risk.

The Vice-Chancellor declared an interest in that the previous two institutions she had worked at were members of the Scholars at Risk network. She cautioned that the costs of hosting a scholar might be considerably higher than the annual membership fee, as unfortunately academic refugees might not be able to return to their home countries for many years. A member suggested that UC could approach

the other universities in New Zealand to see if a combined approach would be feasible. She suggested that the principle of supporting the proposal should be separated from the mechanisms for funding it.

Moved

That the Board approves the recommendation that the University subscribes to the Scholars at Risk network and consider options to support the network.

Carried

REPORT FROM THE ACADEMIC ADMINISTRATION COMMITTEE (AAC)

A member asked why the recommendations in the LLB Review one year on report on including courses from other parts of the College of Business and Law could not be included in the LLB schedule, as this seemed to align with the idea of cross-disciplinary teaching proposed in the new Academic Strategy and would be at no extra cost.

The Acting Dean of Law said that this had been debated at College level. The Pro-Vice-Chancellor added that the College Executive were keen to explore joint courses in principle, but on further investigation felt that for the particular course in question, this was unlikely to draw a large cohort of students as it was a highly specialised subject.

TERMS OF REFERENCE FOR THE AAC

A query was raised about the consistency of nomenclature of staff titles across the terms of reference, the website and the Calendar. The Assistant Vice-Chancellor (Academic) said that new websites were currently being created for the Academic Quality team and the Learning Evaluation and Academic Development team under her portfolio and that this would be followed up.

A member proposed that an additional bullet point be added to the membership list in the terms of reference to include three members elected by the Academic Board, as he felt there was a need to balance the current membership, as since 2016, Deans have been appointed by Pro-Vice-Chancellors creating a potential managerial imbalance. The Vice-Chancellor suggested that this discussion should be deferred as the issue of the constitution of sub-committees of the Board is part of the review of the Academic Board which is ongoing. The Assistant Vice-Chancellor (Academic) as chair of the AAC agreed to take this matter under consideration.

Professor Ian Wright

Chair

Te Poari Akoranga – Academic Board

15 August 2019