
EMBARGOED UNTIL 4pm WEDNESDAY 29 MARCH 2017

Agenda

Date **Wednesday 29 March 2017**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to
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1. APOLOGIES:
 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
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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 1 March 2017 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 Council Evaluation Process	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(a)
6.2	GOG Report and scorecard to Minister	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(a)
7.	From the Vice-Chancellor 7.1 Risk Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	7(f)(i) 7(d)
8.	From the Finance, Planning and Resources Committee	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	7(h) 7(i) 7(h) 7(i) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(i) 7(i)
8.1	UC Futures Update		
8.1.1	- UC Futures Summary		
8.1.2	- Hawkins CETF Mediation Report		
8.1.2.1	- Report of Special FPRC meeting 24 March		
8.1.3	- RRSIC Stage 2 Procurement Update		
8.2	Demolition Approvals		
8.3	Identity and Access Management Business Case		
8.4	Waimairi Village Business Case		
8.5	High Country Lease Update		
9.	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. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	7(f)(i) 7(f)(i) 7(d)
9.1	Draft Minutes 20 March 2017		
9.2	Strategic Risk Register Review		
10 10.1	Council-only discussion Vice-Chancellor	To protect the privacy of natural persons	7(a)

10.2	Employment Committee Council and Chancellor Evaluation	To protect the privacy of natural persons To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(a) 7(f)(i)
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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 29 March 2017

Minutes

Date	Wednesday 1 March 2017
Time	4.00pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Ms Sue McCormack (Pro-Chancellor), Dr Rod Carr (Vice-Chancellor), Mr James Addington, Mr Peter Ballantyne, Ms Catherine Drayton, Mr Warren Poh, Mr Malcolm Peterson Scott, Mr Shayne Te Aika, Professor Roger Nokes.
Apologies	Mr Bruce Gemmell (leave of absence).
In Attendance	Mr Jeff Field, Registrar and University Council Secretary Dr Hamish Cochrane, DVC (Academic) Professor Ian Wright, DVC (Research and Innovation) Ms Alex Hanlon, Executive Director, Learning Resources Mr Keith Longden, Chief Financial Officer Mr Adrian Hayes, Financial Controller Ms Robyn Nuthall, UC Futures Programme Manager Ms Jacqui Lyttle, Risk Manager Mrs Raewyn Crowther, University Council Co-ordinator
CONFLICTS OF INTEREST	Mr Gemmell had taken a leave of absence and was no longer attending UC Council meetings due to a conflict of interest regarding the strategic review of Lincoln University.
FROM THE CHANCELLOR	Dr Wood advised that due to the financial reporting deadlines imposed by the New Zealand Stock Exchange the Council would move to the public excluded agenda immediately to consider the items on the Annual Report 2016.
PUBLIC EXCLUDED MEETING	Moved <i>That: the public be excluded from the following parts of the proceedings of this meeting, namely:</i>

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
9. 9.3	From the Audit and Risk Committee Annual Report 2016	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)

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

ANNUAL REPORT 2016 The Council moved back into Public meeting at 4.15pm and confirmed the resolutions passed with the public excluded.

Moved

That:

- i) Council adopt the Annual Report 2016, subject to minor typographical corrections and approves subsequent announcement to the NZX*
- ii) Council approve the Chancellor and Vice-Chancellor to sign the representation letter on behalf of Council.*

Carried

MINUTES

The minutes of the meeting held on 25 January 2017 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.

Court of Convocation Policy Review

Mr Jeff Field, Registrar, noted that following the changes to the University Council Constitution in 2015 the Court of Convocation Statute was no longer fit for purpose as there was no electoral process for the Court of Convocation under the new constitution. However the University must maintain a Court of Convocation and register in terms of the University of Canterbury Act 1961, (the Act). The Raiser's Edge database would serve as that register. The Court of Convocation Statute was amended in line with the constitution and the Act.

Moved

That the Court of Convocation Statute as amended be

published in the UC Policy Library.

Carried

Council Work Plan 2017

An updated copy of the Work Plan was tabled and Mr Field noted the changes since the plan was last tabled. This was a dynamic document that provided information on the programme of work for Council in the coming year. It was noted that the fossil fuel petitioners would be invited to the 29 March Council meeting when that matter would be discussed. The Chancellor suggested that the two UC law students who had recently presented to the NZUS Council on their experiences as interns in the US Congress be invited to make the presentation to Council.

FROM THE VICE- CHANCELLOR

Monthly Report

Dr Carr took his report as read. He tabled the 2017-18 Operational Plan for information and provided an update on student enrolment:

- There was uncertainty of data given the large number of students who had been given access to Learn ahead of completing their enrolment. Final figures would be available by the end of the week.
- Domestic enrolments showed little change from last year
- New international enrolments were up 13.6%

In discussion of the Vice-Chancellor's Report it was noted that the report of the Office of the Auditor General had been tabled in Parliament despite strong objections being expressed as to its fundamentally flawed methodology and unfounded conclusions.

Moved

That: The Vice Chancellor's Report be received.

Carried

FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE

The Chair of the Finance, Planning and Resources Committee, Ms Drayton, presented the item.

CAPEX Quarterly Report to December 2016

The summary report provided information on all capital expenditure. It was noted that the SMS project was now a change management programme, with a workshop having been held with Council and a business case to come to the 29 March meeting.

Moved

That: Council note the CAPEX Quarterly Report to 31 December 2016.

Carried

FROM THE AUDIT AND RISK COMMITTEE

Building Revaluations

Chair of the Audit & Risk Committee, Mr Ballantyne, referred to the minutes of the A&R Committee of 7 February. The discussion on the financial statements had noted that following the earthquakes, building values were fluid, but had now stabilised and

as such would not require annual revaluation.

Moved

That: Council approve the reinstatement of triennial building revaluations.

Carried

Building Naming

Mr Ballantyne also noted that at the 7 February meeting of the A&R Committee, there was a brief discussion on the name of the Science precinct. While individual buildings within the precinct would be named by Council, it was recommended that the precinct should be known as the Rutherford Regional Science and Innovation Centre (RRSIC).

Moved:

That: Council approve the renaming of the new science precinct as the Rutherford Regional Science and Innovation Centre.

Carried

Audit Proposal

Mr Keith Longden had negotiated external audit fees through to 2018 in a collaborative discussion with Audit New Zealand.

Moved:

That: Council accept the audit proposal and the Chancellor be delegated to sign the Audit Proposal Letter and the Audit Arrangements Letter on behalf of Council.

Carried

FROM THE ACADEMIC BOARD

Dr Hamish Cochrane presented the report from the meeting of the Academic Board. He noted:

- The Immigration New Zealand Section Manager and Chair of Immigration Profiling Group would be visiting campus with the Indian situation to be discussed.
- All CUAP proposals had been accepted
- The result of the Centre of Asia Pacific Excellence proposal would be known soon.

Academic Progress regulations had been reviewed for approval by Council. Changes included:

- Postgraduate students, Certificate of Proficiency students and students enrolled in Transition Programmes progress could now be reviewed.
- Dr Cochrane and Dr Wood provided clarification about the academic progress and appeal processes. The latter noted that the Appeals Committee focused primarily on process issues but could also take into account any new evidence presented.

Moved

That: the Academic Board Report be noted.

Carried

Moved

That: Council approve the change in the academic regulations for the review of academic progress of students.

Carried

**PUBLIC EXCLUDED
MEETING**

Moved

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

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5	Matters arising from those minutes		
6 6.1 6.2	From the Chancellor Emeritus Professor nomination Council Evaluation Process	To protect the privacy of natural persons, including that of deceased natural persons 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) 7(a)
7.	From the Vice-Chancellor	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8. 8.1 8.1.1 8.1.2 8.1.3 8.1.4 8.1.5 8.2 8.3	From the Finance, Planning and Resources Committee UC Futures - UC Futures Summary - GOG February 2017 agenda - GOG Quarterly Scorecard -GOG Issues and Opportunities Report - Milestone Report to December 2016 PeopleSoft Upgrade Business Case Flock Hill Lease Renewal	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	7(h) 7(h) 7(h) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(i)
9. 9.1 9.2	From the Audit and Risk Committee Minutes 7 February 2017 Draft Minutes 20 February	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of	7(f)(i) 7(f)(i)

9.4	2017 Internal Audit Contract	opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
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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 Members returned to public meeting at 6.09pm

GENERAL BUSINESS There were no items of general business.

The meeting closed at 6.10pm.

NEXT MEETING The next meeting is scheduled for 4.00pm on Wednesday 29 March 2017.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

Vice-Chancellor's Office

Email: chancellor@canterbury.ac.nz



To:	Council Members
From:	Dr John Wood, Chancellor
Date:	22 March 2017
Subject:	CHANCELLOR'S MEETINGS

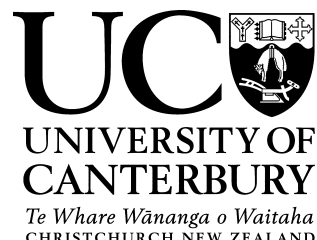
I outline for you the key events I have attended on behalf of UC since the last Council meeting:

- University of Canterbury Foundation Board meeting
- Presided at Naming Ceremony of the Stewart Room
- Dinner. Rob Scharar, Firestone Corporation, Houston, Texas.
- Personal interviews with 5 Council Members
- Chaired Honours and Appointments Committee
- Finance, Planning and Resources Committee meeting
- Audit and Risk Committee meeting
- Vice Chancellors Employment Committee meeting.
- Personal interviews with 2 Council Members.
- Executive Committee meeting, Canterbury History Foundation, as President.
- Special Finance Planning and Resources Committee meeting.
- Chair, Executive Committee meeting.
- Working lunch. Ambassador Rosemary Banks

A handwritten signature in black ink that reads 'L.J. Wood'. The signature is written in a cursive, flowing style.

Dr John Wood
Chancellor

Dr Rod Carr
Vice-Chancellor
Tel: +64 3 364 2495
Email: vice-chancellor@canterbury.ac.nz



**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COUNCIL MARCH 2017**

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1. INTRODUCTION

As 2017 unfolds the sense of vibrancy on campus continues to grow. The opening of Kirkwood Hall and commissioning of the Engineering Core, with on plan progress with Rehua and RRSIC Stage One give confidence that as expected 2017 will see the delivery of projects initiated six years ago in the post-earthquake environment of 2011. Access to the Arts Centre location, while a year late, has been achieved. Our challenge to complete CETF stage 2, meet domestic recruitment targets and position for decommissioning the temporary villages over the summer of 2017/18, remains real.

While we have record numbers of students enrolled in Engineering qualifications and a positive recovery in Business and Law and uplift in enrolments in Education, Health and Human Development and in Arts, enrolments in Science have slipped for reasons we are still trying to understand fully. A disappointing outcome to the QS subject rankings and failure to win a Centre for Asia Pacific Excellence is a reminder of the intense competition that exists in our sector.

The launch of the School of Product Design, a record first-year class in the Bachelor of Criminal Justice (more than 300 students) and record interest in taught masters programmes show the importance of creating new programmes which appeal to prospective students today.

Overall we converted a little over 60% of domestic applications to enrol into enrolled students. (15% of full-fee paying applications). We never have, nor will we ever convert all ATEs to enrolled students but the declining conversion rate suggests prospective students are seeking to evaluate a wider range of options before selecting institutions and programmes. Increased choice and competition are driving up the cost of maintaining and growing enrolments domestically and internationally. Prospective students and their agents and advisors have increasing expectations that offerings will be easy to assess, selection criteria clear and understandable, application processes simple and offers of places promptly made.

2. STRATEGIC MATTERS

2.1 UC Futures

The opening of the College of Engineering CORE teaching and social learning space at the beginning of Semester One represents a major milestone for the UC Futures Programme, the College, and the University as a whole. Students, staff and visitors enjoyed the large modern open space on Orientation Day. This development is a key development in UC's move to adapt learning spaces to new ways of learning and pedagogy.

Strong enrolment recovery continues, albeit with much stronger international enrolment growth than domestic. Nevertheless, UC's domestic enrolment growth this year, although somewhat short of an ambitious target may be the largest growth of any New Zealand university for early 2017. We have still to recover our pre-2010 share of domestic enrolments and still have one of the smallest proportion of full fee paying international students of any New Zealand University. The opportunity to grow enrolments is real, the challenge is however significant. We are still forecasting to be within the 5% variance of target for domestic EFTs and total EFTs for 2017 under the Crown Funding Agreement.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

The UC Council recently named the UC science precinct the Rutherford Regional Science and Innovation Centre and this report will now cover developments across that precinct undertaken through the RRSIC project. The project team is now ramping up the preparation and planning to move a large proportion of the College of Science into the new large laboratory block. College technicians are involved in that work along with internal and external commissioning experts and technical support staff. This large block (RRSIC Stage One) will have a progressive occupation with teaching and research equipment being installed and calibrated in a staged plan over some months. It is still forecast that the facility will be available for teaching in the second semester of this year.

UC is in the process of signing the contract to demolish the Von Haast building and construct its lighter airier timber-framed replacement with Dominion Constructors Limited, the company that delivered the Structural Engineering Lab on time and under budget.

2.3 Canterbury Engineering the Future (CETF)

The CETF project to demolish and rebuild most of the four major laboratory wings in the engineering precinct continues to achieve milestones but also to have challenges to both budget and programme. UC and the College are delighted by the newly opened CORE social learning and teaching space, with drawing offices, CAD suites, lecture theatres and meeting rooms located around its perimeter.

The construction contractor is Hawkins Construction South Island Limited, a wholly owned subsidiary of Hawkins Construction Group Limited. The parent company is the subject of a takeover notice lodged with the NZX on 6 March 2017 by the Australian based Downer EDI construction, telecoms and mining group. The implications of this takeover deal signed with the Hawkins parent company directors are yet to be fully analysed. UC is working to gain further information from Hawkins on the proposed takeover which involves a request to novate the Rehua construction contract to a newly formed Downer subsidiary while the CETF contract is completed by Hawkins under a service agreement with the new company which will assume ownership of all Hawkins staff, IP and assigned contracts.

2.4 The move of the College of Education, Health and Human Development to Ilam, the construction of the Rehua Building, and the move of the Centre for Entrepreneurship and the Executive Development Programme

The College of Education, Health and Human Development continues to work on moving to digital systems and processes in preparation for the modern working environments in the new Rehua building. This includes the further development of online applications, migration to SharePoint, and the digitisation of existing records.

The tender for the café in the building is scheduled to go out in April, in preparation for an October 2017 opening of the building. There are some challenges in the installation of the terracotta brick-coloured façade on the building, but the team considers that these will be resolved in the coming months. Other works on the building can continue in parallel with the façade installation.

2.5 International Growth

Semester One total UC international full-fee EFTs have increased by 21% on last year (week 12 of enrolment) and the work to increase UC's proportion of full-fee students to reach New Zealand university averages continues apace. I visited India with the Pro-Vice-Chancellor of Education, Health and Human Development, Professor Gillon and Dr Stuart Wise of the School of Initial Teacher Education to meet prospective students, representatives of other universities, Immigration New Zealand and student recruitment agents in support of our International Growth Strategy. This was a successful trip, which also provided valuable insights into the way UC is perceived in this market. I estimate we presented (online and in person) to more than 400 students, fifty agents and visited the offices of the three major recruitment firms in India.

I will be visiting agents, partner universities and presenting to prospective students in China in the first week in May to further support the International Growth Strategy.

2.5.1 Graduate Attributes

Progress has been made with advancing the Graduate Profile in the targeted areas of curriculum development, staff engagement and student engagement. The Global Awareness framework is being discussed at College meetings and the Community Engagement framework has been circulated to Deans for upcoming meetings. Staff engagement has progressed with the advancement of the website, scheduled workshops and talks at UC Teaching Week in June. Student engagement has also progressed with the UCSA agreeing to participate in a Graduate Profile workshop. A meeting with a small focus-group of students is also being arranged.

Core Attribute: Critically competent in a core academic discipline of their degree

Learning Objective: Students know and can critically evaluate and, where applicable, apply this knowledge to topics/issues within their majoring subject.

Programme reviews to map and include learning outcomes associated with the Graduate Profile continue to enhance both our understanding and articulation of all learning outcomes for undergraduate programmes of study. This will better position UC to promote its programmes to prospective students and to allow students to hold us accountable for delivery of these outcomes.

Attribute 1: Employable, innovative and enterprising

Learning Objective: Students will develop key skills and attributes sought by employers that can be used in a range of applications.

The increasing student interest in entrepreneurial activities was again revealed at the successful summer scholarship programme run by the Centre for Entrepreneurship and annual launch of the entre competition. Postgraduate students are seeking additional support in securing their first job out. Teacher shortages, especially in Maths, Physics and Chemistry teaching at secondary level, have ensured good employment opportunities for these graduates while continuing high levels of economic activity in a number of sectors such as construction, tourism and ICT continue to sustain high employment rates for graduates.

Attribute 2: Biculturally Competent and Confident (BiCC)

Learning Objective: Students will be aware of, and understand the nature of biculturalism in Aotearoa New Zealand, and its relevance to their area of study and/or their degree.

Meeting dates have been arranged for the 2017 BiCC hui and the first hui to take place on 23 March. During the summer, Kaiārahi and academic colleagues have continued to collaborate on course development and a number of colleagues have provided draft CUAP proposals for consultation.

For the first time in its history UC has more than 1,000 students who identify as Maori enrolled. While this represents more than 8% of enrolled students and is to be celebrated, it is still the case that the participation of young Māori in University education is about half the national average. Participation rates in the Canterbury region are not materially different from the New Zealand average. Ensuring we have appropriate programmes, a welcoming environment and support services for all students likely to succeed at University is critical. Understanding the barriers to access and success at University for any large under-represented minority group is not only in the interests of the institution but is in the interests of wider society. Researching and implementing effective interventions to enable access and support success for Māori in higher education is core business for a New Zealand University.

Attribute 3: Engaged with the community

Learning Objective: Students will have observed and understood a culture within a community by reflecting on their own performance and experiences within that community.

The Office of the DVC (Academic) has adopted a more proactive leadership role in defining the framework for implementing the desired learning outcomes from this attribute. Professor Catherine Moran is leading this work.

Support was provided to the Student Volunteer Army for the successful 'Big Give' event that was attended by about 750 UC students and members of the community. The team continues to work with the Student Volunteer Army Foundation and its contractors for the Serve for NZ initiative planned for April, as part of UC's partnership agreement.

Attribute 4: Globally aware

Learning Objective: Students will comprehend the influence of global conditions on their discipline and will be competent in engaging with global and multicultural contexts.

As with the Community Engagement attribute, the Office of the DVC (Academic) has adopted a more proactive leadership role in defining the framework for implementing the desired learning outcomes from this attribute. Professor Catherine Moran is leading this work.

International Partnerships

The 14 students who took part in the 2017 Thailand Internship Programme returned home in February having spent six weeks at Mahidol University in Thailand. The focus now shifts to planning for the next 12 months, including increasing outbound mobility through international short courses and increasing enrolments through articulation agreements and other recruitment partnerships.

Study Abroad and UC Exchange

The focus for the team in February was on welcoming and assisting our Semester One intake of Study Abroad and Exchange students. More than 250 Study Abroad and Exchange students have enrolled, including more than 180 Study Abroad students. UC has welcomed students from several new Study Abroad agreements, including the College of Wooster, Gonzaga University, Case Western Reserve University and Pace University. The team also presented to several groups of new students as part of the international welcome and orientation activities.

3. CHALLENGE

Promote an inspirational and innovative learning and teaching environment, recruiting and retaining students, raising standards and enhancing student success.

3.1 International

3.1.1 Recruitment

Indications are that international recruitment for 2017 has been successful with a 15.4% increase in new to UC full-fee EFTs and 25.7% increase in returning EFTs, a total 20.5% EFTs increase year on year to week 12 of enrolments. We are now working hard on recruitment for July, October and February 2018 intakes. Recruitment activities are planned in Malaysia, India and China.

A visit to India with PVC Education, Health and Human Development was an excellent opportunity to connect with prospective students, agents and stakeholders. UC's targeted approach in India, focusing on a small number of key relationships has recently been endorsed by Immigration NZ as leading the market.

The 2017 International Student Welcome was well attended (over 300 students) and communications for international students were boosted with the one-stop-shop Welcome Centre and delivery of a new International Student Guide, bringing together all relevant materials for new students.

3.1.2 General

The process for fee-setting for 2018 has started and will include consideration of appropriate positioning and packaging of fees including the possible phase out of small additional fees i.e. early enrolment discount, late enrolment fee and transfer credit fee, which are irritants that do not generate much revenue. A Supply and Demand model has been built in order to better inform decisions regarding balance of nationalities within high demand programmes and the potential financial and student experience impacts. This is being discussed with College international committees.

The team is adjusting to the departure of the Director. The Associate Director is acting in the role while the recruitment process is under way.

3.2 Domestic Recruitment

3.2.1 Marketing

Social media activity continues to be high with UC either first or second for engagement across Facebook, Instagram and Twitter within the university sector. UC launched a Snapchat platform during Orientation which resulted in the platform gaining 700 followers. The Online WCMS phase III project continues, with the focus now on the College of Engineering. Google AdWords has experienced growth of 13% over January-February and web traffic was up 16%.

Planning is under way for our 2017 campaigns. A fresh creative approach for our UC brand has been developed that will build on the UCME initiative. This will involve using students who have stories to tell that reinforce the UC7 narrative. Photography and copy writing is under way for an April launch.

Work is complete in regards to developing a specific ‘brand story’ for the College of Arts. This has involved interviews with students, staff and alumni. This process is now under way with the Business School. A photo shoot is under way for the College of Science. Planning is under way for photography that will cover ‘active learning’ scenarios for each of the college disciplines.

A suite of videos will be implemented progressively over the year – the College of Arts will be the first. Postgraduate Taught Masters Flyers are being developed for the International Relationships Office. Planning has been initiated for 2017 Open Day and Information session campaigns.

The Introduction to UC publication and new Accommodation Guide were printed in February. Work is under way on the seven discipline publications and the undergraduate prospectus.

3.2.2 Liaison

School visits for 2018 recruitment kicked off in February with visits in Christchurch, Auckland, Southland and Taranaki. These will continue through to the start of April. The focus of these visits is to introduce students to UC and motivate them to attend an Information Evening or Open Day.

Seventy-six prospective students and guests attended the Auckland Women in Leadership Breakfast that highlights the supportive environment UC provides for women. Thirty-two secondary school careers advisors and career practitioners participated in UC Update Day in Auckland which showcases programmes of study and unique selling points for UC.

In addition to beginning a new recruitment cycle, the team saw a total of 91 student appointments in the lead up to Semester One with 34 of these relating to course changes. The Welcome Centre in the Matariki Concourse has helped ease the pressure the team usually faces with timetabling issues.

UC’s engagement activities have commenced with UC’s Women in Engineering hosting local Year 12 female students at the first Crusaders game. These students had expressed interest in engineering through previous engagement events. The College of Business and Law was supported with their Young Enterprise E-Day, and initial meetings have also been held with local secondary school International Directors to introduce their new UC point of contact – the Senior Engagement Coordinator.

3.3 Student Services

3.3.1 Contact Centre

Call volumes were about 15% down on 2016 but overall call times were of slightly longer duration which offset this to some extent. Email volumes were again up on last year. This demand, and tighter overall resourcing put the team under pressure at times, which was reflected in service level being slightly under target on occasion. Wait times and abandonment rates were reasonable. Early IT access greatly reduced issues with students not being ready to begin their studies on time, although this resulted in less urgency to resolve payment-related issues.

3.3.2 Admissions

A total of 472 *admission with equivalent standing* (AES) applications were recorded as received in February. This compares with 266 and 488 AES applications received in February 2015 and February 2016 respectively. Almost three-quarters of the applications received this month (74%) have sufficient documents provided for the applications to be assessed. During February a number of the Admissions team supported the International Enrolments in person, identifying opportunities to improve the enrolments process along the way. The collaborative arrangements between UC and UCIC continue to be developed to transition more students in a timely and seamless way.

3.3.3 Enrolments

During February 20% more international students visited International Enrolments in person than in the comparable period last year. This is consistent with the 21% overall increase (15% increase in new to UC and 25% increase in returning full-fee EFTs) year on year. The processing of international students through enrolment took place between 14-17 February. There was a notable increase in the number of international students arriving late to Christchurch which placed extra pressures on the Enrolments and Finance teams. The Enrolments Team also supported the International Welcome Centre which was set up in the Matariki concourse. The Welcome Centre received an enormous amount of positive feedback about the warm, welcoming environment and the friendly staff supporting students.

	Headcount - Applications to Enrol						EFTS - Full Year Enrolled				
	ATE Enrolment Week: 25 (18/03/2017)						Actual	Actual	Actual	Actual	Budget
	2012	2013	2014	2015	2016	2017	2012	2013	2014	2015	2016
Domestic 1st Year	3465	3147	3487	3674	4259	4623	2,875	2,886	2,922	2,974	
Returning	10227	8933	8732	8538	8566	8908	9,459	8,495	8,245	8,079	
Total	<u>13692</u>	<u>12080</u>	<u>12219</u>	<u>12212</u>	<u>12825</u>	<u>13531</u>	<u>12,334</u>	<u>11,381</u>	<u>11,167</u>	<u>11,053</u>	<u>11,234</u>
International 1st Year	1294	1667	2443	2656	3385	3401	291	304	336	445	
Returning	816	718	716	682	808	980	546	495	439	434	
Total	<u>2110</u>	<u>2385</u>	<u>3159</u>	<u>3338</u>	<u>4193</u>	<u>4381</u>	<u>837</u>	<u>799</u>	<u>775</u>	<u>878</u>	<u>1,034</u>
Total	15802	14465	15378	15550	17018	17912	13,171	12,180	11,943	11,931	12,268

2016/7 Budget and forecast is not calculated down to year at UC. Enrolment week data is based on data snapped at the end of each week and compared to the same week in prior years. The Saturday date will differ slightly between years, ie Sat the 11th of November one year and then Sat 9th the next. 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 the students fee type (Domestic or International).

3.3.4 Scholarships

Highlights for the Scholarships team in February included the retreat for the UC Emerging Leaders' Scholarship recipients which included a photoshoot of recipients for promotional posters that will be sent to schools in May. Further regulation updates to key 2018 scholarships have been progressed through the approval process. The team also undertook an information-gathering visit to AUT to review its set-up of CommunityForce for scholarship administration. The Scholarships Team has set up hundreds of scholarship fees payments and stipends for new scholarship recipients.

3.3.5 Accommodation and campus life

February student arrivals went well with more than 2,000 students now living in UC accommodation. The halls orientations have been completed and now the business of supporting academic success takes over. There has been very little movement of students between halls this year.

The numbers for International pick-ups has decreased slightly since 2016, but the team is still processing applications for new students.

Affiliated housing occupancy levels are at 96%.

Campus Living Villages (CLV) has given notice that as a result of their capital raising efforts, they are evaluating offers to acquire 100% of the business from the current owners. We have responded to CLV notification and indicated a number of matters that need to be addressed before management can recommend to Council that UC consent to the change in ownership.

3.3.6 UC RecCentre and UC Sport

The year has started quietly with about 12,700 visits through the centre for the month of January, as compared to 13,200 visits in January 2016. As at 10 February, there were about 9,300 members, of which some 8,820 are UC students, with turnstile counts of around 7,500 per day.

Total annual visits in 2016 were 52.61% higher than in 2010. While the RecCentre team is pleased with the increase in student activity, the RecCentre staff are somewhat concerned for the health and safety of users and the overall experience for both student and other members. Work is being done to assess what can be done within UC's constrained financial resources.

The team is rearranging the equipment in the exercise areas taking into account feedback from members, observation of their usage, and health and safety requirements. Adjustments will continue and the team is confident it will find the best compromise soon.

SMT continues to gather information to inform a recommendation to Council for a decision on the relative priority of investing in a replacement Recreation Centre and the need for more flexible large format lecture space.

3.3.7 UC Sport

Sport registrations – In December 2016 UC Sport engaged with prospective students during the UC Enrol communications campaign of targeted emails. There was a great response with an open rate of more than 50% and 465 ‘New to UC’ students connected to sport clubs and activities for 2017.

Social sport is 98% full which will see 25+ hours a week of activity during term time and nearly 100 student teams active weekly just in this competition.

3.3.8 Student Success

UniLife Programme

UniLife is a new integrated wellbeing education programme for UC first years not living in halls of residence. The programme delivers a non-academic first year experience that aims to increase retention into second-year by improving students’ self-efficacy and sense of belonging at UC.

The programme is primarily run by a team of ten senior student leaders thereby enhancing their employability by providing meaningful leadership and personal development opportunities. Student leaders were recruited from a pool of mentors and marketed the programme to first years via a call-out to 500 pre-enrolled students. The offer was taken up by 200 students who have thus far participated in four events.

Early feedback indicates the programme is achieving its goal of ‘friendship curation’ by helping students make connections to one another, to staff, and to the co-curricular opportunities available on campus. Upcoming events in the UniLife programme for Semester One include sessions on time-management, building resilience and grit and a social event with an international theme.

3.3.9 Welcome Centre

The new Welcome Centre initiative served as a drop-in point of contact for students and whānau arriving on campus at the start of the academic year. Operating daily on the Matariki Concourse for three weeks from 10 February and serviced by the Student Services Centre Helpdesk, student leaders and staff volunteers, a principal intention of the Welcome Centre was to effectively transition students into UC by engaging and building relationships with them. The Centre opened out onto the north side of Matariki with an eye catching café-like set-up of umbrellas, beanbags and tables and chairs. Data shows the busiest shift of the day was 11am-1pm, and the most frequent queries related to enrolment, followed by timetable issues, and then directions. Overall feedback about the Welcome Centre was extremely positive.

3.3.10 Disability Resource Service (DRS)

For the year-to-date, 281 students have been re-registered with the DRS and are engaged with their advisors and staff from the Alternative Format Centre to access support to assist them with their studies. Advisors are continuing to re-register returning students. Re-registering with the DRS will ensure students receive the appropriate learning accommodations and support they need. Currently the DRS supports students in about 180 courses of study.

4. CONCENTRATE

Enhance research and creative work in chosen areas of endeavour; increasing efficiency, especially in the use of time in teaching and related activities per EFT; raising quality in teaching effectiveness and research outputs; and increasing focus and concentration of effort.

4.1 DVC Research and Innovation

4.1.1 Research Funding

Applications to the Royal Society of New Zealand Marsden Fund were submitted in late February, with UC submitting 92 applications for investigator-led research across science, engineering, maths, social sciences, law, economics, and the humanities. A review of Marsden applications across the 11 discipline panel over the last four years has highlighted areas where UC could improve to increase its funding success, and the R&I Office will work with College Research Deans to provide further support for Marsden proponents. Encouragingly, UC has consistently led the success rate across the university sector for getting proposals through the first stage in the last four years, but our success rate drops in getting full proposals funded.

Applications to the MBIE Endeavour Research Programme fund were submitted in early March. This fund supports ambitious, excellent, and well-defined research ideas which, collectively, have credible and high potential to positively transform New Zealand's future in areas of future value, growth or critical need. UC submitted nine applications. Similarly, UC submitted 14 proposals in the MBIE Endeavour Smart Ideas fund which are smaller in scale and typically are precursor research projects to develop full Research Programme proposals.

UC has submitted one bid to the Entrepreneurial Universities call with a proposal around development and innovation of autonomous vehicle / platform development.

UC's bid for a TEC-funded CAPE has been unsuccessful, as were two other bids where UC was a partner. This is disappointing given the effort in bidding, but the Expert Assessment Panel were complimentary of many aspects of our bid. UC will re-engage with South Island business that supported the bid development, and work through options on how UC could support their export aspirations without TEC funding at least in the immediate future.

4.1.2 Research Development

UC continues to seek opportunities in the MBIE Catalyst Fund call, and will review potential Rutherford Post-Doctoral Fellowship applications in the coming weeks.

4.1.3 Research Infrastructure

UC as a partner in the Genomics Research Platform for MBIE Strategic Science Investment call has been informed that the bid is the only one that will progress to a second stage, and the consortium lead (University of Otago), awaits the next stage of negotiation with MBIE. UC has developed a funding position as a partner in the New Zealand Synchrotron Group for a proposed "beamline" upgrade at the Australian-based facility, and is consulting with other New Zealand partners for a consortium consensus.

4.1.4 Research Reputation

Professor Brendon Bradley (Civil and Natural Resources and co-Director of QuakeCore) is a major winner in the New Zealand Prime Minister's Science Prizes, and has been awarded the Young New Zealand Scientist for 2017 at a gala function at Parliament. The award is for his world-leading on seismic deformation and impact on engineering structures and infrastructure and is a major honour for Professor Bradley and of course also enhances the reputation of UC.

Associate Professor Bronwyn Hayward is the only New Zealander appointed as a Lead Author for a special report on global warming for the United Nations Intergovernmental Panel on Climate Change (IPCC). Some 86 experts were selected from 39 countries from over 560 nominations to contribute to various IPCC reports, with Bronwyn's contribution revolving around political science and how impacts and mitigation of climate change can be addressed.

Gateway Antarctic marine scientist Dr Regina Eisert has been awarded a three-year Pew Marine Conservation Fellowship, and is the first New Zealander researcher to be so honoured by Pew. Dr Eisert studies marine mammals, nutritional ecology and mammalian physiology, and leads research on top Antarctic predators and studies the biological and political factors that shape big-picture marine conservation in Antarctica.

4.1.5 Postgraduate Research

The Post-Graduate Scholarship Committee has met and based on academic merit have allocated the 10 most Prestigious PhD UC Scholarships. The Scholarships comprise the following;

Brownlie Scholarship

Melissa Derby, Teacher Education

Roper Scholarship

Michael Currie, Biological Sciences

William and Ina Cartwright Scholarship

Linda Edwards, Educational Studies and Leadership

Ngata Centennial Scholarship

Kirsty Dunn, Humanities and Creative Arts

Matariki Doctoral Scholarship

Teariki o te maka Tuiono, Educational Studies and Leadership

Hannah White, Teacher Education

Nadia Williamson, Psychology

Canterbury Doctoral Scholarships

Wakayo Mattingley, Linguistics

Lachlan McKenzie, Mechanical Engineering

Madison Williams, History

It is noteworthy that six of these 10 PhD Scholarships have been awarded to UC students who identify as Māori.

The Summer Scholarship programme funded 101 undergraduate students for summer research projects, of which 71 have enrolled in postgraduate programs in 2017. The financial benefits of the programme are being reviewed.

To date 35 new PhD enrolments have been recorded this calendar year and 30 PhDs have submitted their theses, and are similar to 2016 figures for the year-to-date.

Following the advice from AQA as a CUAP requirement, the Postgraduate Office is revising UC regulations to ensure that PhD students are enrolled for a minimum of three years, not the possible two years currently, and these will be progressed through the relevant UC committees and boards. It is not anticipated that this will have any effect on our overall UC PhD completion rates as currently only a very small number of students complete in less than three years. Other Doctoral degrees (e.g., EdD and DMA) will not be affected.

4.1.6 Innovation

In recent proposal bidding for MBIE and the TEC funded Entrepreneurial Universities initiative, UC has completed a stocktake of innovation and commercialisation over the last decade originating from UC research, and is worth noting here. In total, UC has 16 licence agreements with various businesses, and 26 patents lodged in New Zealand and/or internationally, over the last 10 years. Further, UC has spun-out a number of commercial entities where initially the “academic entrepreneur”, the university, and venture funder / capitalist have varying equities.

Over the decade start-up companies, spun out of UC include WhisperGen, Veritide, ArcActive, PTL, Invert Robotics, Koti Technologies, Tiro Medical, Fluent, Syft, MARS Bioimaging, and Motim Technologies. At least two other start-up companies have been formed from UC in 2017 including “2.2G” around seismic dampening technologies, and “Flow Holdings Ltd” around organic battery technology. UC doctoral graduates play a significant role in RocketLab Ltd and no doubt our graduates feature among a large number of business innovations.

4.2 DVC Academic

The academic year has started with a significant number of new and modified programmes, either on their way through the Academic Board approval processes or in early development. We have about 11 proposals which will be put forward to either round one or round two of the Committee on University Academic Programmes (CUAP) review. We expect this number to increase.

A major contributor to this will be the outcome of the first stage of the Academic Regulations Review which started at the beginning of 2016. This is the first major review of the academic regulations in 20 years and will bring consistency in the presentation of the regulations and better understanding of consistent practice. I would like to note the significant investment of time by Deans, Academic Managers and others on this task which will pave the way for an improved student experience through the Student First Programme of work (previously called the Student Management System). Subsequent review work will be targeted on specific topics and reviews will occur more regularly in future.

We have seen a significant increase in enrolments in the STAR Student Programme, with 344 students enrolled as at early March. This represents an increase of 15% on 2016 and an increase of 62% over 10 years. We have 97 schools in the programme which has increased by 18% on 2016 and 120% over 10 years.

Two years ago we moved the Graduate Destination Survey to an annual cycle and added questions relating to the Graduate Attributes. The 2016 survey saw a response rate of 59%, which shows outstanding engagement with our graduates. Programme level reports from this data will be used in reviews and planning by colleges and departments.

The pilot project for accreditation for fellow or higher grades with the Higher Education Academy being administered by Academic Services Group is under way, with 18 staff currently engaged. It also has a pilot project on peer mentoring and development.

Now that the student numbers for Semester One have settled, the Timetable Team has been working on teaching space forecasts for 2018. These forecast will be used to develop the business case for the Teaching Spaces 2018 project. A range of other forecasts are also in progress which are based on a number of different scenarios including the widening of the scheduling window. A network map which can be used to identify any specific cohorts of students that could reasonably be timetabled on the Dovedale Campus has been developed to assist with this.

Following the completion of the second Investment Logic Mapping (ILM) workshop, significant revision to the Student First Business Case was required and significant preparation needed for SMT, FPRC and Council workshops. The programme continues to progress through the business case approval process with FPRC and Council reviews happening in the coming months. While there has been a need to focus selected resource on business case activity, the programme work streams continue.

4.3 Office of the AVC Maori

Tangata Tū, Tangata Ora staff professional development programme:

In January and February, four tailored programmes were provided for the Colleges of Arts and Engineering. One general programme, arranged via Learning and Development, was provided in early March. Another four general programmes and three tailored programmes will be provided in 2017.

Te reo in the Workplace professional development programme:

This staff professional development programme is continuing, with dates in March to November. Colleagues wishing to participate can enrol via the Learning and Development site on the intranet. Mary Boyce is now working with the Senior Management Team to build and extend their te reo knowledge and practice.

Kaiārahi Service Units

The Kaiārahi has been working with Human Resources in particular to create the policy and processes for the Kia Ngaringari Māori staff recruitment pilot, a significant development for the University. This mahi has involved creating new materials for Human Resources processes and providing a workshop for Human Resources advisors.

Location

Office of the Assistant Vice-Chancellor Māori and the Māori Development Team moved to the ground floor of Te Ao Mārama building shortly before the start of Semester One. The Ngāi Tahu Research Centre is now located upstairs in Te Ao Mārama building. This change means that it is much easier for students to access the Māori Development Team. This is reflected in both the number of student contacts and in the number of students participating in MDT events since the start of Semester One.

4.3.1 Māori Development Team

The Māori Orientation programme for new students was very successful with a record number of first year students and their whānau participating. Māori student numbers are up by 6% (50 EFTS) on 2016, however the 'new to UC' student numbers are only slightly up compared with the same time last year. The 6% increase includes students who have previously studied at UC and have decided to return and either complete their qualification or go on to further studies.

Tuākana have been trained and many are now mentoring new students. Other tuākana are providing additional academic support to new students through small group subject-focussed workshops. Te Punenga, our development programme for postgraduate students, has begun for the year, with good attendance at the first workshops.

4.3.2 Māori Recruitment and Outreach

The Māori Recruitment and Outreach Advisor collaborated with the Pacific Development Team to organise a UC tent and stand at the recent LYFE festival in Linwood Park. Tuākana assisted in staffing the tent and running games and fun quizzes for rangitahi and whānau attending the festival. Informal feedback from visitors to the UC stand was positive and the UC presence at this event was a great way to demystify what the UC experience is about.

The advisor is continuing to work with local high schools and is now taking Tuākana to visit schools and speak with high school students about their experience at UC. The opportunity for kanohi ki te kanohi is really enjoyed by high school students.

4.3.3 Māori Research

The three Māori Research Units have been busy in terms of outputs and innovative activities. The Māui Lab has resumed the monthly presentations and along with the Ngāi Tahu Research Centre and Te Rū Rangahau, are hosting manuhiri (visitors) from abroad and from New Zealand. Bentham Ohia and Kate Cherrington were welcomed to campus, with Sir Tipene O'Regan extending the leading whaikōrero (oratory). Bentham and Kate will be based at Aotahi and will be responsible for the new Masters in Māori and Indigenous Leadership.

An International connection with the University of Sydney saw several UC staff collaborating and presenting at an Indigenous Forum in February. In March the entire leadership team of the Māori CoRE (Centre of Research Excellence), Ngā Pae o te Māramatanga, spent a full morning at UC sharing information and exploring positive pathways of collaboration with 35 UC Māori researchers. Māori researchers are playing leading roles in several National Science Challenges, particularly *A Better Start* and *Building Better Homes, Towns and Cities*.

5. CONNECT

5.1 Project Communications

The Think first campaign was launched on Orientation day. Around 2,000 new students visited the Think first water station and heard one or more of the campaign's three key messages. An article 'Think first 101' received the second highest number of click throughs when it was published in the Insiders' Guide student newsletter on 26 February. Other collateral including posters and content for digital screens have also gone up around campus.

A submission around Campus Transformation was prepared and submitted for a 2017 Public Relations Institute of New Zealand (PRINZ) award. The submission, which outlined safety and campus vibrancy initiatives, was entered into the Sustained Public Relations category.

By the end of February, 10,000 UC pocket maps were distributed. This is now a well-known and consistently popular wayfinding product with all Colleges, service units and special programmes across the University.

The UC Campus Master Plan was launched on 23 January. It has had 1,891 total web page views (1,191 external) since. The Capital Works website, which includes all recent and current projects, has received 40,000 views in the six months since its launch.

The impacts and extent of the 2017 decanting programme have been communicated through all channels.

5.2 Communications and Engagement

<i>Engagement Data</i>	
Intercom staff e-newsletter	Open rate 43% (International benchmark = 21.8%)
Insider's Guide (student e-newsletter)	Open rate 54.2% (e-newsletter started 26 February) (International benchmark = 21.8%)
Twitter	4,920 followers (111 new followers in February) We ranked first for Engagement/Fan ratio with seven tweets in the top 10.

5.3 Media

February media coverage of UC-related topics was again overwhelmingly positive. UC's new Engineering buildings and UC videos about scientific research (Marsden Fund grantees) were well received, with greater media interest resulting. The Campus Master Plan received front page coverage, followed by a positive editorial.

Planets aligned, allowing UC astronomer planet hunter Assoc Prof Michael Albrow to be interviewed on the NASA announcement of a solar system with seven earth-like planets, as well as his own Marsden-funded research.

A UC story on research using a drone swarm to locate people post-disaster led to more interview requests for project lead Dr Graeme Woodward. UC's release on Summer Startup programme winners, Prof Steven Ratuva's Fulbright fellowship and Dr John Boereboom's opinion on school league tables all made the news.

CUP author Catherine Knight continued to receive praise for her work on New Zealand rivers. There was also great media interest in UC mathematicians Dr Jeanette McLeod and Dr Phil Wilson, who won MBIE Unlocking Curious Minds funding to take their Maths Craft Festival around New Zealand.

An analysis of UC coverage generated between 1-28 February 2017 (Broadcast, Internet, Print) found 445 items. This coverage reached a cumulative audience of 5,375,627 and had an advertising space rate of \$1,817,798.

5.4 External Engagement

The first UC Connect public lectures for 2017 began in March, with UC academics Distinguished Professor David Schiel and Associate Professor Annie Potts kicking off the series. This year's 12 currently scheduled lectures will include the science of rock-climbing, marketing mental wellbeing, and a performance music lecture at the UC Arts City Campus recital room.

UC Connect has already been in demand internally and externally, with all 2017 lectures scheduled and hundreds already registered to attend. Videos of most of the 2016 UC Connect public lectures are available to view on the UC Connect YouTube channel.

5.5 Stakeholder Relations

UC sent a letter to residents in early March reminding residents what the University expects of its students in the community and where complaints can be directed. Student-related complaints are being handled with close collaboration between UC, the UCSA, and the Police.

The UC Community Meeting on 13 February went well, with a range of topics discussed and a follow-up Community Briefing with residents on the perimeter of the Sonoda Development at Dovedale. The next UC Community Meeting is currently scheduled for 1 May.

5.6 Alumni and Development

The audit of the UC Foundation is under way, following a near-record result in 2016.

5.6.1 UC Foundation

	Income	Distribution
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m
2017 YTD	\$0.9m	\$0.7m

	Donors	Gifts
2001 to date	7,173	23,037
2017 to date	215	310

The focus is on the fundraising for the UCSA building, with a \$5m target. The total raised for the campaign to date is \$231k, from 168 donors, with the first corporate donor – Beca. An Alumni mailing to 27,000– “remember your UC” theme with decades images is planned for the end of the month. Two Lottery applications will be submitted this month and Trusts/Corporates/Major Donor prospects are being cultivated.

UCSA and UC will be in a position to submit a draft Deed and Funding agreement to their respective governing bodies for evaluation and decision making in April.

A small ceremony was held to celebrate the contribution of the Stewart family including the naming of the Dining room on level six of the Matariki building. UCF Trustees have been making thank you calls to donors. A Donor Thank you event Auckland on 23 February had 100% turnout at Duncan Cotterill. The Chancellor and Vice-Chancellor were in attendance. Two dinners and two breakfasts on 24 February with additional donors/alumni hosted by VC and Chancellor went very well.

Upcoming alumni events include:

- Mt John 29-30 April, which is fully booked.
- Golden Grads event 5 April at the Arts Centre – The Great Hall, fully booked (120) so we are running an additional morning tea.
- Crusaders – Alumni event 13 May – including a Facebook competition.

5.7 Events and Partnerships

International Welcome S1

International students welcomed to campus by UC staff and students with speeches, lunch and activities.

Community Meeting

Quarterly meeting held for local residents to keep them updated on UC's activities and provide them with an opportunity to raise any issues of concern.

Orientation Day

Annual event to welcome new UC students and their whānau to the University, transition them to the community, help them connect with other students, faculty and staff and provide information around the support and services available to them at UC.

This event is the last interaction with new students as part of the recruitment cycle and reinforces that they have made the right choice by coming to UC.

February 22 Anniversary

Cones and buckets of flowers were placed around the centre of Ilam campus for students and staff to acknowledge the anniversary of the February 22 Earthquake.

Kirkwood Avenue Hall Opening

UC's newest residential hall was opened by Minister for Tertiary Education, Skills and Employment, Hon Paul Goldsmith.

Crusaders v Brumbies

Women in Engineering hosted prospective engineering students. Alumni and UC Foundation hosted prospective donors in corporate seats.

Canterbury University Press

February 2017 sales highlights: *New Zealand's Rivers: An environmental history* was the top-selling book for the month. *Social Policy for Social Work and Human Services in Aotearoa New Zealand* was a close second.

6. ENABLERS

Efficient, effective and sustainable use of the human, physical and financial resources available to the University

6.1 Staff Matters

Remuneration reviews for over 100 staff, including SMT, who have Individual Employment Agreements have been completed and are given effect from 1 April 2017. Remuneration under IEAs are aligned with median market rates for comparable roles. Unlike staff on the collective employment agreement, there are no automatic increases.

6.2 Health and Safety

Steve Hunter has been appointed as the new UC Health and Safety Manager.

Steve was previously the Regional Health, Safety and Environmental Manager (South Island) for Fletcher Construction. Prior to this position, Steve's previous employers have included Triex Health Safety and Wellness, Fletchers EQR, Hope and Aid Direct, and the Humberside Fire Service. Steve will start at UC on 3 April

6.3 Workload models

The Director of Human Resources will be working with PVCs to advance work on the workload model to enhance transparency, consistency and fairness in the workload academic staff face, particularly in respect to teaching and teaching related activities. It has proved to be more difficult and to have taken longer than expected to identify all the issues and to resolve them.

6.4 Space Utilisation Report

Delay in recruiting to the vacant role of space manager has delayed work on developing initiatives to improve the utilisation of space across campus. It was planned that Council would have had the opportunity to consider a report on these initiatives later in March. This has been delayed. The focus is on determining space utilisation as at 31 March to inform space charges in the 2018 budget.

6.5 Infrastructure

See details in the Appendix.

7. Financial Outcomes: (Management Accounts to 28 February 2017)

February 2017	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)*
Total Operating Income	54,042	54,668	(626)	351,050	346,981	(4,069)
Total Operating Expenditure	49,407	55,287	5,880	360,170	360,170	0
Net Surplus/(Deficit)	4,635	(619)	5,254	(9,120)	(13,189)	(4,069)
Net Surplus/(Deficit) as a % of Total Operating Income	8.6%	(1.1%)		(2.6%)	(3.8%)	
Capital Expenditure	31,244	47,481	16,237	205,980	205,980	0
Cash/ Short Term Investments/ Short Term Government Stock	292,190	297,288	(5,098)	138,268	205,912	67,644
Working Capital	174,923	211,684	(36,761)	107,074	174,718	67,644

* A variance enclosed in brackets indicates an UNFAVOURABLE financial variance e.g. income is less than budgeted income OR expenditure is greater than budgeted expenditure.

Actual Total Operating Income is unfavourable to budget as at February 2017. This overall unfavourable position is due mainly to unfavourable variances in tuition fees, sundry income, and research external income. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenses (underspending across most areas) total personnel expenses (the most significant individual variance relating to leave provision adjustment), and depreciation. At this time of the year, the difference is mostly phasing.

We had been budgeting for an operating **deficit** as at the end of February 2017 of (\$0.619)m, but have returned an operating **surplus** of \$4.635m. This is a favourable variance to budget of \$5.254m.

While an initial forecast of full year revenue has been undertaken, no forecast of full year expenditure has been included in the full year forecast.

Capital expenditure is currently \$16.237m below budget. \$27.401m of the expenditure incurred to date is UC Futures related (CETF, RSIC, and Rehua) against a year-to-date budget of \$37.626m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$6.012m.

7.1 Cash Flow

The February 2017 cash position of \$292.190m is lower than budget by \$5.098m. We are holding adequate short-term cash reserves to meet expected capital costs for the CETF and RSIC projects.

Forecast cash flows including the Government's financial support now show no immediate requirement to borrow in the next three years. However, careful husbandry of balances will be required in 2018 and 2019, with capital and operating expenditure needing to be closely managed.

TEC, which must approve all borrowing under the Education Act 1989, has provided a borrowing consent, of which a key condition is that once UC is required to borrow more than \$65m an independent advisor will be appointed to advise on the financial risk to the Crown and assist the UC Council in managing financial risk.

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. The University's achievement for 2016 was within the ranges set.

7.2 Working Capital

Working capital¹ of \$174.923m at 28 February 2017 is \$36.761m less than budget, mostly due to the lower cash balance and lower current liabilities. To take advantage of higher bank deposit rates relative to Government Stock yields, short dated Government Stock was sold and proceeds placed on term deposits with maturity dates beyond 12 months leading to a reduction below budget of forecast working capital even although capital spending was below budget for the year-to-date.

8. Conclusion:

UC recruits about 1 in 10 of high school leavers who go on to a New Zealand university. That is not quite in line with pre-quake market share, in part because Canterbury as a region is now a smaller share of the National pie given the growth in the upper North Island. That makes our challenge in recovering student numbers to levels consistent with our capacity a bit more challenging. At every opportunity we need to promote the quality of a UC qualification, the quality of our learning environment and the special programmes we offer which are unique or rare. We also need to actively recruit locally and nationally – that is everyone's job. In the next three months we will set up the recruitment outcome for 2018. Our experience this year is that it is getting harder to convert those who apply to enrol into enrolled students. We will be taking actions to improve the rate of conversion from ATEs to enrolled students including making earlier conditional offers, confirming scholarship offerings sooner, tracking gap year students and staying engaged. We need to direct our outreach activities to schools that are more likely to promote UC and encourage students to come to UC. In 2019 we will not be funded for students we do not teach. I ask that everyone play their part in presenting UC to prospective students.

9. COLLEGE SUMMARIES –

9.1 College of Arts (Te Rāngai Toi Tangata)

No update provided.

9.2 College of Business and Law (Te Rāngai Umanga me te Ture)

Rebranding UC Business School: Following an international benchmarking exercise and consultation with staff, students and external stakeholders, the UC School of Business and Economics has changed its name to 'UC Business School'. The change in name is part of a rebranding exercise designed to enhance the School's identity, international reputation and profile, and also to increase international student recruitment; the term 'Business School' is

¹ assets due to become cash or be consumed within 12 months less liabilities due to be paid in cash within 12 months

clearly understood across the world and also aligns UC Business School with its major competitors within New Zealand.

NZ Statistics Data Lab at UC: Statistics New Zealand now provides detailed, individual-level data for research purposes. The dataset, referred to as the Integrated Data Infrastructure (IDI), contains microdata about people and households collected from a range of government agencies. This is a fantastic resource which is receiving increasing attention in New Zealand and abroad. See: http://www.stats.govt.nz/browse_for_stats/snapshots-of-nz/integrated-data-infrastructure.aspx. With detailed data like this, confidentiality is an issue which means that most IDI data can be accessed only in certified, secure Statistics New Zealand Data Labs. However, UC now has its own IDI Data Lab, housed in room 112 of the Business & Law building. To check how you can apply for access to these datasets via a Data Lab, please see: http://www.stats.govt.nz/tools_and_services/microdata-access/data-lab.aspx

Internationalisation: Dr Russell Wordsworth (MME) has been appointed as the College's International Dean. Together with other members of the College Internationalisation Committee, Russell will lead a review of the College's internationalisation strategy to support future growth in international student recruitment, and further internationalisation of curricula and students' learning experience.

UC Trading Room Facility: Work will begin shortly on construction of the UC Trading Room, to be located on the ground floor of the Business and Law Building. This facility will be used primarily for teaching undergraduate and postgraduate Finance courses. With live access to access to the Bloomberg database, students will be able to experience first-hand the pressures of working on a trading floor. The College would like to acknowledge the generous support received from the UC Foundation towards the costs of this project.

9.3 College of Engineering (Te Rāngai Pūkaha)

The College now occupies more than 50% of the refurbished space under the CETF project, and planning is well under way for re-occupation of the final two wings. It was thrilling to see about 1,000 new students in the Core being addressed on O-Day and the feedback from students about our new space has been extremely encouraging.

A launch event for the new School of Product Design and its degree was held on 14 March which was well attended by schools, and generated considerable interest. We now plan to take the Product Design presentations out and about across New Zealand. Early indications from teachers match the market research that we commissioned in 2016, that the programme fills a much needed gap in student choice.

A major success this year has been the new Masters of Applied Data Science. This has attracted 11 full-fee overseas students and seven domestic students. However, much more interestingly, the age of the students is mostly over 40. This is a new demographic for the College and not one we were expecting. However, this has given us a good indication of the types of learning that people already in work require, and that they will put their lives on hold for a year to acquire it.

The new Structural Engineering Lab, has been entered for a Master Builders Association award. We are trying to find out when the result will be known, but it is likely to be some months.

The Civil and Mechanical Wings are both currently scheduled to be completed in July 2017. We are having discussions with the departments and project managers about how to mitigate any further delays, and yet ensure that the wings are used as soon as possible. It seems very likely that there will be a staged return to the CNRE wing.

9.4 College of Education, Health and Human Development (Te Rāngai Ako me te Hauora)

Significant changes are occurring in the learning environments in New Zealand Schools. New schools are being built according to the New Zealand Ministry of Education Innovative Learning Environment (ILE) guidelines. These digitally enhanced larger teaching spaces are designed to be easily reconfigured for differing types of teaching and learning-from large group work spaces to smaller breakout areas for individual teaching, and group work. Two or more teachers may teach in these spaces. Haeata Community Campus School in Christchurch (Aranui area) is an example of a new innovative learning environment which caters for over 960 children from Year 1 to Year 13.

Our School of Teacher Education is leading the way in preparing teachers for these new teaching environments and, together with our partner schools, is leading research examining these environments from principal, teacher and student perspectives. We are at the forefront of preparing new teachers for the collaborative teaching model that is necessary in response to teachers sharing teaching spaces and working across diverse learner groups. Our reputation in preparing students to become teachers in digitally enhanced, collaborative learning spaces in culturally responsive ways is rapidly growing both nationally and internationally.

We are pleased to see the upward trend of enrolments into our Initial Teacher Education programmes across all sectors, and in all pathways, despite the national trend of falling numbers of ITE students in the university sector. This year we have 1,053 students in our College studying to become teachers (1,044EFTS) which represents a 7.2% increase from 2016.

9.5 College of Science (Te Rāngai Pūtaiao)

The business of preparing for the academic year has now transformed into the business of the academic year, which has begun well – lectures, field trips, labs and community engagement activities of various kinds are in full swing as planned. We are disappointed with our enrolments, and a major focus of backroom work at present is understanding our emerging EFTS situation for 2017. We are working in the first instance to understand the pattern of enrolments in various ways, prior to deciding on our response on the context of longer-term planning.

We continue to make good progress for preparing for the move in the middle of the year of the teaching and research laboratories of the Departments of Physics and Astronomy, Chemistry, Geography and Geological Sciences into the RSIC1 building. This work includes detailed decant planning, reviewing the design of our undergraduate laboratory classes, considering health and safety, including hazardous materials storage and handling and lab management – amongst other things.

Meanwhile, a range of successes continue to testify to the quality of our people and our work. Dr Regina Eisert of Gateway Antarctica has been awarded a 2017 Pew Marine Fellowship to support her research on long-distance movements of killer and sperm whales in the Ross Sea. Professor Jason Tylianakis of the School of Biological Sciences who has been awarded funding of \$270,000 for a continuation of his research aimed at biodiversity into an ecosystem service-based approach for resource management. Associate Professor Ren Dobson also the School of Biological Sciences and the Biomolecular Research Institute has been awarded \$47,000 by Lottery Health Research to contribute significantly to the purchase of a fast protein liquid chromatography (FPLC) instrument for protein purification.

10. Appendices

10.1 Building Update

Overall

All campus projects are now very busy with numbers of tradespersons on both Rehua and CETF still increasing and RRSIC One now peaking out at around 300 persons. Work is continuing safely on site with no major injuries reported for the last period.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet focussing on the construction projects and their Health and Safety implications on the University's day-to-day business and reputation. The current focus has been on drug testing and a recent trend of minor incidents such as dust in eyes and general site tidiness. These matters were discussed by all present and a mix of Toolbox meeting reviews and visual aids were discussed amongst other initiatives to mitigate these forms of repetitive minor incidents.

Current Building Status

Key Progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1

The Construction Programme status is as follows:

- Baseline Practical Completion date – 2 May 2017
- Current Programme Practical Completion date – 22 June 2017

The implications of these dates triggered a review of UC managed second fix works such as provision of AV, IT and security equipment installations and the review confirms these will commence on site prior to Practical Completion.

On site works are as follows:

- The first fix installation is complete and second fix installation is in progress on all levels.
- The installation of the chilled beams continues on all levels.
- Suspended ceiling framing is in progress on levels two to five, works on Level one are yet to commence.
- Internal wall framing is complete to all levels with plasterboard and stopping progressing throughout.
- Installation of vinyl flooring continues to areas as and when they are available, this is being installed prior to joinery installation.
- Services installations, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continue on all available floors. As sections are completed the services are tested to confirm installation.
- Completion and snagging on a zone-by-zone basis is progressing with zone two level two due at the end of March.
- The Café fit-out tender is currently at market and has attracted substantial interest.

RRSIC Stage 2

The contract for Dominion is completed and now with Dominion for signing and return. Handover of site (levels three and four of the von Haast building) is planned for 27 March, with the remainder of the building handed over by 24 July.

Canterbury Engineering the Future (CETF)

Tranche One

- Practical completion has been awarded for both ECE and CAPE.
- Decant into CAPE is expected to be complete by the end of March.
- The CORE was handed over to UC on 15 February and as planned, teaching commenced from the start of Semester One.
- Christchurch City Council consent for the Café fit-out is imminent with fit-out expected to be completed by the end of April 2017. A temporary coffee cart has been provided within CORE and food trucks are supplementing cuisine offerings adjacent the building.

Tranche Two

- The main challenge continues to be programme management and delivery dates that can be maintained to achieve 'ready for teaching' by start of Semester Two, something that appears to be more and more unlikely.
- Proposed solutions are being actively pursued via the CETF Collaborative Management Team (CMT) and reported to the PCG.
- The main activity on the Tranche Two buildings (CNRE and MECH) comprises installation of the external envelope which includes completion of the replacement of the roofing by late March.
- Window installations are almost complete and external wall cladding is progressing well.
- ECU enclosure has commenced on CNRE wing.
- Internal fit-out and services first fix works have commenced to some areas on both wings.

Electrical Link Reclad

- Demolition of the northern and southern façade is progressing well.
- Scaffolding is now complete on the eastern façade.
- Timber decay has been found at roof level on the south façade. This will require replacement of the timber and removal and reinstallation of the roofing material.
- The contractor has been advised of a delay in delivery of the rain screen panels being imported from Australia. A review of the program will now be required but it is not expected to have any detrimental impact on planned building reoccupation dates.

Relocation of the College of Education Health and Human Development – Rehua (NEB)

- The Master Program will be reviewed in April when the strengthening works are complete and progress on the fit-out and façade can be assessed.
- The project is currently on budget.
- The budget risk is reducing as the strengthening works are completed and the provisional sum allowances in the contract are defined and priced by Hawkins.
- Cash flow to complete the project remains achievable at circa \$4m per month if there are no delays.
- Health and Safety risk around penetrations has reduced now that all of the infill concrete slabs are complete and propping is removed.

- Structural strengthening works are complete with the exception of one mega column.
- The façade internal panels are now fitted to 90% of the building elevations and external glazing is well under way.
- The project team is actively managing programme pressures e.g façade details and raptor rails. They have implemented design coordination workshops and consultant attendance at last planner (program review) meetings.
- The delivery and installation of fluid viscous dampers continues without delay.
- Fit-out works are proceeding on track in the South building and have now commenced in the north building including internal partitions installations on the first four levels.
- The Café fit-out tender is expected to go to the open market in April.

Other Buildings/ Projects

UCSA

- An early enabling works package consisting of ground works, soil cement stabilisation, and construction of the gravel raft has been awarded. These works will be completed by June 2017 before handover to the main contractor.
- The project is currently in the last stage of detailed design and on target for submission for the various consenting authorities.
- A shortlist of contractors for the final tender process has been approved by the PCG.
- The project is still on track for the building to be operational by February 2019 and remains within the total approved Business Case budget.

Arts Centre

- All rooms have been completed by the main contractor apart from the Logie Gallery/Teece Museum due to be completed by 17 March with the fit-out to subsequently commence on 20 March.
- Practical completion has been issued, with some minor works required to be completed on Saturday mornings or at Easter.
- Furniture and equipment has been relocated to the building from Ilam Campus with some items of new furniture still to be delivered.
- The project cost estimate sits very close to the approved budget.
- A number of successful concerts have now been held in the Recital Room.
- The grand opening is planned for May 2017 which will include the formal opening of the Teece Museum of Classical Antiquities.

Residential (Student) Accommodation

Demand and supply of beds

- Capital Works are continuing to work on developing a high-level strategy, in providing block and stack diagrams for Dovedale campus in line with the PWC demand report recommendations.
- Applications for accommodation for 2017 are being closely monitored.

Postgraduate apartments at Dovedale

- Initial design has been provided for review by UC and feedback provided to the Design Build team.
- Resource Consent and initial building consents have been applied for.
- A communication plan is being developed with CLV to address concerns about an adjoining development on the tennis courts raised by some Sonoda residents.

St Nicholas Hall (Kirkwood Avenue Halls)

- The hall was formally opened by the Minister for Tertiary Education, Skills and Employment, Hon. Paul Goldsmith, on 22 February.
- Some minor works are ongoing in the grounds including the construction of a covered bikeshed and clothes lines.

Head leases and standalone houses

General leased residential property stock remains the same for the foreseeable future and there is no immediate requirement to change from this.

Upgrade of Existing Residential Halls

- The design solutions in order to achieve Council policy of 67%+ NBS strengthening have been completed and final costings and an associated program of works have been presented to the Residential Accommodation PCG.
- A further review to establish if the works can be completed within a shorter timeframe is being considered.

Projects in planning this month include:

- Kaikoura Field Station replacement
- Logie and Locke refurbishment
- Innovative Teaching Environments
- New Teaching spaces
- Vacating Dovedale and Kirkwood Villages

10.2 Appendix 2: Upcoming Events Calendar:

Date	Time	Venue	Event name
Q2			
Wednesday 5 April	7 - 8pm	Undercroft 101	UC Connect public lecture: Why the real working world matters in our virtual digital age. Presented by Associate Professor Colleen Mills
Sunday 2 April	2 - 3.30pm	Horncastle Arena, Christchurch	Tactix v Northern Stars
Wednesday 5 April (rain day: Thursday 6 April)	Early afternoon until late afternoon	Ballantynes / The Arts Centre	UC Golden Graduates Procession
7-Apr	-	-	UC TERM ENDS
Tuesday 11 April	9.30am - 2.30pm	Ilam campus, UC	Year 12 Discovery Day
Tuesday 11 April	10am	Horncastle Arena, Christchurch	College of Engineering
Tuesday 11 April	2pm	Horncastle Arena, Christchurch	Colleges of EHHD and Business & Law
Thursday 13 April	10am	Horncastle Arena, Christchurch	Colleges of Arts and Science
13-Apr	-	-	SCHOOL TERM 1 ENDS
14 - 18 April	-	-	EASTER
Friday 14 April	7.35pm - 9pm	AMI Stadium, Christchurch	Crusaders v Sunwolves
Wednesday 19 - Thursday 20 April	9am - 4pm	Erskine 031	History of Science in India International Symposium
Wednesday 19 April	7.40 - 9.10pm	Horncastle Arena, Christchurch	Tactix v Southern Steel
Saturday 22 April	7.35pm - 9pm	AMI Stadium, Christchurch	Crusaders v Stormers
Sunday 23 April	2 - 3.30pm	Horncastle Arena, Christchurch	Tactix v WBOP Magic
25-Apr	-	-	ANZAC DAY

Saturday 29 April	TBC	TBC	Serve for NZ (SVA)
1-May	-	-	SCHOOL TERM 2 BEGINS
1-May	-	-	UC TERM BEGINS
Monday 1 May	6 - 7pm	Undercroft 101	Community Meeting
Wednesday 10 May	9am - 1pm	Project location	SVA UCan Year 12 programme
Wednesday 10 May	10am - 3.30pm	Undercroft	Engineering and Science Careers Fair
11 - 13 May	9am - 3pm & 5 - 7pm. 9am - 3pm. 10am - 3pm	Horncastle Arena, Christchurch	Careers Expo (Christchurch)
Friday 12 - Sunday 14 May	TBC	Oamaru	UC Chc Youth Orchestra concert: Folksongs
Saturday 13 May	7.35pm - 9pm	AMI Stadium, Christchurch	Crusaders v Hurricanes
Monday 15 May	7.40 - 9.10pm	Horncastle Arena, Christchurch	Tactix v Central Pulse
Wednesday 17 May	TBC 4 - 8pm	Old Chemistry Building, The Arts Centre	The Arts Centre opening
Sunday 21 May	2 - 3.30pm	Horncastle Arena, Christchurch	Tactix v Northern Mystics
Tuesday 23 May	6.30 - 8pm	C-Block	College of Science – A Future in Science Careers Event
Wednesday 24 May	7 - 8pm	C2 Lecture Theatre	UC Connect public lecture: To fall or not to fall: The Science of Rock-climbing. Presented by Professor Nick Draper
Wednesday 31 May	7-8pm	Rehearsal Space, Arts Centre	UC Connect public lecture: Life in conflict: Notes and afterthoughts from a performer/composer. Presented by Professor Mark Menzies
Wednesday 31 May	7 - 8pm	Recital Room, The Arts Centre	UC Connect: TBC Presented by Professor Mark Menzies

10.3 Appendix 3: VC Activities

Past	
02 March 2017	<ul style="list-style-type: none"> • Met with the new Tertiary Education Union Organiser Jo Mclean • Hosted the re-naming of the Stewart Room (formally Dining Room) in the Matariki Building alongside Dr Wood • Attended a dinner at the Waitakiri Village
03 March 2017 – 11 March 2017	<ul style="list-style-type: none"> • Travelled to India on Alumni and Recruitment business
13 March 2017	<ul style="list-style-type: none"> • Attended a dinner with Halls of Residence – Ilam Apartments and Sonoda
14 March 2017	<ul style="list-style-type: none"> • Attended the UC School of Product Design Launch • Spoke at the Entre Grand Launch
15 March 2017	<ul style="list-style-type: none"> • Hosted a forum alongside the UCSA
16 March 2017	<ul style="list-style-type: none"> • Attended a dinner with Halls of Residence – Uni Halls
20 March 2017	<ul style="list-style-type: none"> • Attended the Geospatial Research Institute Board Meeting and Dinner
21 March 2017	<ul style="list-style-type: none"> • Attending a dinner with Halls of Residence – College House
22 March 2017	<ul style="list-style-type: none"> • Facilitated an SMT Development Day at the Arts Centre
23 March 2017	<ul style="list-style-type: none"> • Attended a Dinner with Halls of Residence – Affiliated Housing
24 March 2017	<ul style="list-style-type: none"> • Participated in the UCFA Board meeting Teleconference
28 March 2017	<ul style="list-style-type: none"> • Attended a dinner with Halls of Residence – Kirkwood Hall
Future	
29 March 2017	<ul style="list-style-type: none"> • Attending a drinks and nibbles function at the Arts Centre with Council and SMT
31 March 2017	<ul style="list-style-type: none"> • Attending the Advisory Board Meeting of the Assistant Vice-Chancellor Maori and the Ngai Tahu Research Centre
03 April 2017	<ul style="list-style-type: none"> • Participating in the International Board of Advisors Teleconference
05 April 2017	<ul style="list-style-type: none"> • Attending the Golden Graduates afternoon tea • Hosting a dinner for Christchurch CEO's
06 April 2017	<ul style="list-style-type: none"> • Chairing the Universities New Zealand Meeting
11 April 2017	<ul style="list-style-type: none"> • Attending the Graduation ceremony
12 April 2017	<ul style="list-style-type: none"> • Attending the Celebration for Maori Graduates • Attending the International Graduation afternoon tea • Attending the Graduation Dinner
13 April 2017	<ul style="list-style-type: none"> • Attending the Graduation ceremony • Attending the Post-Graduation events at the Ilam homestead

Report to the Council from a meeting of the Finance, Planning and Resources Committee held on Monday 20 March 2017

The Committee recommends:

1. Fossil Fuel Investments

That:

- 1. The University of Canterbury continue its policy of no direct investment in fossil fuels and adopt a policy of minimising its indirect investment in fossil fuels.*
- 2. The University of Canterbury continue reducing its exposure to indirect investments in fossil fuels below the current 1.13% of its investments to 1.0%*
- 3. The discussion detail the steps already taken by the University in reducing investment in fossil fuels and in moving toward less reliance on fossil fuels in the running of the university.*

Ms Catherine Drayton
Chair
Finance, Planning and Resources Committee

20 March 2017

EXTRACT FROM THE DRAFT MINUTES OF THE FINANCE, PLANNING AND RESOURCES COMMITTEE MEETING OF 20 MARCH 2017

FOSSIL FUELS INVESTMENTS

The Chair welcomed Mr Jonathan Eriksen and Mr Andrew Frankling of Eriksen & Associates to the meeting.

Mr Field was asked to remind Committee members of the wording of the petition received in September, 2016:

“We ask that the University of Canterbury (including the University of Canterbury Trust Funds and the UC Foundation):

1. Immediately halt new direct or indirect investments in companies whose primary business is the extraction or production of fossil fuels, including no refinancing of existing loans to coal, oil and gas projects.
2. Withdraw all direct and indirect investments in companies whose primary business is the extraction or production of fossil fuels within the next three years.
3. Introduce a public policy announcing the commitment to fully divest from oil, coal and gas within the three-year timeframe.”

Mr Eriksen was asked if UC was already compliant with this position and he advised that UC currently had no direct investments but had indirect exposure in the order of 1.13% of its investments. The aim was to reduce this further over time by closer monitoring of fund managers.

It was noted that the Council, as trustee of the UC Trust Funds, had been working actively to reduce the level of indirect investment in fossil fuels extraction or production even though the policy doesn't include indirect investment. Actions to date needed to be advised to the student body and included:

- Divestment of specific holdings
- Withdrawal from some funds at the risk of potentially lower investment returns.
- Periodic reviews of the investment portfolio

It was also noted that the Campus Master Plan included reducing reliance on coal for heating. The new UCSA building would be heated by alternative means.

Moved

That: the Committee note the Fossil Fuels report and recommend to Council that:

1. ***The University of Canterbury continue its policy of no direct investment in fossil fuels and adopt a policy of minimising its indirect investment in fossil fuels.***
2. ***The University of Canterbury continue reducing its exposure to indirect investments in fossil fuels***

- below the current 1.13% of its investments to 1.0%*
3. *The discussion be held in the Public section of the meeting detailing the steps already taken by the University in reducing investment in fossil fuels and in moving toward less reliance on fossil fuels in the running of the university.*

Carried

Report to the Council from a meeting of the
Audit and Risk Committee
held on Monday 20 March 2017

The Committee recommends:

1. Health and Safety Report

That: Council note the Health and Safety Report.

2. Treasury Management Framework

That: Council approve the proposed change to the Treasury Management Framework.

Peter Ballantyne
Chair
Audit and Risk Committee

20 March 2017

Memorandum

Human Resources

To:	Council
From:	Paul O’Flaherty
Date:	March 2017
Subject:	Health and Safety

Purpose

This paper informs the University of Canterbury Council of the recent developments in Health and Safety at the University of Canterbury.

1. New Look H&S Team
2. Update on how UC Officers are meeting the Director Duties
3. Health and Safety Audit Plan 2017
4. H&S Software System Update
5. Field Activity Process Review Update
6. Contractors Update
7. Wellbeing Update
8. Legislation Update

Key Performance Indicators (pages 4 to 6)

This is a summary of the 2016 results as of the 31st of December 2016.

New Look H&S Team

I am very pleased to advise that Steve Hunter has been appointed as the new UC Health and Safety Manager.

Steve comes to us from his current role as Regional Health, Safety and Environmental Manager (South Island) for Fletcher Construction. Prior to this position, Steve’s previous employers have included Triex Health Safety and Wellness, Fletchers EQR, Hope and Aid Direct, and the Humberside Fire Service.

Jaime MacDonald joined the team in January as the new Health and Safety Advisor. Jaime comes to UC from Palmerston North City Council. Prior to that Jaime worked at Massey University for 6 years in a key role for the Institute of Veterinary Science. Jaime brings a strong laboratory knowledge and skill set which will be very complimentary of the existing skills within the H&S team.

Grant Craig continues in his role as Senior H&S Consultant predominantly supporting Capital Works and Engineering Services. Angie Willington, H&S Co-ordinator, provides an extensive knowledge of the University environment with strong skills in process and systems development and management.

Please see Appendix 1 for a schematic of the current structure in place at UC along with identifying the roles played by key groups across UC in maintaining a safe and healthy environment for all.

Update on how UC are meeting their Director Duties

Appendix 2 shows how UC is currently meeting its duties as described in the Institute of Directors Guidelines. Some of the key opportunities for improvement include;

- Incorporating H&S into the development of a constructive culture here at UC
- Recognising the value of roles undertaken by staff in a voluntary capacity through the PD and R process
- Review the role of management reps and delegated authorities to ensure they have sufficient resources to fulfil these duties.
- Engage with other NZ Tertiary Institutes to establish good benchmarking data

Health and Safety Audit Plan for 2017

2016 provided a pause in H&S audits across UC as we worked to get all H&S toolkit processes and procedures up to date, in light of the new legislation. We also focused efforts on supporting the extensive construction activity and developing the UC Wellbeing Strategy. 2017 will see us revisit the usual auditing schedule with a mixture of;

1. External Systems Assessments – Paul Coleman of Think What If?
2. Internal Systems Assessments – by UC trained Internal Assessors
3. Operational audits such as machinery audits, HSNO audits, etc.
4. Workplace Environmental Assessments – this allows us to measure the effectiveness of controls we have in place for Health Hazards such as noise, dust and hazardous substances

The schedule of audits can be viewed in Appendix 3. The schedule has been compiled following a look back on the areas assessed over the past 4 years and prioritising operational audits of high risk areas and systems audits for those in low risk/ newly occupied spaces.

H&S Software System (RMSS) Update

The H&S Software System (RMSS) continues to be rolled out across UC. Please see Appendix 4 for an overview of what areas are currently using different parts of RMSS. As the system will be predominantly used by key people within each department the tool is being rolled out in a phased way to work around availability.

Field Activity Process Review Update

The Field Activity process review has resulted in the development of a separate “Prepare for a Safe Placement” process map and tools for those areas who organise the student placement/ internships such as the School of Teacher Education, Communication Disorders, Business and Law etc. This new process map inclusive of tools is currently out for consultation with the relevant departments.

As the College of Engineering don't organise their student work experience the process in this area will be different. The College of Engineering initiated a new process last year around expectations of both students and host organisations. This was positively received from both industry and the students and there are plans to build on this process going forward.

Contractor Update

During the course of 2016 the central H&S team co-ordinated external H&S audits of the major construction sites on campus. In addition to this Grant Craig, Senior Health and Safety Consultant, actively engaged with the construction sites on a regular basis by attending toolbox talks, site visits with the UC PMs etc. Following a review of the 2016 statistics provided by the contractors and in light of the hands on knowledge from the sites the following observations have been made;

- There have been fluctuations on the sites throughout the year. An improvement was observed in the H&S management of CETF from the start of the year, with a steady decrease in the number of issues raised by both UC staff and external auditors during visits across the year. RSIC on the other hand had a dip in performance during the middle of the year but demonstrated improved performance later in the year.
- There has been a low level of medical treatment injuries recorded on RSIC given the number of man hours on site. This is consistent with the perception that this is a well-managed site with good sub-contractor supervision and a positive H&S culture.
- NEB have recorded a high number of first aid injuries given the number of workers on site, while CETF report no medical treatment injuries in spite of a sizable workforce and significant hours on site.
- There is a substantial difference in near miss reporting between sites. RSIC records realistic numbers at 142, CETF and NEB 21 and 2 respectively. This suggests RSIC has a better overall culture onsite and contractors are not afraid to report near misses. This is an area of focus for 2017.
- Looking at the data and the principal contractors some additional observations can be made. Hawkins appear to consistently be the contractor with the issues, and a concerning point here is inconsistency between sites on campus. Fletchers have not been perfect but have shown an appetite to change the way they do things, work closer with their subcontractor base, and understand UC's expectations.
- After reviewing the data, we have identified some opportunities for improvement in our reporting. In order to streamline this we now have the UC data collectors liaising directly with the people producing the reports for the main contractors. There have also been a number of leading indicators added to the reporting tool including specific categories of tool box talks and safety conversations.
- As we move into a very busy year with continued and disruptive construction activities in the centre of campus and significant volumes of staff and students moving locations, we acknowledged the ongoing risk that this poses to the University community. However we think it is also important to recognise the significant time and energy being invested by the University to ensure the safety of staff and students during this time. Some of the key contributors to this include;
 1. Campus Construction Safety Group
 2. Contractor Round Table Forum
 3. Project Control Groups
 4. Project Working Groups
 5. Health and Safety Committees

Wellbeing Update

Following the development of the UC Wellbeing Strategy last year, the Health & Safety Team have been looking for opportunities to actively promote Wellbeing with staff. As such we have sought to collaborate with the Psychology department to engage a student to complete a project to identify and implement a Wellbeing Initiative.

This project will initially focus on two areas within the University

- College of Business and Law
- Student Services and Communications

to identify an appropriate Wellbeing Initiative, based on the risk profile of these areas, and evaluate its effectiveness. Ultimately we would like this project to provide some reliable data that can inform how we might develop Wellbeing initiatives across UC in future.

In addition to this HR and the H&S team are developing a Wellbeing page for staff which will essentially be a one stop shop to easily find out about all of the Wellbeing opportunities already available at UC.

As part of the New Competency Framework Project underway in HR this is also identifying engagement in health, safety and wellbeing as a key University Citizenship KRA across all PDs.

We have started developing a set of leading indicators of student wellness, ref appendix 5. This has begun by compiling data on student interactions by the various student services teams on campus. We will continue to refine and add to it; an obvious example is the future inclusion of data about Maori and Pasifika students. Any suggestions about other future leading indicators is most welcome.

Legislation Updates

Department of Corrections have been found guilty, under S15 of the Act for failing to take all practicable steps, to ensure no action or inaction of any employee while at work, harms any other person. The prosecution resulted after an offender died while carrying out community service. The work involved using a chainsaw to cut up a tree which had previously been felled. It was found that Corrections failed to action all practicable steps which included;

1. Undertaking an appropriate risk assessment of the activities
2. Monitoring the community service activity
3. Ensuring that all persons involved were aware of the parameters of the community service

Regarding the ability of probation officers to influence health and safety outcomes, the judge found the connection to be clear. "While probation officers' actions or inactions may not be the direct cause of any harm, the control that [they] have over an offender's community work placement means that their failings in health and safety management may harm the offender."

Under the Crown Organisations (Criminal Liability) Act 2002 there can be no fine against a government agency. However, at sentencing Chief District Court Judge Jan Marie Doogue determined that if she had been able to impose a fine on Corrections, it would have been \$84,000.

Corrections was ordered to pay reparations of \$155,000 for emotional harm to the victim's family, and a further 17,471.12 to the victim's father for financial losses. There is a reserved judgement on reparation for one other party.

New legislation coming in 2017

The Health and Safety at Work (Hazardous Substances) Regulations 2016 have recently been released in draft format and are currently being reviewed by the central H&S team to determine the impact of changes to the UC community. These regulations will replace the current Hazardous Substance and New Organisms Act 1996 (HSNO Act).

Lagging Performance Indicators (as of Dec 31st 2016)	2016	
Total Occurrences employees (excluding Rec Centre)	172	↓
Total Occurrences non-employees (excluding Rec Centre)	73	↑
Total Occurrences (excluding Rec Centre)	245	↓
Total Occurrences from the Rec Centre	71	↓
Lost time occurrences	8	→
Days lost	167	↑
UC Average Time lost rate (days)	20.9	↑
UC Incident Rate	.32%	↓
Illness reported	14	↑
Incident reported	35	↓
Injury reported	116	↓
Near Miss reported	51	↓
Discomfort & Pain reported	48	↑
Rec Centre Event	52	↓
Serious Harm Incidents	6	↓
Total Occurrences	316	↓
Worksafe NZ Investigations	0	→
Leading Performance Indicators (as of December 31st2016)	2016	
Health & Safety Tours completed by Council <ul style="list-style-type: none"> • Departments - 2 • Construction Sites - 2 	4	↑
Health & safety Tours completed by SMT <ul style="list-style-type: none"> • Departments – 22 • Construction Sites – 5 	27	↑
Health & Safety audits completed by external consultant <ul style="list-style-type: none"> • Departmental Assessments - 0 • Construction Site Audits – 11 • Machinery Audits - 7 	18	↓
Ergonomic Assessments Complete	219	↓
# of Flu Vaccinations <ul style="list-style-type: none"> • Staff – 798 • Students – 1,343 	2,141	↑
# of Trainings Sessions completed	38	↑
# of Health Monitoring completed	349	↑
# of elected Health and Safety Representatives	83	↓
# of Health and Safety Committee meetings held	40	↑
% of H&S Processes updated in preparation of HSW Act 2015	100	↑

Arrows indicate a comparison from the 12 months of 2015 to 12 month of 2016.

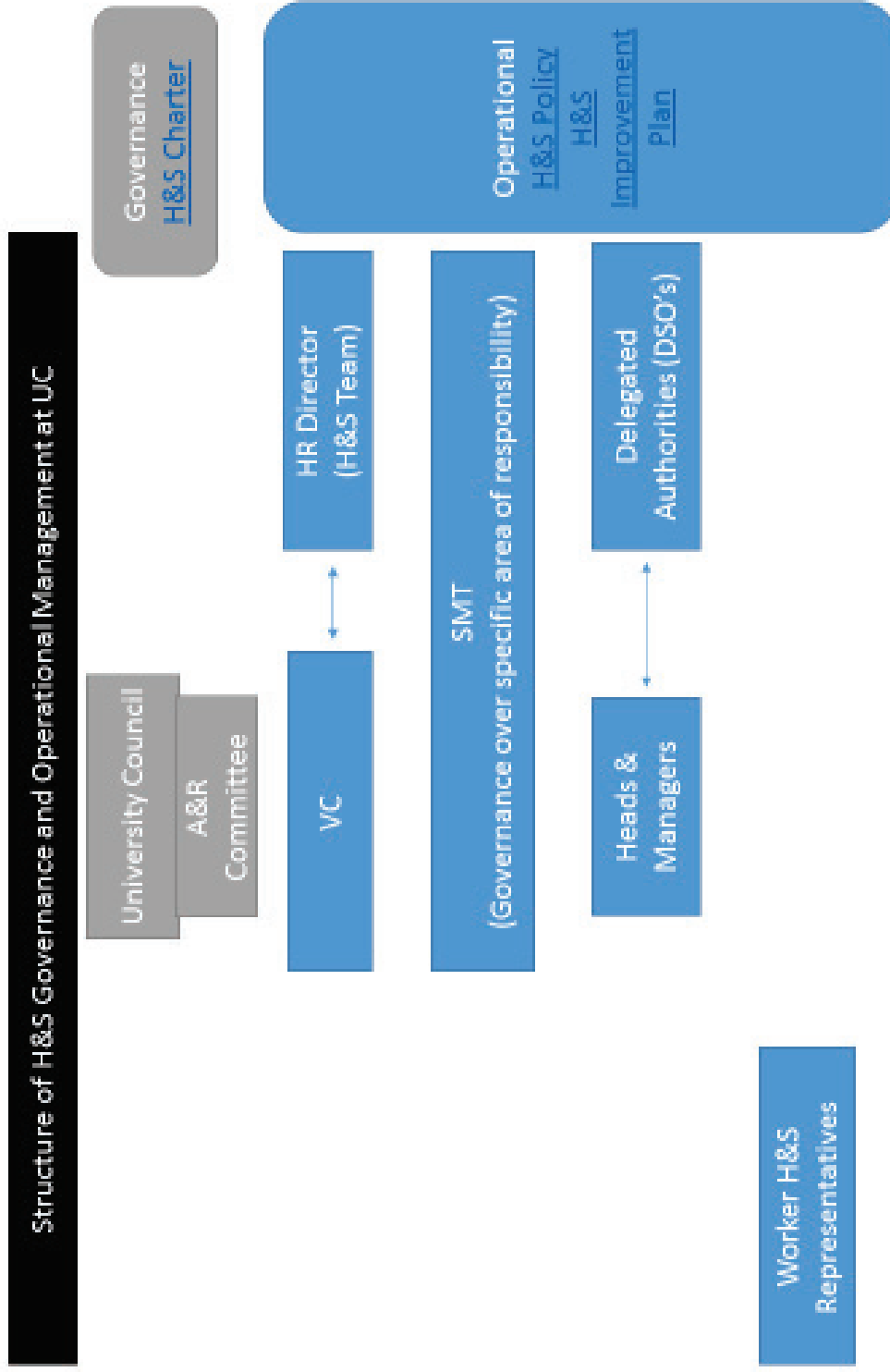
Key Performance Indicators: Operational Health and Safety - University of Canterbury												
As at 31 December 2016												
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Notes	
Total occurrences involving employees	163	232	282	205	187	167	187	238	256	172	Total occurrences do not include the Recreation Centre	
Total occurrences involving non employees	26	56	61	55	52	99	84	103	62	73	Total occurrences do not include the Recreation Centre	
Total occurrences	189	288	343	260	239	266	271	341	318	245	Injury/Illness/Near Miss/Discomfort & Pain/Serious Harm	
Lost time occurrences (employees only)	7	12	15	12	14	13	15	8	9	8	Absence from work for WRI for more than 1 day	
Days lost to OHS Incidents (Days)	114	137.5	368	115	193	157	116	148	99	167		
University of Canterbury Average Time Lost Rate (Days)	16.3	11.5	24.5	9.6	13.8	12.1	7.7	18.5	11.0	20.9		
KPI 1	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Notes	
Average Headcount	2427	2485	2342	2873	2580	2528	2453	2468	2154	2506	Number of Lost Time Occurrences + University Employees (headcount) x 100	
University of Canterbury LTI Incidence Rate	0.29%	0.48%	0.64%	0.42%	0.54%	0.51%	0.61%	0.32%	0.42%	0.32%		
KPI 2	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Notes	
University of Canterbury Average Time Lost Rate (Days)	16.3	11.5	24.5	9.6	13.8	12.1	7.7	18.5	11.0	20.9	Days lost to OHS Incidents (Days) + Number of Lost time occurrences	

Key Performance Indicators: Main Construction Contractors Health and Safety Reporting

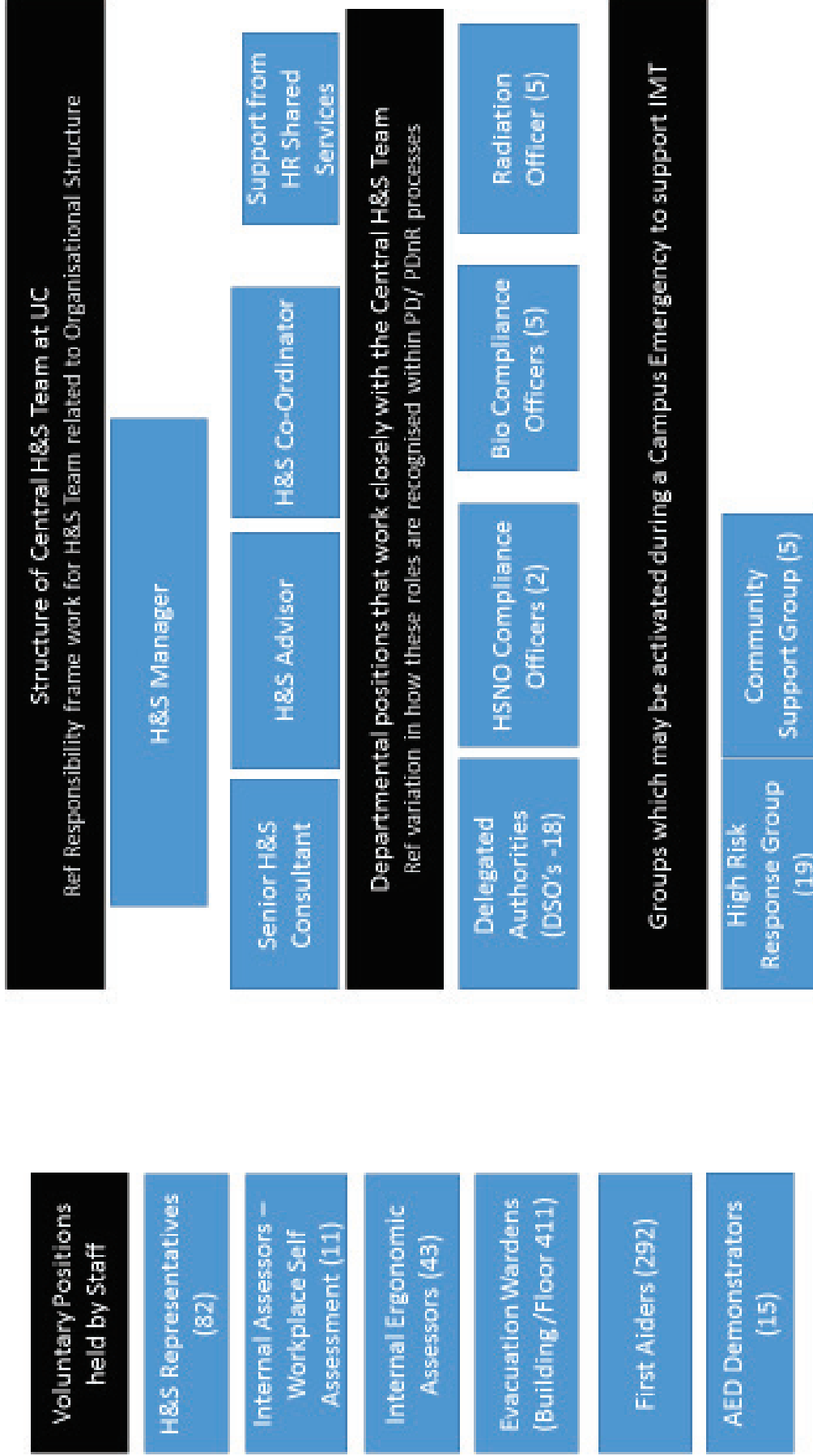
As at 28TH February 2017, arrows indicate comparison from previous A&R report

KPI Description	Hawkins - CETF			Hawkins - NEB			Fletchers - RSIC		
	YTD	3 Month Average	YTD	3 Month Average	YTD	3 Month Average	YTD	3 Month Average	
Hours worked	39,083	23,391 ↓	137,835	16,900 ↑	102,480	51,026.67 ↑			
Average number of people on site	110	146.67 ↓	78	102 ↑	553	268.67 ↑			
Total Number of People Inducted to Site	161	77.00 ↓	575	67 ↑	165	79.33 ↑			
Staff/Contractors Re-inducted post issues	0	0	0	0	0	0			
Incidents									
First aid treatment	3	2	26	2	6	2.67 ↓			
Medical treatment injuries	2	0.67 ↑	5	.33 →	1	0.33 →			
Near Misses	9	4.33 ↑	6	.33 ↓	7	4 ↓			
Damage to property	1	.67 ↓	0	.00 ↓	0	0.00 ↓			
Total	15	7.67 ↓	37	2.66 ↑	14	7 ↓			
Safety Observations	Not Avail	Not Avail	13	2.33 ↑	99	55 ↑			
H&S Incident Rate (IR)									
Number of Occurrences/No. of workers x 100	6.36	4.23 ↓	47.5	2.75 ↑	5.22	2.66 ↓			
Lost Time									
Number of lost time injuries (LTI)	0	0 ↓	2	0.33 →	0	0.33 →			
Total number of LTI days lost	0	0 ↓	5	1.67 →	0	1.67 ↑			
Lost Time Injury Frequency Rate (LTIFR)									
Number of occurrences/No. of hours worked x 1,000,000	0	0 ↓	14.51	17.69 ↓	0	6.59 ↓			
Toolbox Meetings									
Site Wide Toolbox Talk	81	47 ↑	48	3.33 ↓	3	1.67 ↓			
Trade specific toolbox meetings held									
Start-up Meetings									
Daily Meetings									
H&S Committee/ Co-ordination meeting									

* Highlighted tabs indicate new additions to the data which will be presented in the next A&R Report



Appendix 1



Appendix 2

Director Health & Safety Checklist (IoD NZ)	Current University of Canterbury Practices/Process	Opportunities for Improvement
<p>How does the Council & All Directors demonstrate their commitment to health and safety?</p>	<p>Health and Safety Policy Council Charter Quarterly Council H&S visits Council Appointed H&S Representative SMT complete 100 hours of H&S visits per annum UC H&S Committee chaired by VC SMT attend relevant H&S committee periodically (inconsistent) Senior Management assigned responsibility for Health & Safety within PD's H&S responsibilities reviewed as part of PD and R H&S item is the top of each agenda for SMT Results of H&S audits reported to SMT/ Council SMT engage in relevant H&S training VC is notified of any high risk incident ASAP Three layers of H&S Improvement Plans developed; - UC H&S Improvement Plan - College / Service Unit H&S improvement Plan - Departmental H&S Improvement Plan Everyone has a responsibility around H&S - ref PD</p>	<p>A number of SMT members attend relevant H&S committee meetings periodically and it would be good to extend this practice across all areas. Similarly some SHRAs/ HRAs attend relevant H&S committee meetings and it would be good to extend this practice particularly as we broaden the remit to incorporate staff wellbeing *Training opportunity for SMT to support constructive conversations during H&S tours in order to maximise the benefit.</p>
<p>How does UC involve staff in health and safety? Do they feel able to express any concerns</p>	<p>H&S is an agenda item on team meetings Departmental H&S meetings - high risk areas College/ Service Unit H&S meetings - supported by central H&S team H&S Committee Structure and annual election process New staff induction - includes H&S component delivered by central H&S team</p>	<p>*Enhance the importance of H&S in PD via University Citizenship KRA Recognise voluntary H&S roles in the PD and R process e.g. H&S Reps, Ergonomic Assessors, Internal Auditors etc. *incorporate H&S into the OCI/ OEI discussion in relation to building a constructive culture Review the effectiveness of the H&S Committee meetings to consider key goals and priorities for the groups</p>

Appendix 2

<p>How do you ensure that your organisations health and safety targets are challenging, realistic and aren't creating unintended consequences</p>	<p>H&S Inductions completed at College/ departmental level Departmental Safety officers - High risk areas Targets are developed through gap analysis identified via operational & systems compliance audits Targets developed in consultation with key staff from Colleges/ service units. Targets are also reviewed through the course of the year and recalibrated where required.</p>	<p>Ensure all staff have an opportunity to feed into their local H&S plan Encourage reference to the UC H&S plan when developing local H&S plans to provide guidance on overarching priorities A complication in developing meaningful targets is that the population includes difficult- to-quantify amounts of visitors using UC campus as a public space. *ACC data to be provided periodically as a comparison between tertiary institutions Work with other tertiary institutions to develop comparative industry data *Continue to build leading indicators for Contractor data</p>
<p>What data is the Council receiving on health and safety? Is it sufficient?</p>	<p>Key performance Lagging indicators;</p> <ul style="list-style-type: none"> o Total H & S Occurrences o Lost time injuries o Lost time days o Incident Rate o Average Time Lost o Serious Harm <p>WorkSafe investigations</p> <p>Key performance Leading Indicators;</p> <ul style="list-style-type: none"> o ACC Workplace Management Practices (Secondary) o SMT/ Council H&S Tours o Training Completed o Ergonomic Assessment's Completed o Health Monitoring Completed o Flu Vaccinations 	
<p>How do you ensure all staff are competent and adequately trained in their</p>	<p>Induction - both local and new staff inductions H&S training schedule L&D training program</p>	<p>*Development of competency framework *Development of online training records *Review of PD and R process</p>

Appendix 2

<p>health and safety responsibilities and accountabilities</p>	<p>Specific operational/ technical requirements within departments identified through risk assessment process</p> <p>Recruitment process identifies specific competencies required inclusive of H&S</p>	
<p>Does the organisation have sufficient resources (people, equipment, systems and budget) for its health and safety programme</p>	<p>Central H&S team comprised of H&S Manager, Senior H&S Consultant, H&S Advisor and H&S Co-ordinator with admin support from central HR team</p> <p>Number of "voluntary" roles held within the departments to support the daily management and co-ordination of H&S across UC - Ref UC H&S Structure Chart</p>	<p>Many departmental H&S roles are voluntary and completed in addition to normal duties. It is important to recognise these roles and allocate appropriate time to completion of H&S tasks/ recognise these roles through PDnR processes possible under the university citizenship KRA.</p> <p>*Review scope and remuneration of heads/ managers in high risk areas for H&S Responsibilities - including delegated authorities</p> <p>*Facilitate forums for areas of similar risk to promote cross unit collaboration e.g. lab technicians forum, field work forum, international travel forum, ergonomic assessor forum, DSO forum etc.</p> <p>*Complete a comparison of H&S teams across the tertiary sector to evaluate/ confirm that appropriate resources are being dedicated to H&S based on National standards.</p>
<p>Does the organisation have a schedule of audits and reviews to ensure the health and safety management system is fit for purpose?</p>	<p>2017 Audit Schedule of departments including internal/external systems audits and operational audits inclusive of machinery, HSNO and Workplace Environmental Monitoring.</p>	<p>Commission an external review of the central H&S systems</p>
<p>How do you ensure that actions identified incident reports, audits and reviews</p>	<p>Completion of actions is reviewed as part of the system audits carried out by internal/ external assessors</p>	<p>*With the roll out of the online H&S system (RMSS) actions identified through incident reports, audits and reviews are assigned to individuals and completion of such actions can</p>

Appendix 2

<p>are communicated and effectively implemented</p> <p>How do you ensure that the organisations risks are assessed and appropriate mitigation measures put in place?</p>	<p>Actions from incidents investigated by the central H&S team are monitored for completion</p> <p>Independently reviewed through the audit program</p> <p>Full review currently underway as the central H&S team review risk assessments before uploading into RMSS</p>	<p>be easily monitored by the department and the central H&S team.</p> <p>*Better monitoring and reporting will be available through the centralised H&S Systems (RMSS)</p>
<p>How connected are you to what happens at the organisation's work sites? What measures are in place to inform you?</p>	<p>Quarterly Council H&S visits provides good operational knowledge of local areas</p> <p>SMT H&S tours ensure operational knowledge of areas of responsibility</p> <p>VC and relevant SMT member notified ASAP of any notifiable incident/ near miss</p> <p>Quarterly H&S report provides details of leading and lagging indicators and summary of key focus areas</p>	<p>Continue to review and identify new opportunities to record leading indicators this may become more achievable as RMSS is rolled out across UC</p> <p>*Continue to develop middle management to ensure prompt and effective notification of concerns or issues.</p>
<p>Does the organisation have policies and process in place to ensure contractors used by the organisation have satisfactory health and safety standards</p>	<p>Policies and procedures in place on the H&S toolkit - these have recently been reviewed to differentiate between low risk v med/ high risk contractors to make the process more effective.</p> <p>Senior H&S consultant is directly involved in the review of capital works contracts</p> <p>Drill down audits planned for 2017 to specifically focus on contractor management within Capital works and Engineering Services</p>	<p>*Continue to support Engineering Services as they roll out an online contractor induction module on campus and evaluate its suitability for a similar UC wide approach.</p>
<p>How does your organisation's performance compare with other comparable organisations and how do you know</p>	<p>ACC data currently being used to provide comparison data to other tertiary institutes periodically</p>	<p>Other relevant data is currently difficult to obtain, including an absence of sector benchmarking data.</p> <p>Engage in a project with the NZ tertiary institutes to develop a mechanism to compare data in a meaningful way.</p> <p>*Liaise regarding health and safety with other</p>

Appendix 2

		organisations e.g. Universities, CCC, DHB, local and national health and safety groups.
How do you recognise and celebrate success	UC H&S Awards presented by the VC annually Various tools used at local level from College H&S awards, Departmental Chocolate awards/ "Get Forked" award etc.	*SMT/ Council H&S tours are a good opportunity to provide genuine, direct and positive feedback to teams on the ground.

* Indicates work has already started on implementing some of the opportunities for improvement.

Appendix 4

College/ Service Unit	School/ Department	Risk Rating	Event Manager	Risk Manager	Compliance Manager
Arts	Aotahi	Low	***	!!!	!!!
	HACA	Low	***	***	!!!
	* Fine Arts	High	***	!!!	!!!
	Lang, Social & Political Sciences	Low	***	!!!	!!!
	Confucius	Low	***	!!!	!!!
Business & Law	All	Low	***	***	***
Education	Centre for Eval & Monitoring	Low	***	!!!	!!!
	Ed Plus	Low	***	!!!	!!!
	Ed Studies & Leadership	Low	***	!!!	!!!
	Health Sciences	Low	***	!!!	!!!
	Centre for Professional Practice & Internships/College Office	Low	***	***	!!!
	Sports & Physical Education	Low	***	!!!	!!!
	Teacher Education	Low	***	***	!!!
Engineering	Chem & Process Eng	High	***	000	000
	CNRS	High	***	!!!	000
	Computer Sciecne	Low	***	***	***
	Electrical	High	***	000	000
	Forestry	High	***	000	000
	Maths & Stats	Low	***	***	000
	Mechanical Eng	High	***	000	000
	Masters in Eng Mgmt	Low	***	000	000
Science	Biological	High	***	000	***
	Chemistry	High	***	000	***
	Communication Disorders	Low	***	000	***
	Geography	High	***	000	000
	Geological	High	***	000	000
	Physics & Astronomy	High	***	000	000
	Gateway Antartica	High	***	000	000
	Psychology	High	***	000	***
Learning Resources	Engineering Services	High	***	000	000
	Campus Services; Security*, Distribution, Property & Vehicle*, CEPS, LTS*	High	***	000	000
	Library	High	***	***	***
	IT	High	***	000	000
	Capital Works	High	***	000	000
SSAC	Rec Centre	High	***	!!!	!!!
	Rest of SSAC	Low	***	!!!	!!!
HR	HR	Low	***	***	***
	Health Centre	Low	***	!!!	!!!
	Childcare Centre	Low	***	!!!	***
Chief Financial Officer	All	Low	***	***	***
DVCA & DVCR	All	Low	***	***	!!!
AVC Maori	All	Low	***	***	!!!
Registrar	All	Low	***	!!!	!!!
***	Actively using module				
!!!	Starting to use module				
000	Not yet using Module				

Appendix 5

Health Centre face to face consults 2016			
Period	Docs	Nurses	Counselling
To end of Term 1	4876	3587	720
Autumn break and Term 2	3773	3719	611
Mid-year break, exams and Term 3	5164	3387	920
Full Year	13813	10693	2251

Student Success 2016	
Support and Consultations	
1:1 Appointments	2490
Unique Users	687
Critical Incidents	
SERP level individual incidents*	13 (engaged with 36 students)
Lower-level individual incidents	15 (engaged with 27 students)
Unique Users	67
Workshops, Events and Presentations	
SD Facilitated Workshops**	59
Externally organised	5
Unique Users	291
Training and Internships	
Tutors	23
SD Leaders	15
Interns	4
Residential Assistants	20
Unique Users	59
*Student Emergency Response Plan	
**Student Development	
Critical Incident – any unplanned or unforeseen natural or human-related event that disrupts normal business and may be a threat to life or property.	

UCSA Advocacy and Welfare 2016														
		Pre-enrol		UCIC	CUP		1st year		Undergrad		Postgrad		NZ Aid	Total
		Dom	Int	Int	Dom	Int	Dom	Int	Dom	Int	Dom	Int		
General Intake		1	2	1	1	31	3	34	3	21	17		114	
Advocacy	General Advocacy			1		2		8		4	1		16	
	Appeal			1		1	1	19	2	7	6		37	
	Grievance					1		6		5	2		14	
	Academic Progress					1	1	4	1				7	
	Discipline/Proctor	Academic							5	4				9
	Behavioural										1		1	
Foodbank					1	12	1	31	8	8	10		71	
Hardship Grant		1				3	1	4	1	4	1		15	
Mickle Fund Loan						8		6		4	14		32	
Early Intervention						1		6					7	
Subsidised Dental				1		138	6	836	30	280	83		1374	
Discipline/Proctor	Academic	Examples are academic dishonesty, cheating, plagiarism, ghost writing												
	Behavioural	Examples are illegal download, assault, destruction of property (on campus) or anything that gets the police involved (off campus)												
Early Intervention	Students who are referred to Advocacy & Welfare by the Community Police or F&B Manager to provide support in order to stop students getting into trouble in the future.													

Memorandum

Financial Services | Te Ratonga Ahumoni

Office: 6th Floor, Matariki

Extension: 93454

Email: keith.longden@canterbury.ac.nz



To:	Council
From:	Keith Longden
Date:	22 March 2017
Subject:	Change to Treasury Management Framework
Purpose:	For Information and recommendation of approval

Introduction

The University maintains a Treasury Management Framework (TMF) that includes the list of banks in which the University invests its term deposits. This includes our main transactional bank, ANZ, with ASB, BNZ, Kiwibank and Westpac. Rabobank is also included but is rated lowly by both S&P and Moody's, and investment in this bank is not permitted without Council approval. We do not have any investments with Rabobank at present.

From 1 March 2017, Kiwibank has had its long-term credit rating reduced from A+ to A, while its short-term credit rating remained unchanged at A-1. Moody's took a similar line. Despite the drop, the credit rating is still considered to be in the "good" bracket.

The reason for the reduction was the expiry of the unconditional guarantee from the bank's majority owner, New Zealand Post following the sale of its shares to ACC and NZ Superannuation. S&P comment that despite this change, they draw comfort from the bank still being owned by the NZ Government (ultimately), and so the drop in rating was not as great as it might have been.

Despite this change, all investments made prior to 1 March 2017 continue to benefit from the NZ Post guarantee. Accordingly, our term deposit investments with Kiwibank at that date are no more at risk than previously.

At the end of February 2017 the University had \$61.360 million invested in a series of term deposits with Kiwibank, the last one maturing 25 May 2017.

Implications

The implication for Kiwibank is that it will have to pay more for its money, and while in return it may be offering higher interest rates than others, depending on the period, the adage is that increased return means increased risk.

The change in rating affects our risk assessment of the banks, and we have taken the opportunity to reconfirm and rework the TMF counterparty assessment, which is attached.

We would be reluctant to remove Kiwibank entirely from the panel of banks with which we are prepared to deal, as diversity in investment is a cornerstone of prudent asset management, and

we are already limited in the number of institutions in which we can invest because of the requirements of the Public Finance Act 1989.

Other changes

We have reconfirmed the credit ratings of the banks and have reduced the maximum amounts to be held by any one bank from \$200 million to \$150 million (the four main banks). The \$200 million limit was set following the insurance settlement, where it was found existing limits would be breached simply by having to invest the substantial cash receipts. As we have now spent a substantial amount of this cash, and with more capital expenditure to come, these limits can be reduced.

Summary

We propose to make the changes to the TMF as set out in the attached tracked change extract. This would be a change in the TMF that is required to be referred to Audit and Risk Committee in line with section 12 of the Framework. The main change is the reduction in the proportion of the University's investments that can be held in Kiwibank, and the reduction in individual bank limits.

Recommendation

Recommend that Council approve the proposed change to the Treasury Management Framework.

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

Appendix

Proposed changes to Treasury Management Framework

Approved Counterparties

The UC Council approved counterparties, their long term credit ratings, and their associated exposure

Counterparty	S & P Rating	Moody's Rating	Maximum \$Exposure	Maximum %Exposure of Total Funds
ANZ	AA-	Aa3	\$200M <u>\$150M</u>	65%
ASB	AA-	Aa3	\$200M <u>\$150M</u>	65%
BNZ	AA-	Aa3	\$150M	65%
Kiwi Bank	A+ <u>A</u>	Aa3 <u>A1</u>	\$50M	45 <u>25</u> %
Rabobank New Zealand	AA- <u>A</u>	Aa2 <u>Not rated</u>	\$100M <u>\$50M</u>	65 <u>25</u> %
Westpac	AA-	Aa3	\$200M <u>\$150M</u>	65%

Total exposure as a % of total funds

At all times, wherever possible, funds should be spread amongst counterparties to minimise the risk of counterparty failure. Emphasis should be on investing with counterparties with the highest S & P rating. When the market conditions exist that favour a particular approved counterparty to such an extent that uneven weightings would result, the policy allows the investment to be made provided the following conditions are met:

1. No counterparty with a S & P rating category of A+ is to have in excess of ~~45~~20% of total funds or \$50M (whichever is the lower) invested in it at any one time.
2. No counterparty with a S & P rating of higher than A+ is to have in excess of 65% of total funds or \$100M (whichever is the lower) invested in it at any one time.
3. No investment in a counterparty with a S & P rating category of less than A+ will be allowed without Council approval.

The UC Council approved financial instruments and their associated maximum maturities are as follows:

Counterparty	Investments maximum per counterparty
NZ Registered Bank	As above
NZ Government	Unlimited

**TE POARI AKORANGA
ACADEMIC BOARD**



**RECOMMENDATIONS TO THE COUNCIL
FROM A MEETING OF THE ACADEMIC BOARD
HELD ON WEDNESDAY 10 MARCH 2017**

The Board recommends:

- 1. That the Council note the attached report of the Academic Board meeting.**

Dr Hamish Cochrane
Chair
Te Poari Akoranga – Academic Board

10 March 2017

UNIVERSITY OF CANTERBURY
REPORT OF THE ACADEMIC BOARD MEETING HELD ON
WEDNESDAY 10 MARCH 2017
TE POARI AKORANGA

The Academic Board reports for information the following matters that have been considered since the February 2017 meeting of the Board:

1. MATTERS ARISING

A member raised a question about changes to the footpaths on University Drive, specifically at the intersection with Ilam Road. They were concerned that the changes made to the curbing could give rise to accidents for pedestrians crossing University Drive, especially young children. The Chair said he would take the concern to the Health and Safety Manager.

2. CHAIR'S REPORT

The Chair noted the following topics:

- He informed the Board on the process for academic programme proposals. That these would come to Board from the Academic Administration Committee, and that AAC would expect the proposals to have completed the appropriate internal processes within colleges and to be forwarded with comments following discussion at a meeting of the appropriate college.
- The Productivity Commission would be releasing its final report on the tertiary education sector in the very near future.
- A consultative document on the review of University Entrance conducted by NZQA would be released next week and would be open for a 5-week period.
- He expressed thanks to ITS for finally decoupling student access to electronic resources on the basis of their enrolment status, thereby easing some of the stress for students who still had not completed StudyLink processes.
- Immigration New Zealand had conducted a workshop the previous Friday and this had been a useful engagement for the University. He thanked those who took time to meet with INZ.
- There was a note on a meeting he had had with New Zealand Police on a recent student incident and on more general concerns. There will be a joint Police, UCSA and UC awareness campaign on drug harm to follow in the near future.
- Finally, a note of thanks to those departments who have responded positively to recent requests concerning students with personal issues that affect their learning or engagement.

3. THE VICE-CHANCELLOR'S REPORT

The Acting Vice-Chancellor, Professor I. Wright, took the VC's report as read and highlighted the following:

- An update on enrolment numbers for semester one.
 - A note that UC had been unsuccessful in its bids for the Centres for Asia Pacific Excellence. However, there have been some positive outcomes in terms of inter-
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college collaboration and interactions with the business community and the Defence Forces.

- A note that in the last scholarship round 6 of the 10 UC named doctoral scholarship recipients have connection to Māori.
- Of the 101 summer scholarship students 71 returned to enrol at UC in postgraduate studies. Consequently, the programme will run again this year.
- There have been a very large number of research proposal applications (95 Marsden, 9 major MBIE and 14 SMART ideas). He expressed his thanks to staff involved in these.
- A brief note on the recent announcement re the purchase of Hawkins Construction, a major contractor at UC.
- A brief note on press coverage on a protest about a lecture on campus.
- A brief note on the recently announced QS Subject rankings, and that he and the Deputy Registrar would be undertaking work to see what could be done to improve our standings in this area.

Questions from the floor included:

- It was noted in the report a commentary around the Postgraduate Certificate in Tertiary Teaching. This is not a review of the qualification but rather a broader picture of staff engagement with all forms of academic development.
- A question was asked about the report from the Office of the Auditor General on the relative efficiency of tertiary institutions, and the concern raised over the methodology used by the OAG. The Acting Vice-Chancellor stated that if the University did not raise its objections then it could be misinterpreted that the report and methodology were agreed to and appropriate. A request was made to see the UC submission.
- A question was raised on the academic workload model. This was still in discussion between the PVCs and HR, but there would be involvement of the TEU.

4. REPORT FROM THE ACADEMIC ADMINISTRATION COMMITTEE

The Deputy Vice-Chancellor (Academic), Dr Cochrane, spoke to the report which contained a list of qualifications due for review this year. He noted that where multiple qualifications of a similar subject could be combined into a single review that this should be considered. He noted that some flexibility in timing would also be considered due to other pressures, such as staff movement due to the building programme.

5. REPORT FROM THE COLLEGE OF BUSINESS AND LAW

The Pro-Vice-Chancellor (Business and Law), Professor Mazey, took the report as read and highlighted the following.

- Work on the Live Trading Room – thanks to all involved to make this space available.
- While enrolment numbers across the College have increased, there is still concern about the relatively flat new to UC domestic numbers.
- As noted earlier the College is working more closely with the College of Arts as a consequence of the work done on the Centres for Asia Pacific Excellence.
- The Centre for Entrepreneurship has been working to produce teaching resources in the space of the generic UC graduate attribute of Employable, Innovative and Enterprising.
- The ICT Grad School is now up and running in its two locations in Christchurch and

in Dunedin.

6. IMPLEMENTATION OF THE DISTINGUISHED ERSKINE FELLOW PROGRAMME

The Deputy Vice-Chancellor (Research and Innovation), Professor Wright, indicated that the attached agenda item is the implementation material for the “Distinguished Erskine Fellow” programme that is targeted at very high profile academics. This comes from the recommendations made in the 2010 review of the Erskine programme and from a 2016 SMT strategic revision of that review. Visitors would be expected to undertake teaching and public lectures.

In discussion the following points were raised:

- That the NCRE is not a department.
- That the University is still to approach the High Court for clarity on a number of issues including the interpretation of the term “Faculty”.
- That Law is an omission on page 48 of the document.
- That the UC Foundation may fund those areas not covered by the Erskine programme, but this must follow the Foundations procedures.
- It was recommended that a short history of the Erskine bequest be included in the documentation.
- On error on page 55 that applications are to the Vice-Chancellor and not the Deputy Vice-Chancellor.

7. GENERAL BUSINESS

A member raised an anecdotal concern that the car parking charge was affecting the willingness of students to attend the campus, particularly where they only had a single hour long lecture or their lectures were not bunched. Another member indicated the topic was complex and referred the Board back to the Vice-Chancellors report p25 and the current exemption the University has under the district plan.

It was noted that a significant number of bike thefts had already occurred on campus this year and that everyone needed to be more vigilant.

Dr Andrew Bainbridge-Smith
Secretary
Te Poari Akoranga – Academic Board
10 March 2017