COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 4pm WEDNESDAY 30 MARCH 2016

Agenda

Date **Wednesday 30 March 2016**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to Page No.

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

3. MINUTES (24 February 2016) 1-6

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   5.4 PVC presentation – Professor Wendy Lawson, Faculty of Science

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9. FROM THE ACADEMIC BOARD 137-144

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
6.1	**Chancellor Correspondence**	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)**
7.1	**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)**
8.1	**UC Futures Update**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
8.2	**Electrical Link Business Case**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
8.3	**Health Precinct Strategic Assessment**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	**7(f)(i)**
8.4	**Unisaver Corporate Trustee Company**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
8.5	**Amended SIPO**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
8.6	**High Country Leases**	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment.	**7(h)** **7(c)**
8.7	**Faculty/College Proposal Update**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	**7(f)(i)**
9.1	**Draft Audit and Risk Committee minutes**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	**7(f)(i)**
9.2	**Strategic Risk Register Review**	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)**

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 27 April 2016

COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Minutes

Date	**Wednesday 24 February 2016**
Time	4.00 pm
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 Bruce Gemmell, Mr Tony Hall (from 4.10pm), Professor Roger Nokes, Mr Warren Poh, Mr Malcolm Peterson Scott.
Apologies	Mr Tony Hall (for lateness)
In Attendance	Mr Jeff Field, Registrar and AVC Mr Bruce White, Deputy Registrar Dr Andrew Bainbridge-Smith, Head of Academic Services Adrian Hayes, Financial Controller Mr Keith Longden, Chief Financial Officer Ms Robyn Nuthall, UC Futures Programme Manager Ms Raewyn Crowther, University Council Co-ordinator

CONFLICTS OF INTEREST

There were no conflicts of interest disclosed in terms of matters on the public agenda.

FROM THE CHANCELLOR

Dr Wood advised that due to the 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 2015.

PUBLIC EXCLUDED MEETING

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
9.	**From the Audit and Risk Committee**		
9.3	Annual Report 2015	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	7(f)(i) 7(f)(i)

		the University. 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 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 would be of assistance in relation to the matters discussed, and was relevant because of their involvement in the development of the reports to Council on these matters.

Carried

ANNUAL REPORT 2015

The Council moved back into Public meeting at 4.10pm and confirmed the resolutions passed with the public excluded.

Moved

That:

i) Council adopts the:

a) Financial Statements for the year ended 31 December 2015

b) Statement of Service Performance

ii) Council approve the Chancellor and Vice-Chancellor sign the representation letter on behalf of Council.

iii) Council approve the NZX announcement for immediate release.

Carried

MINUTES

The minutes of the meeting held on 27 January 2016 were approved.

MATTERS ARISING

Delisted Neighbouring Trees

In response to a question from Council a report had been prepared showing the position of delisted heritage trees on neighbouring properties. The report indicated that there were no protected trees on campus, a statement that could be misleading. Council had a responsibility enshrined in long-held policy to protect the heritage gardens (including the trees within the gardens) on campus in perpetuity. Further information was needed for Council to be assured that the heritage gardens were appropriately identified and managed.

FROM THE CHANCELLOR

The Chancellor noted that:

- the PVC Business and Law, Professor Sonia Mazey, would be presenting to Council, an extra agenda item 5.3.
- a Governance Workshop with Jane Huria would proceed on 29 February
- he had been elected Chair of the Universities New Zealand Chancellors' Committee
- Ngai Tahu was continuing to work through the process of making a recommendation to Council of a Ngai Tahu Council member.

Chancellor's Meetings
The schedule of meetings was noted.

Council Workplan 2016
The Chancellor noted that the schedule was now a developed piece of work that would continue to evolve and would be a useful tool to guide members. The Registrar's team was commended for this work.

PVC Presentation – Business and Law
Professor Sonia Mazey was welcomed to the meeting and provided Council with an overview of the College's history, recent successes and the challenges it was currently facing:

- Business and Economics merged with Law in 2012, creating 2 Schools
- A new mission statement had been developed that was guiding development – product innovation, a community focus and investment in internationalisation
- Actual enrolments were up 3.6% (domestic) and 69% (international) on this time last year, primarily in the Business School.
- Future developments included introducing minors across the faculty and commerce minors in other faculty courses; new graduate diplomas, distance learning and a Master of Financial Management
- Challenges included:
    - managing growth
    - staff/student ratio of 1:29.5
    - inability to attract staff especially in Executive Development courses
    - internationalisation – some courses were 60% international with students coming from a single country
    - common space for students

FROM THE VICE-CHANCELLOR

Monthly Report
Dr Carr took his report as read and provided an update on student enrolment:

- The themes of recovery, growth and transformation continued to shape the report
- At Week 22 of the application to enrol process, and Week 9 of enrolment, compared with the same point in time last year:
    - Domestic up 234 (2.4%)
    - Full Fee-paying up 235 (39%)
    - This represented a 4.6% increase (469 EFTS)
    - New to UC Domestic up 9%. All faculties had increases ranging from 3% to 15%.
    - Returning to UC figure showed no change.
- This belied Ministry of Education forecasts and was in line with Lincoln University enrolment figures.
- While some enrolments would be for one-year masters courses, UC had its largest ever PhD cohort.

In discussion it was noted that:

- Council was being regularly updated on enrolments
- Education faculty had lost 128 EFTS in returning students which may reflect the job market.
- Orientation was underway with few complaints received.
- Productivity Commission questions were being developed
- Student accommodation was largely full.

Moved

<u>That:</u> The Vice Chancellor's Report be noted.

Carried

FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE

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

Health and Safety – Council Advisor Report

Mr Poh, as the Council's Health and Safety Advisor had arranged a schedule of visits to construction sites and business-as-usual venues.

Moved

<u>That</u>: Council approve Option 2 of the schedule of health and safety visits:
Q1 - Construction – CETF - 18 April at 2pm
Q2 – BAU – College of Science - 20 June at 2pm
Q3 - Construction – RSIC - 15 August at 2pm
Q4 BAU – College of Engineering -21 November at 2pm

Carried

Moved

<u>That</u>: Council members purchase their own safety boots.

Carried

The Registrar would coordinate the roster of site visit attendance and dissemination of information on safety boot purchase.

FROM THE ACADEMIC BOARD

The Vice-Chancellor presented the paper on behalf of Professor Weaver. The matter of space allocation had been discussed and a working group set up to provide academic advice to Council on the academic implications of the space allocation policy. It was agreed that the working group attend the Council meeting to present their report.

Moved

<u>That</u>: the Academic Board Report be noted.

Carried

PUBLIC EXCLUDED MEETING Moved

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
6.	**From the Chancellor**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
7.	**From the Vice-Chancellor**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.	**From the Finance, Planning and Resources Committee**		
8.1	UC Futures		
8.1.1	- UC Futures Summary	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.1.2	- CoEHHD Project Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.1.3	- GOG Issues Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.1.4	-RSIC Stage 2 Options Analysis	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.	7(f)(i) 7(h)
8.2	Teece Museum of Classical Antiquities at UC	To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	7(i)
8.3	ICT Graduate School Update	To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	7(i)
8.4	High Country Leases	To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	7(i)
9.	**From the Audit and Risk Committee**		
9.1	Minutes 1 February 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)
9.2	Draft Minutes 15 February 2016	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.	7(f)(i) 7(f)(i)

and 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 would be of assistance in relation to the matters discussed, and was 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 6.07pm and confirmed discussion of items 6 – 9.2 on the public excluded agenda, item 9.3 having been confirmed earlier in the meeting.

GENERAL BUSINESS There were no items of general business.

The meeting closed at 6.08pm.

NEXT MEETING The next meeting is scheduled for 4.00pm on Wednesday 30 March 2016.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

the Arts Centre
Te Matatiki Toi Ora

RECEIVED
9 MAR 2016
REGISTRAR

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PO Box 845, Christchurch 8140
P +64 3 366 0989
info@artscentre.org.nz
artscentre.org.nz

University of Canterbury
Private Bag 4800
Christchurch 8140

For the attention of Dr John Wood, Chancellor

3 March 2016

Dear John

The Arts Centre of Christchurch
Appointment of Trustees

Thank you for your letter dated 29 January 2016, received on 5 February 2016. I also acknowledge your letter of 3 March in response to my voicemail message and look forward to catching up with you when time permits. In the meantime, I have been asked to respond on behalf of the Board and management of the Arts Centre to the matters raised in your 29 January letter.

You have advised that the University Council is very disappointed with the outcome of the trustee appointment process and suggested that this may have some implications for the broader relationship between our organisations.

You will recall that we undertook a series of discussions with University representatives over the years, including a workshop with the full University Council as well as informal Chair-to-Chair meetings, where we discussed the intended move from a representative governance model to a smaller skills-based board appointed in accordance with best practice. Special legislation was subsequently developed to modernise the governance arrangements and ensure that the Arts Centre was protected in perpetuity.

The University of Canterbury was then invited to nominate a candidate for consideration by an independent Appointments Committee constituted under The Arts Centre of Christchurch Trust Act 2015. I can advise that the independent Appointments Committee were impressed with the high number and calibre of applicants and nominees. Although the University's nominee was not ultimately appointed in this particular instance, this ought not to impact on the broader relationship between our organisations.

The Arts Centre has been consistent in its intention to maintain a strong and positive relationship with the University, which can be expressed in a number of meaningful ways. Perhaps the most visible recent example is the re-dedication ceremony for the Memorial Window in College Hall that took place in December 2015. We also look forward to the University reconnecting with its history with the relocation of UC Music, UC Classics and the Logie Collection into the Arts Centre in 2016.

the Arts Centre
Te Matatiki Toi Ora

Can I ask you to please place this letter before the University Council with an open invitation to meet with Arts Centre trustees, perhaps combined with a site visit to enable the Council to see first-hand the latest progress with the restoration project and discuss our vision for the future.

We are proud of what is being achieved at the Arts Centre and we look forward to celebrating our shared history in the years ahead.

Yours sincerely

Jen Crawford
Board Chair

Memorandum

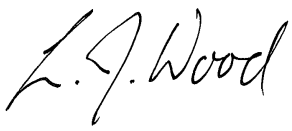
Vice-Chancellor's Office
Email: chancellor@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Council Members
From:	Dr John Wood, Chancellor
Date:	23 March 2016
Subject:	**CHANCELLOR'S MEETINGS**

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

- Hosted lunch with Simon Leeming, New Zealand Honorary Consul to New England
- UC Foundation Board Meeting
- Met with former UCSA President, Sarah Platt
- Attended Pasifika Welcome Day
- Powhiri for Professor Robin Pollard, VC Lincoln University
- Governance Training with Jane Huria
- Erskine Morning Tea
- UCIC Meeting
- Hosted dinner for LU Chancellor and VC
- Hosted visit of Governor General to campus
- Attended Vice-Regal Patronages Dinner
- Addressed Lions Convention in Kaikoura
- Met with Leonie Partridge and Kylie Malin re UCF Annual Appeal
- Met with Fiona Ciaran re UCSA fundraising campaign
- Visited Dovedale proposed ELC site
- Attended US/NZ function in Auckland
- Attended Canterbury History Foundation meeting
- Lincoln University Council meeting
- Participated in EY workshop on strategic options for Lincoln University
- Hosted lunch for Professor Zhou and Chinese Consul-General and party
- Attended CPIT/Aoraki launch of new name
- Attended a Vice-Chancellor Employment Committee meeting



Dr John Wood
Chancellor

COUNCIL WORKPLAN 2016

Subject to regular review

	Jan	Feb	Mar	Apr	May	Jun
Audit and Risk **Standing items:** **PwC Audit Reports** **Monthly Financial Reports** **Financial Forecast Reports** **Health and Safety Reports**		1 and 15 Feb: Annual Report	22 March: Strategic Risk Register Review UC Trust Funds Financial Statements 2015		17 May: Audit New Zealand Management Report Discipline Report Quarterly CAPEX Report	
FPRC **Standing items:** **UC Futures Update** **Monthly Financial Report** **Financial Forecast Report**		15 Feb: CoEHHD Project Update Accommodation: Sonoda and CLV H&S: Council Rep Report Teece agreement for Museum Trust Funds Quarterly Report ICT Graduate School	22 Mar: High Country Leases Tribal Benchmarking Report	18 April: Dovedale ELC lease to UCSA International Fees Utilisation Report Accommodation: Sonoda and CLV Stage 1	17 May: NEB Stage 2 Business Case	20 June: NEB stage 2 Implementation Business Case (IBC) and tender. Response to Ministerial request for updated forecasts. Role of Faculties. Role of Academic Board. Campus Living Villages contract for existing and new student accommodation incl UC investment in remediation. College House postgraduate / academic visitor apartment development lease.
Council Workshop	27 Jan:	24 Feb: 3.00pm - Graduate Attributes 6.00pm - Visit to Forestry	30 March: Enrolments	27 April: 10 Year Financial Model	25 May: Capital Priorities	29 June: Lincoln University Visit to Council by LU Council and VC 29 June
Council Meeting **Standing items:** **Chancellor's Meetings** **2016 Workplan** **VC Monthly Report** **Academic Board Report** **VC Risk Report** **UC Futures Update**	27 Jan:	24 Feb: Annual Report CoEHHD Project Update Accommodation: Sonoda and CLV H&S: Council Rep Report Teece agreement for Museum Trust Funds Quarterly Report ICT Graduate School **PVC Report: Business and Law**	30 March: High Country Leases Tribal Benchmarking Report **PVC Report: Science**	27 April: Dovedale ELC lease to UCSA International Fees Utilisation Report Accommodation: Sonoda and CLV Stage 1 **PVC Report: Engineering**	25 May: NEB Stage 2 Business Case Academic Board - Space Utilisation advice **PVC Report: Education**	29 June: NEB stage 2 Implementation Business Case (IBC) and tender. Response to Ministerial request for updated forecasts. Role of Faculties. Role of Academic Board. Campus Living Villages contract for existing and new student accommodation incl UC investment in remediation. College House postgraduate / academic visitor apartment development lease. **PVC Report: Arts**
Other Council Decisions				Q2: Old Rutherford – preliminary decision (Q2 2016) Peoplesoft Upgrade Business Case St Nicholas lease Comms Disorders Co-location with Psychology (on hold until NZ Fire Service negotiations complete and Psychology building remediated)		
H&S Visits				18 April: Construction - CETF		20 June: BAU - College of Science

Jul	Aug	Sep	Oct	Nov	Dec
	15 Aug: Six Month Financial Statement Quarterly CAPEX report Campus Transport Plan and Parking fees.		17 Oct: Strategic Risk Register Review and Update		
18 July:	15 Aug: UC TEC Investment Plan	19 Sept:	17 Oct:	21 Nov: 2017 Budget	12 Dec:
27 July: Endowment Land Ownership Policy (TBC)	31 Aug: CMP - Landscaping Strategy	28 Sept: Integrated Transport Mnagement Strategy	26 Oct: 2017 Budget	30 Nov: Emeritus Professors Function with Council 30 Nov	12 Dec:
27 July:	31 Aug: UC TEC Investment Plan	28 Sept: Campus Transport Plan and Parking fees.	30 Oct: Submissions to TEC assessment of SAC support for 2017 and 2018	30 Nov: 2017 Budget	12 Dec:
Q3: Biological Science building – Business Case – targeting (Q3 2016) CRM Business Case Health Precinct Location Business Case Remediation Programme (SBS Building?) UCSA Building Business Case (Moved to Q3 at the request of UCSA)			Q4: EQC residential claim ($0.75m) – Jeff Field. Waiting on EQC High Country Lands. (Q4 2016). SMS/MyUC contracting for implementation business partner (Q4 2016) Homestead Lane Hall Business Case RSIC Stage 2 IBC Recreation Centre IBC		
	15 Aug: Construction - RSIC			21 Nov: BAU - College of Engineering	

Government House
New Zealand

17 March 2016

Dr John Wood CNZM, QSO
Chancellor
University of Canterbury
Private Bag 4800
CHRISTCHURCH 8140

Dear John,

Allow me to convey my warmest appreciation to you and Dr Rod Carr for hosting my party and me at Canterbury University on 9 March 2016. The professionalism and enthusiasm of your team was remarkable. The presentations throughout the day were both informative and stimulating – a testament to your recent world ranking of no. 211 of all universities in the world.

The PhD-in-3 presentations by Sash, Anna, Will and Ksenia were outstanding. They were all good communicators in explaining the challenging fields they were studying and the potential for massive benefits for our communities. I would also like to acknowledge Professor Zimena Nelson and Yinnon Dolev for their presentation on eye tracker technology for the study of vision in spiders.

During our brief walk through the campus, I noted the reconstruction efforts after the 2011 earthquake are well underway, thank you for your update. I was impressed by how the new infrastructure is future proofed to better support your students. Let me say that the University of Canterbury has been well led throughout this difficult period. I commend you, the Vice-Chancellor and your management team for keeping "UC" at the forefront of academia and research excellence.

Kind regards,

Jerry Mateparae.

Jerry Mateparae
Governor-General

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

VICE-CHANCELLOR'S REPORT TO UNIVERSITY OF CANTERBURY COUNCIL MARCH 2016

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1. INTRODUCTION

We appear to have had a 50% (161 EFTS) increase in new to UC full fee paying International fulltime equivalent students (EFTS) year-on-year. New and returning students – total full fee international students – are up 37% – about 258 more EFTS. This is a better than expected outcome and reflects significant effort by many staff. We need to achieve this increase year-on-year for at least the next three years to meet our obligations under the Government Funding Agreement.

It is also interesting to note that we have a record number of PhD students enrolled – for the first time more than 1,000, and a 17% increase on 2010 – our pre-earthquake level. We have a record proportion of postgraduate students (at 22% of the student body), a record number of students in Engineering Intermediate and in the first professional year of Engineering. As at 17 March, all five Colleges have seen increases in new to UC domestic EFTS ranging from Science +6% to Engineering +17%. Arts at +12% were a little ahead of Education at +11% and behind Business and Law at +12%. An overall increase in new to UC domestic EFTS of 310 EFTS and in total Domestic EFTS of 410 or 4% year on year to 10,550 EFTS. Total enrolments are therefore up 668 EFTS (6%) year on year to 11,506 EFTS.

We are forecasting to be comfortably within the target range (5%) for 2016 domestic (11,797 EFTS) and total (12,782) EFTS as agreed with the Government in our funding agreement. We will need to achieve our mid-year and 2016/17 summer school targets, meaning recruitment and retention efforts remain a priority.

This outcome is a credit to everyone who has worked to position and promote the University to prospective students. We can do better in converting applications to enrolments, and as part of the debrief from first semester 2016 we need to learn lessons and position ourselves to reduce complexity, hand-offs and delays in processing applications. We need an early commitment to the 2017 undergraduate scholarship programme and any new initiatives to support recruitment, especially from the large and growing Auckland market where we achieved a record (200 plus new to UC students) but remain a small proportion of all mobile first year prospective students.

Note the references above refer to week 11 (17 March data) while the table included in the report relates to week 10 (12 March) data.

More than 25 events were held during Orientation Week. The UCSA managed the scale and complexity of these events without major incident.

It is pleasing and significant to note that in the recently released QS rankings by discipline, 19 of 25 (80%) ranked disciplines offered by UC are in the top 200, five in each of Arts and Engineering, four each in Business and Law, Science and Education. Of these 10 disciplines (40%) are ranked in the top 150 (three Arts, three Science, two Engineering, two Business and Law, plus Education). We have increased the number of disciplines ranked in the top 100 from three to five. These are Civil Engineering (49), Accounting and Finance, Education, Geography, and Law (ranked 51 – 100).

2. STRATEGIC MATTERS

2.1 UC Futures

Some projects within the UC Futures Programme are at a critical point. We had a steep increase in applications to enrol from international students in Semester One which looks to be continuing for Semester Two and for 2017. The International Relations Office and the enrolment and admissions teams are to be congratulated on their dealing with recent record numbers of applications to enrol.

The construction of the first two wings of the Engineering project (Electrical and Chemical) is running late, now due at the end of April and early June respectively. The Structural Engineering Lab is on schedule for its planned official opening on 15 April, six weeks later than expected, and the student hub or CORE is now due late October. We are told that the Civil and Mechanical wings are still on track for delivery in time for semester one 2017. The CETF Project Team has expressed appreciation for the forbearance and the hard work of College staff to manage these delays to occupying the new wings. Preparation for two key decision points has begun – the business case for stage two of the RSIC project, a replacement building for the Von Haast building, and the investment gateway to complete the New Education Building fit-out. These two will be reported to the Government. The decision on RSIC stage two will require ministerial approval.

A Council workshop in February focused on the development of the graduate attributes within the Graduate Profile.

2.2 Rutherford Science and Innovation Centre (RSIC)

Site works continued apace throughout February. Structural steelwork erection from level four to six is progressing on the west building and is 60% completed. The flooring system installation to level four of both wings is now completed. Precast concrete sections for the back of house areas have started, with the remaining panels due throughout March. Rescheduling of activities has ensured the programme is maintained with no reported change to the completion date of 10 April 2017.

A significant quantity of glazing panels for the façade is now complete and in offsite storage awaiting delivery and installation. There has been considerable activity on site with the initial installation of mechanical and electrical services to level one and two of the west wing reportedly ahead of programme. The installation of façade brackets is on target for the initial installation of panels late March. Internal walls and partitions are progressing on level one and two of the west wing.

At this time stage one of the project remains on time and within budget.

Depending on RSIC stage two decision making, stage one commissioning, Van Haast decanting and demolition and stage two construction (if approved) there is a risk to the planned commissioning of stage two by February 2019, The recommended procurement approach is one way of mitigating risk to the programme delivery date but exposes UC to some additional cost price risk. This will be a matter for Council determination.

2.3 Canterbury Engineering the Future

The College of Engineering has worked closely with the project team to agree later dates for the completion and occupation of the first tranche of new facilities. This has meant using workshops to reschedule decant activities and the project team would like to acknowledge the commitment and understanding of the College and in particular the technical staff involved. Tranche one includes the Chemical and Process Engineering and the Electrical and Computer Engineering wings.

The revised delivery dates for tranche one have been confirmed and the project team is tracking well against milestone dates.

Within tranche two, the decanting of the Mechanical wing has been completed and the building was handed over early to the contractor. Demolition works to the areas of the Civil and Natural Resource Engineering wing are progressing well and the last part of this wing is scheduled for handover to the contractor shortly to start construction. Tranche two is scheduled for completion in early 2017.

At this time it appears likely that the project will consume all of the programme contingencies and may require further budget approvals to complete.

The Electrical Link building and the Civil/Mech building were remediated as part of the comprehensive largely insurer-funded remediation project. Oversight of the Electrical Link building was passed to the CETF Project Control Group late in 2014. It is now apparent that the cladding of the building is not weathertight and will need significant investment. Technical options have been assessed and a business case will go to Council to seek approval of a sum of up to $5.5m to address the issue.

2.4 College of Education, Health and Human Development relocation and integration

The New Education Building site activity remains low while planning for strengthening and fit-out continues. Fit-out detailed design is 90% complete with documents due for issue in mid-March. Pricing received in response will be used to inform the stage two business case which will go to Council for approval in May. It is now unlikely that the total cost (stage one and two) can be brought back within the initial stage one approved budget ($41m) plus stage two early estimates of likely cost ($28m). Changes in cost and scope are likely to add $5m to the final cost of this project.

Shop drawings for the structural steel are 75% complete with the first site deliveries of steel expected in mid-March. Discussions are in progress with the contractor to limit the hours of noisy works in response to concerns raised by neighbouring UC tenants. In the interim noisy works are on hold between 9am and 5pm.

Relocating the Centre for Entrepreneurship from its temporary home in Forestry and Executive Development Programmes into the building is also now part of this project. These programmes will occupy the top two floors of this newly rebuilt building.

The developed design for this building has been completed and includes a range of centrally-booked modern learning environments, designed to support new ways of teaching and learning. These will be a strong asset for the academic development and life of the University.

Council has sought advice from the Academic Board on the academic implications (if any) of the current space allocation policy. While that policy has been used to inform the configuration of space within NEB, the proposed fit-out of NEB has been locked in. Should alternative configurations of space be required, alternative locations rather than an alternative fit-out will be used to accommodate those needs.

2.5 UCSA BUILDING

In April, Council will consider a business case to swap the UCSA Early Learning Centre building for the former ELC on the Dovedale campus. That centre will be slightly expanded as a permanent replacement for the former UCSA centre. It is expected work will start during the mid-term break. The former UCSA centre will be demolished as part of the redevelopment of the site for the replacement UCSA building. Demolition is now expected to begin in May.

Site surveying caused some neighbours to the Dovedale campus to become concerned that trees were about to be removed. Some pruning and thinning will be appropriate but no decisions have been made. None of the trees near the ELC are listed or heritage trees, though the University remains committed to protecting and enhancing its estate to promote a safe and inspiring learning environment.

The business case for the development of the replacement UCSA building is progressing more slowly than expected at the UCSA's request, as it takes time to confirm its requirements. Meanwhile, the fund raising campaign (target $5m) led by former UCSA President Hon. David Caygill has commenced.

2.6 Remediation Projects

A programme of works for remediating buildings as part of the ten-year capital plan was identified late last year and will be reviewed, updated and re-confirmed by Council at its June meeting.

2.7 International Growth

By far the largest increase in enrolments evident by the end of February is the increase in new international students enrolling at UC (+ 161 EFTS). Enrolment levels are reported elsewhere in this report. It is notable that 90% of the targeted EFTS for 2016 has been met before the mid-year intake, a popular time for internationals to enrol. The largest group of international students recruited directly by UC are from the United States, with Chinese students the second largest. A large majority of American students are here for a Study Abroad experience. The College of Education, Health and Human Development has welcomed a larger cohort of Canadian students to teacher education, continuing a long history of Canadian teaching graduates. UC is experiencing a steep increase in Indian enrolments from a low base, and these students tend to favour particular business taught Masters programmes. This has stimulated some debate about how to manage an over-endowment of some nationalities in some programmes, which may change the educational experience for both students and teachers. The Senior Management Team International (SMTi) will be considering this issue during this year.

Large numbers of applications to enrol for semester two are being received and SMTi will be monitoring the University's success in managing these applications. The focus has now moved to ensuring that UC recruits good quality international students to a wide range of programmes.

2.8 Graduate Profile

The Council workshop held in February gave a comprehensive update on initiatives to develop and promote the Graduate Profile. It is worth noting that the attributes and profile pertain to undergraduate learning outcomes.

2.8.1 Graduate Attributes

Progress continues to be made with academic programmes on incorporating the Graduate Profile. The Graduate Profile Programme Control Group is establishing how it might work alongside the Academic Administration Committee to track and report this progress to Council. The Deputy Vice-Chancellor (Academic) led a Council workshop on the Graduate Profile in late February.

The New Education Building will include a cultural space to enable larger groups of visitors or students to be welcomed to campus. This function of the new building will support the graduate attribute of bicultural confidence and competence in all undergraduate degree programmes.

The co-curricular record (CCR), which was piloted last year, will be fully rolled out this year. The CCR supports students developing their CV with documentary evidence of a wide range of learning experiences. The official launch is currently scheduled for 20 April 2016 which will launch around 20 credentials with a minimum of two certified activities in support of each of the four graduate learning outcomes.

Attribute 1: 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.

We have requested that academic staff take any opportunity over the next month to identify students who may be struggling to engage in learning. Early indicators of lack of engagement may include failure to submit a first piece of assessment, failure to log onto LEARN, failure to attend a tutorial or lab. While it is not our job to unnecessarily supervise engagement, in the early weeks away from home, family and friends, potentially successful students may fail to engage and fall behind, become despondent and set themselves up to fail. We have a professional responsibility to help students get started. A wide range of support services are available to students. In particular, we will be working with halls of residence and the large numbers of first year students to establish good learning habits from the outset.

Attribute 2: 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.

Attribute 3: Biculturally competent and confident

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.

Attribute 4: 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.

Attribute 5: 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.

The DVC Research, Professor Steve Weaver, hosted the regular morning tea for Erskine visitors and fellows. The function was well attended and is a reminder of this truly significant resource. We expect over 80 visitors this calendar year. These visiting academics enrich the lives of not only our academic staff but all the students who are exposed to them. These visitors bring with them their professional academic experience but also their own cultures and curiosity about ours. The Erskine office staff support them administratively, our staff host them. The 21 Day Challenge, hosted out of the College of Business and Law and the Centre for Entrepreneurship, with a significant number of business mentors, will be run again in 2016 with the focus on supporting a Pacific Island community.

2.9 Productivity Commission

The Productivity Commission has released its 120 page issues paper entitled "*New Models of Tertiary Education*". The paper poses 78 questions which it is seeking evidence and input on to formulate advice to Government in response to its terms of reference. Initial submissions are due by 4 May 2016. Representatives of the Commission met with Universities NZ in February. Universities NZ will be making a submission as will many tertiary education institutions.

Staff have been encouraged to make submissions but advised that if making a personal submission to indicate that they are making a submission in their personal capacity. While I have indicated I would appreciate receiving a copy of such submissions, staff have been advised that they are under no obligation to do so. In making any submissions staff are requested to take care to protect the privacy of individuals and the confidentiality of material they may have access to as part of their employment.

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 International partnerships

Fourteen UC students finished a five week internship programme in Bangkok organised in collaboration with Mahidol University. Examples of the internships undertaken include working in a research role for Greenpeace and in a marketing position with one of Thailand's biggest hotel groups. The students were excellent ambassadors and gained much from the experience. This was also a valuable opportunity to engage with local agents and to deepen our relationship with Mahidol University, one of Thailand's elite universities.

The 2016 CHCH101 course finished on 5 February. This brought 31 students from Peking, Beihang and Adelaide universities here to do a three week course alongside five UC students. This is a key activity in our goal to build key partnerships and increase our profile in China in particular. Staff members from the participating universities also attended, providing an opportunity to discuss future collaboration.

3.1.2 Study Abroad UCXchange

The focus for the team in February has been on welcoming and assisting our semester one intake of Study Abroad and Exchange students. More than 230 Study Abroad and Exchange students have enrolled, including over 180 Study Abroad students, up around 20% on last year. UC has welcomed students from several new Study Abroad agreements, including Point Loma Nazarene University, Central Michigan University, Beloit College and the University of Tennessee Knoxville.

A number of site visits have also been hosted in February, among them a group of education advisors from the University of California and Study Abroad co-ordinators from The Education Abroad Network. Preparations are under way for a large Study Abroad site visit from International Studies Abroad (ISA) in March, consisting of 15 US Study Abroad advisors and staff who will visit campus to learn more about UC's Study Abroad programme.

3.2 International Recruitment (including in-country international students)

3.2.1 Malaysia, Singapore, Indonesia, South Asia and China

The main focus has been on assisting with conversion of these students to UC. The team have been working closely with agents, students and the colleges to get these students to UC in time for the February start date.

3.2.2 India

Recruitment throughout India was completed during February, including Delhi, Chandigarh, Pune, Mumbai, Bangalore, Chennai, Hyderabad and Kochin. The focus of the recruitment drive was the IDP multi-destination events and Edwise world education fairs. Other individual offices were visited for training, (The Chopras, PlaceMe Consultants, Indo Pacific, Career Plus, IMTP, Olive Consulting, Hope) and a preliminary visit to a Software Engineering College in Pune. Education New Zealand also held a New Zealand universities only roadshow in Pune and Bangalore whereby counsellors at a number of international high schools were invited to presentations and networking opportunities.

At the recruitment events a new strategy was having a UC alumnus present, giving potential students the chance to find out what it is like to live here as an Indian international student.

3.2.3 Domestic Recruitment

A parent and student evening was held at ACG in Auckland, presenting to both domestic and full fee students. The feedback has been extremely positive with an invitation being extended to the Director of International Relations Office (IRO) to come and present a guest lecture series to the year 12 and 13 students in March. A very positive outcome is the 82% increase in enrolments from this time last year for full fee students from domestic schools.

3.2.4 Pre-admission

The key focus has been on supporting Admissions and assisting the recruitment and enrolment teams with their recruitment needs.

3.3 Marketing

Marketing is working with the IRO on a student guide that will go to print in March. This student guide outlines the key selling points that constitute the UC international narrative. There are also profiles of our colleges and current international students. Work has begun to organise a series of photos that will illustrate the learning opportunities available in each college.

The Web Customer Management System (WCMS) project team (phase two) is being supported by the digital team from marketing. International pages will be launched in March with postgraduate pages following. Social media activity continues to be high with an increased emphasis on Twitter and Instagram. An orientation promotion has boosted our Instagram activity. An improved online event system will be launched in March. A series of UC7 landing pages have been launched which incorporate the new videos completed in 2015. Open Day and Information Evening pages have been launched. What if Wednesday web pages have been re-branded to support the UC Connect lecture series.

A series of marketing campaigns will roll out from March 2016. The UCME brand campaign will utilise outdoor, online and radio marketing. Open Day promotion and UC GO Canterbury will take our Auckland specific offer to market. Work has started on the undergraduate profile and the seven discipline publications. On-field signage has been a feature of Crusaders games in Christchurch.

3.3.1 Liaison

Liaison carried out 113 student appointments in February, including 35 adults and 54 school students. The team began their first round visits to secondary schools this month, beginning with Christchurch, Dunedin and Southland.

The team is seeking nominations from Colleges, student mentors and the Halls of Residence, for the Back to Schools programme. As part of this programme, Liaison will fund successful candidates back to their secondary school as part of our annual school recruitment activities.

The Auckland team welcomed a new liaison officer, and a new administrator will begin shortly. Members of the Auckland team also assisted with the welcoming of our first cohort of 77 Go Canterbury students to campus. With over 200 new to UC students from Auckland starting at UC in 2016 a record was achieved but this still represents a small fraction of the nationally mobile high school leaver University population.

Colleges are currently identifying opportunities to deliver academic presentations to secondary school students in the Wellington and Auckland regions in conjunction with our Information Evenings, helping raise UC's profile in these markets. In addition Colleges have been responsive to the opportunity to provide information for the 'UC InTouch' Liaison newsletter for career advisors.

The School Engagement team has met with the School of Sport and Physical Education regarding the further development of a secondary school engagement programme and is considering some options that have been identified.

February saw the start of engagement with secondary schools through the university's partnership with the Crusaders. Year 13 students and staff were hosted at the Crusaders game in Blenheim on 19 February. Year 13 students from St Bedes College and some local Year 13 Deans were hosted at the 27 February game.

3.3.2 Admissions

A total of 431 admission *ad eundem statum* (AES) applications were recorded as received to 26 February 2016. This compares with 311 and 266 AES applications received in February in 2014 and 2015 respectively. 2016 AES application numbers are tracking at more than 30% higher compared with the same stage in 2014 and 2015.

AES Admission decisions: Number and type made from 1 to 26 February 2016:

	Total	**Undergraduate**	**COP**	**Postgraduate**	**PhD/EdD***
Full offer	217	94	27	72	24
Conditional offer	82	20	1	51	10
Declined	86	19	0	64	3
Total	385	133	28	187	37

*Includes 11 non-AES PhD/EdD applications.

3.3.3 Enrolment

An estimated 6,578 students and visitors were welcomed by Student Services during February. Of those, 3,954 have been assisted at the Information Desk (an increase of 55% on last year). A further 993 have been assisted by the Enrolments Team.

746 international students were enrolled between 16-19 February during International Enrolments week. Support from across the University ensured that students were processed as quickly and efficiently as possible.

The Contact Centre answered 11,294 calls (down on last year) and responded to 3,074 emails (up on last year) and directly answered 2,426 emails. This emphasises the continuing trend of online interaction since the introduction of myUC.

	Headcount					EFTS		EFTS					
	Applications to Enrol					Actual Enrolment		Full Year Enrolled					
	ATE Enrolment Week: 23 (03/03/2016)					Enrolment Week10: (05/03/2016)		Actual	Actual	Actual	Actual	Forecast (as at Feb)	Budget
	2012	2013	2014	2015	2016	2015	2016	2012	2013	2014	2015	2016	2016
Domestic 1st Year	3,527	3,347	3,489	3,674	4,247	2,673	3,002	2,875	2,886	2,922	2,974		
Returning	10,178	8,969	8,660	8,492	8,538	7,374	7,500	9,459	8,495	8,245	8,079		
Total	13,705	12,316	12,149	12,166	12,785	10,047	10,502	12,334	11,381	11,167	11,053	11,348	11,234
International 1st Year	1,262	1,623	2,357	2,582	3,251	314	475	291	304	336	445		
Returning	777	708	679	670	802	376	470	546	495	439	434		
Total	2,039	2,331	3,036	3,252	4,053	689	945	837	799	775	878	1,192	1,034
								-	-	-	-	-	
Total	**15,744**	**14,647**	**15,185**	**15,418**	**16,838**	**10,736**	**11,447**	**13,171**	**12,180**	**11,943**	**11,931**	**12,540**	**12,268**

- 2015/6 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).

3.4 Scholarships

The Scholarships Team has completed the first evaluation of a scholarship by a selection panel using the new online Community Force tool. Further development with Community Force includes the opening of applications for 40 undergraduate scholarships.

Expected highlights for March include the opening of applications for the UC's Doctoral and Masters Scholarships mid-year round, preparation of scholarship recipient information for the April 2016 Graduation booklet and completion of the 2016 External Research Income return from scholarships administered by the Scholarships Office.

3.5 Accommodation

A Student Accommodation Services Manager has been appointed on a 12-month fixed-term basis and is now in place. Student mentors welcomed 140 new international students arriving at Christchurch International Airport between 9-18 February. Airport pickup requests from new international students are currently up 38% on last year.

This month, in collaboration with the Tenants Protection Association, the team presented three sessions for international students on renting. The "UC Guide to Flatting" is proving very popular. Occupancy in halls and villages is almost at full capacity with about 30 rooms available in fully-catered accommodation. Waitākiri Village has increased in popularity this year at near full occupancy. Taking advantage of the expansive outdoor area, residents are enjoying newly acquired recreational equipment including volleyball, badminton, cricket and basketball, as well as a pool table and table tennis table. Bishop Julius Hall has capacity to accommodate small short-term international groups this year. Off-campus housing is at 84% occupancy.

3.6 Academic Skills Careers, internships and employment

The new location for the UC Careers & Employment Centre (level one Geography) is proving very successful with positive feedback from students and staff, increased foot traffic and engagement with services. The relocation was timely and allowed the new centre to be part of Orientation activities, including two workshops for international students. The centre will now be on the regular Campus Tours for visitors. Staff and student groups are encouraged to use facilities for career education and employability events and activities.

In response to student feedback Careers, Internships and Employment is now on Facebook. This provides another channel for sharing information, and connecting with students and employers. In addition to the Law Recruitment Evening (Thursday, 10 March 2016) and the Commerce Careers Fair (Thursday, 17 March 2016), Careers will be hosting 16 employer information sessions on campus in March. These sessions offer students the opportunity to learn about employment opportunities for 2017, internship opportunities, and to gain an insight into the work and culture of visiting organisations.

3.7 Student Development Team

The team now has an NZAID cohort of 94 students, 21 of whom recently completed a three week orientation. Of last year's NZAID cohort, 75% are making satisfactory progress with 12% of those marked as high achievers based on the Ministry of Foreign Affairs and Trade (MFAT) criteria. The other 25% included struggling students and students on deferral.

The team has also welcomed 13 new under-18 international students and is currently interviewing all of them to check on their welfare and to meet UC's obligations under the Code of Practice for International Students.

Applications to the international student welfare fund have increased. The team has been exploring Positive Psychology as an approach to student development, cooperating on this with staff from the department of Psychology and others. A new student development advisor will join the team shortly.

3.8 Pacific Development

An Acting Director Pasifika Development has been appointed for up to six months while the current director is seconded to manage the Student Success team.

The Pacific Development Team (PDT) student advisors have been busy with new and returning students as they adjust to the first weeks at (or back at) UC, and following up on ATEs. Pacific ENRs are looking very good, up on this time last year, and looking likely to exceed the 2015 end of year total.

Orientation week was very successful, with over 60 students attending our Get FRESH Orientation for first year students. We also had a very strong presence by our Pacific Student Mentors volunteering on UC Orientation Day. Our 2016 Pasifika Welcome Day on 27 February was also well attended by Pasifika students, their families, and a selection of community members and staff. A highlight was the presentation of the Pasifika Achievers Awards for astounding academic performance in 2015.

In the wake of Cyclone Winston in Fiji, we collaborated with Student Development to host a gathering of UC Fijian students on Friday 26 February, at the Māori Student Centre. The gathering was a chance for students and staff members to talk about the relief effort following the cyclone, and provide comfort in a time of distress and uncertainty.

3.9 UC RecCentre

3.9.1 New Programmes

TeachMe is a series of free 30 minute intro sessions using an education-based approach which will eventually replace our free StartMe programmes. The intent is to teach the tools, concepts and techniques to help students navigate the internet-based programmes they see, and to create their own fitness programmes. These sessions allow delivery of information to small groups in an interactive way, utilising staff resource more effectively. It also gives the students and members opportunities to meet others in the gym environment. After a successful trial last year, the programme is being expanded to run year round, and to cover more aspects of training. Personalised programmes (SteerMe) and Personal training (PushMe) will still be available for those who want complete guidance, and a low fee will continue to be charged.

3.10 UC Sport

Applications are open for the new Sport Development Coordinator, a position transferred from UCSA to improve efficiencies. This position will enhance the wide range of social sport programmes we deliver and maintain a strong connection to the UCSA and sport and recreation clubs on campus. Sport competition registrations are looking very positive again. A large recruitment drive has just been completed, which will see UC students employed in casual sport positions.

After two years of work by members of the eight key tertiary institutions, there is now a new Inter-Tertiary sport organisation and competition to be delivered in 2016. This has strong support from national sport organisations, and will enable inter-tertiary sport and a dedicated pathway for athletes to move to international representation. In the initial year there will be Rugby sevens, basketball, volleyball, netball, hockey, futsal, badminton, table tennis and rowing. We also look forward to bringing to fruition a new UC Sport mascot.

3.11 Māori Development Team

The Māori Orientation programme was very successful thanks to the work the Māori Development Team put into the phone calling and early engagement of new to UC Māori students. 140 students and their whānau attended the Māori Orientation Programme which is more than any other year. (At least 92 of the attendees were new first year students).

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 Office of the Assistant Vice-Chancellor Māori

The start of semester one saw colleagues involved in many mihi whakatau to welcome new students. Student-focused 'Tangata Tū, Tangata Ora' training was provided for the Emerging Leaders Development Programme Student Executive, with 20 participants in the programme. Chemistry and Physics colleagues participated in a Tangata Tū, Tangata Ora programme tailored to their departments.

The 'Māori at UC' webpage was added to the UC website and we are updating the Tangata Tū, Tangata Ora Learn site.

Engineering and Biological Sciences colleagues are working with Office of AVC Māori staff and Te Kōhaka o Tūhaitara Trust to develop opportunities for UC students and staff to build bicultural competence and confidence outcomes into their programmes. This is an opportunity with potential for significant collaborative work with Canterbury rūnanga, with benefits for communities as well as UC.

Office of AVC Māori colleagues also assisted in hosting the international indigenous visitors who were speaking at 'Kai hiku, Kai ūpoko Tribal Economic Wānanga', organised by the Ngāi Tahu Research Centre. Speakers included Mr Manny Jules, Chief Commissioner, First Nations Tax Commission, Kamloops, Canada; Mr Andre Le Dressay, Director of Fiscal Realities Economists, Kamloops, Canada; Professor Robert J Miller, Professor at Sandra Day O'Connor College of Law, Arizona State University; Ms Liz Medicine Crow, CEO and President of the First Alaskans Institute; Michael LeBourdais, Chief of the Whispering Pines Clinton Indian Band and Chairman of the Tulo Centre for Indigenous Economics; Ms Caroline Saunders, Professor of Trade and Environmental Economics, Lincoln University and Mr Paul Dalziel, Professor of Economics, Lincoln University. Mr Manny Jules is the second International Indigenous Erskine fellow at UC.

Progress in 2016 will include continued work with colleges and faculties in our response to the UC Graduate Profile and Bicultural Competence and Confidence Pillar. A meeting with Deans and PVCs will take place in March to recognise and understand our individual and collective responses to this kaupapa.

4.2 Māori Research

Professor Angus Macfarlane attended the launch by Minister Joyce of the National Science Challenge – Better Start, in Auckland recently. Along with Professor Gail Gillon, Professor Macfarlane is leading a research theme within the National Science Challenge.

The Huakina Mai Ministry of Education project is making satisfactory progress in North Canterbury schools and the Families Commission work on the Braided Rivers Approach is progressing incrementally.

The postgraduate course EDEM685 taught by Professor Macfarlane began in semester one with 16 students enrolled.

4.3 DVC Research

The recruitment process for the position of Deputy Vice-Chancellor (Research & Innovation) in anticipation of Professor Weaver's retirement at the end of May is well under way. The panel will interview shortlisted candidates in early April. Consideration is being given to the likelihood of needing to appoint an Acting DVC for a period.

A somewhat smaller (85 compared with 95) number of applications has been submitted to the Marsden Fund this year. 2016 saw record PBRF and Research income and February has seen over $5m of research contracts signed.

4.4 DVC Academic

The last few weeks have seen the final appeals in terms of the review of academic progress. While the reviews focus mainly on faculty and university exclusions, a number of students will be on restricted point programmes of study.

4.4.1 Graduate Profile PCG

The Graduate Profile Project Control Group recently presented to the UC Council on progress across the attributes and major qualification programmes. It was noted that progress is varied. The emphasis this year is on bringing all four new attributes to the point where framework documents and resources are available for Deans and Programme Coordinators to use in redesigning qualifications to meet the overall profile.

4.4.2 Academic process

This year is shaping up as a busy year for the University in terms of academic processes:

1. A new system phasing in this year is the Special Consideration process, replacing aegrotat and late discontinuation. Workshops will be held in the near future to explain the changes and to answer questions.

2. The new Student Evaluation of Teaching (SET) system, replacing course and teaching surveys, is now live and additional functionality will progressively rollout, giving greater control to academics to ask students questions relevant to them and their classes. Staff are encouraged to attend one of the workshops on offer to see how the system works.

3. A major review of the University regulations is under way. It is planned to deliver a revamped front section of the calendar in 2016 with the qualifications to follow in 2017. This will be fed into the SMS Programme.

4. The semi-annual review of small enrolled taught courses to ensure efficient use of teaching time and fair distribution of workloads.

The draft findings of the internal auditor in respect of course advising were received prior to Christmas and are currently being revised following further engagement.

4.4.3 Learning and Teaching:

Plans for Teaching Week 2016 are well under way for the week beginning 7 June. This event will again bring together staff from across the University to share practice on teaching techniques, tools and other tips for short, informative sessions.

Events will include the annual teaching awards, a repeat of the Blue Skies Technology workshop – a chance for staff to experiment with some of the latest technology to support teaching – and a teaching spotlight event jointly hosted by Ako Aotearoa and the Academy with brief tasters on what other teaching staff in the South Island are doing.

The deadline for nominations for University Teaching Awards, Teaching Innovation Awards and the Teaching Medal is 1 April. This year for the first time, Teaching Awards winners will receive $1,500 each.

A one-year on visit by the chair of the academic audit panel, Professor Bruce Harris (Auckland) and the new Director of the Academic Quality Assurance Agency for New Zealand Universities, Professor Sheelagh Matear, involved various staff on 10 March. A brief update on progress against the recommendations in the 2015 Cycle 5 Academic Audit has been provided to Finance and Planning Committee. The University will be looking to review and revise its Learning and Teaching Plan, and consequently develop an academic development strategy and Technology Enabled Learning and Teaching Strategy.

4.4.4 STAR Programme

As of 3 March 2016 there are 261 STAR programme students enrolled in UC courses. This is the highest number of enrolled students in the history of the programme, since 2004. Last year at a similar time there were 213 students enrolled. There are 85 secondary schools involved in the programme this year. The number of schools involved has increased each year since 2013 (2013 = 44 schools, 2014 = 58 schools, 2015 = 67 schools, 2016 = 85 schools to date).

The 2015 STAR group performed well, with 204 out of 218 students passing all their courses (94%). In 2014 this figure was 81%. We actively made contact with students who were not engaging on Learn, which seems to have had a positive effect. Historically about 50% of STAR students enrol at UC.

4.4.5 Hagley College Intensive Catch Up students

We have approved the admission to degree level study of 85 students who were enrolled in the Intensive Catch Up Programme run by Hagley College in January/February for students who missed out on achieving University Entrance by a few credits in their last year of school. Last year 60 students entered UC via this pathway. It is our intention to map the retention and progression of this cohort of students.

4.4.6 SMS Programme

Recent discussions with Jade Software Ltd (JSL) have confirmed that the Jade Student Management System will continue to be supported by JSL. The SMS Programme Board has taken the opportunity to pause in procurement of an IT implementation partner and consider a variety of other options. Meanwhile work on reviewing and simplifying our academic processes continues.

4.4.7 New Qualifications

In 2016 we are expecting to seek CUAP approval for a number of new or substantially changed qualifications.

4.4.8 Conjoint Degrees

Advice from AAC is awaited.

4.5 TEC Information for Learners

The TEC has developed a data set on income outcomes for graduates by programme, by tertiary provider, by joining up data held by the Inland Revenue Department and Ministry of Education. They are seeking to direct that Tertiary Institutions, including universities, publish this data on their websites.

It is difficult to know if the data has any statistical significance and how it can be adjusted for higher incomes induced by higher costs of living, given the propensity of students to learn and stay locally. For example a BA student from Auckland University is on average more likely to live and work in Auckland post-graduation than a BA student from Canterbury. If wages are higher in Auckland because the cost of living is higher, the BA from the University of Auckland will be reported as having a higher income earning ability than the comparable qualification from the University of Canterbury. Of course if the BA graduate leaves the country or starts their own low income but potentially high capital value business, they fall out of the income data entirely. The risk of meaningless and potentially misleading information is of concern to Universities NZ. The requirement to promote it online is also of concern to a number of institutions.

A number of Universities have raised concerns about the proposal to make publication of state created data on University web sites a mandatory condition of SAC funding from 2017. Further investigations are under way to determine exactly who has authorised this direction.

4.6 Tribal Benchmarking

At the TEC-run Induction for new Council members much was made of the power of the Tribal Benchmarking tool to enable Council members to "ask the hard questions of management" as to the relative cost of various programmes and services. It is far from clear if there is any statistical significance in the differences identified in cost of delivery among the eight Universities. However it is clear that TEC as the monitoring agency and the Minister do place weight and credibility on the outputs of this tool. The only quality indicators used are the four Education Performance indicators developed by the TEC (course and programme completion rates, retention and progression rates) and various participation rates for under-represented minority groups.

There is no quality measure for research intensity or research outputs or outcomes and no account of international rankings, premiums paid by full fee paying students, the i-grad survey of international student satisfaction or other measures. The Finance and Planning Committee will review the findings and management's assessment of the findings and implications at its March meeting.

5. CONNECT

Enhanced engagement with business, CRIs, international partner institutions and the local community to increase the relevance of research and teaching, and create experiential learning opportunities

5.1 Communications and Engagement

The communications team has prioritised the delivery of the 2015 Annual Report this month. Now it has been adopted by the UC Council, work to produce printed versions is progressing. Content for the 2015 Research Report is currently being drafted.

Based on weekly engagement reports which analyse how people interact with UC's tweets, @UCNZ was the top Twitter account out of all New Zealand Universities for February. On average UC is gaining an additional 100 followers a month. Further information on social media interaction is included under the media section.

A plan to further develop the staff blog and newsletter *Intercom* is being progressed, following a staff survey. *Intercom* readership rates are above general industry accepted averages of about 25 percent. For the Education and Training sector, readership is about 22 percent.

Intercom opening rates for the four issues in February were 42.5%, 44.5%, 43.6% and 30.3% compared to 38.8%, 41%, 37% and 38.6% for the same period last year. While improvements are being sought, the figures suggest the blog approach is a good development and the content is engaging.

The team continues to work with UCSA on how to inform UC stakeholders on changes to how campus digital signage is managed. Communications will continue to lead this channel in the meantime.

5.2 Project Communications

Time-lapse photography of construction of the roof of the Engineering Core building has been completed and video will be uploaded to the Current Projects website and to social media.

Decorated hoardings have been relocated from the Forestry site to the Dovedale Gymnasium with new Pasifika wording included, and an explanatory article published on *Intercom*. Planning for relocation of CETF tranche one hoardings to the UCSA site has been completed.

Artwork for the Ngāi Tahu Tower Trail, *Te Ara Pourewa o Ngāi Tahu*, was installed in all help point towers on 9 February. A brochure has been printed and a supporting web page is under construction.

Covers for a series of 20 Design Standards publications were produced for Capital Works and a communications plan prepared for the launch of Procurement's furniture initiative. Photography of levels two, three, seven, nine and eleven of Puaka-James Hight was undertaken and the fly-through loaded onto Google business.

The Think first 2016 health and safety campaign was launched in February. Merchandise was given away at the Think first station on the Orientation Day trail, posters have gone up and a new video is available. Further activities will be rolled out in early March. Efforts to prompt students to take care when crossing Ilam Rd near the UCSA site have been circulated to Halls of Residence.

An information sheet about the New Education Building was produced and distributed to new students at the College of Education, Health and Human Development induction sessions this month.

5.3 Media

February media coverage of UC-related topics was overwhelmingly positive. Other topics in the news included co-director of the National Science Challenge, A Better Start: E Tipu e Rea, Professor Gail Gillon, Physics Professor David Wiltshire on the announcement of the discovery of gravitational waves, the arrival of melon-popping film lecturer Steve Carr, UC's Structural Engineering Lab and UC Innovators' start-ups, especially ethical uniform-makers Little Yellow Bird.

Orientation events and the release of the 2015 Annual Report attracted minimal coverage. This is a positive outcome.

5.4 Stakeholder Relations

A small number of complaints were received during Orientation. There is some community interest in the future development of Dovedale Campus, which will be addressed at the next Community Meeting on 11 April. The Vice-Chancellor and the Manager, Communications and Engagement met with the Ilam and Upper Riccarton Residents Association (IURRA) and residents on 1 March to discuss Dovedale development.

5.5 Events

Feedback from Orientation on 19 February is still being collated. There were 1,744 registrations and about 1,670 students attending college introductions. About 800 attended the official welcome, about 50 attended the parents session, more than 200 the group activities, and 442 a talk by Sam Johnson.

This suggests a 23.4% increased attendance at morning events, and a 56% increase for the start of the afternoon events, to a 2% decrease at the end. Anecdotal feedback suggests a high to very high level of satisfaction.

The Chancellor, staff and students hosted a successful visit from the Governor General on 9 March. His Excellency expressed particular interest in meeting with students and seeing their work in Science and Engineering. The "PhD in Three" presentations were very well received. Staff and students presented UC extremely well.

On 15 April 2016 the Minister of Tertiary Education, Hon. Steven Joyce, will be on campus to open the Structural Engineering Laboratory and to launch the Quake Centre of Research Excellence.

Universities NZ is planning on a conference on February 9-10 2017 to promote understanding of the current and future role of Universities. The exact content has yet to be confirmed but it is planned to bring a number of credible international commentators to present.

The Department of Prime Minister and Cabinet is facilitating a three day symposium to be held in Christchurch 14 – 16 February 2017 focused on learnings from the earthquakes with an emphasis on preparing the next generation of those likely to be responsible for recovery after a major natural disaster. There will be opportunities for UC to create wrap around courses for credit to take advantage of this event.

5.5.1 Social Media Statistics

UC had an outstanding month in February, across all channels and relative to other universities:

UC Facebook was ranked **first** for Engagement/Fan Ratio (with five posts in the Top 10)

UC Instagram was ranked **first** for Engagement/Fan Ratio (with the highest Follower Growth Rate)

UC Twitter was ranked **first** for Engagement/Fan Ratio (with nine posts in the Top 10)

	FB Likes	FB Comments	FB Shares	FB Total Engagement	FB Reach
O Day Album	220	40	2	262	18,596
O Day Donuts	234	23	13	270	23,487
O Day College Sessions	197	6	5	208	18,099
O Day - Students are from all over (video)	41	4	11	56	3,975

5.5.2 Crusaders partnership

In 2016, UC secured the rights to have the UC logo appear on halfway mark at AMI stadium for all Crusaders home games. The logo appeared at the first home game on February 27, and at games since. The annual UC Student Experience game was held on 4 March and sold out.

5.5.3 SVA partnership

On February 22, UC was announced as a founding partner of 'Serve for NZ: ANZAC Day', a project evolving from the UC Student Volunteer Army's response to the Canterbury earthquakes. The aim is to encourage thousands of New Zealanders to pledge their time to do something for their community on ANZAC Day.

5.6 Alumni and Development

Philanthropic Income:

Feb	Feb YTD
$200,132	$ 968,953

Distributions:

Feb	Feb YTD
$239,615	$ 383,189

February was a relatively quiet month for donations received and disbursements made, however there was great progress with major donors, legacy donors and preparations for the Annual Fund and UCSA Campaign.

A $1.5m gift agreement to name the collection room at the Arts Centre the 'Teece Museum of Classical Antiquities at the University of Canterbury' was approved by Council last month. New legacy agreements were signed to the value of $6.2m, and notification was received of a new bequest valued at $300k for Mathematics at UC from Mr Roger Helm who passed away in November 2015. This was an unexpected gift.

Preparations for the UC Foundation audit have taken place during February. The audit will be conducted under the new Charity Reporting Standards. The Foundation is waiting for confirmation that its interpretations of the rules meet the audit requirements.

Robin Clark, UC alumnus and Chair of the UC UK Foundation Trustees for the past 12 years, will be retiring from that role in May 2016 at the upcoming AGM in London. The contribution is very much appreciated and will be appropriately acknowledged at the planned Alumni function in May.

5.6.1 Stewardship

Thank you letters continue to arrive which is excellent for the donors and our Foundation Trustees. Prompts by the Scholarships Office to scholars in their notification letters are working well.

We are presently seeking a change to the Education Act to reinstate "pooling" of investment funds held in over 100 separate trusts.

5.6.2 Alumni

A review of two suppliers that capture information from LinkedIn has been completed, one is a LinkedIn partner. This will allow us to import employer and location details from LinkedIn into Raisers Edge for our Alumni with their permission – effectively adding employer details to around 26,000 alumni.

It is interesting to note that Duane Major, who led the crowd fundraising campaign to buy the Abel Tasman beach, is a UC alumnus.

6. ENABLERS

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

6.1 Staff Matters

Clarification of processes following a finding by the Academic Promotions Appeal Committee of a failure of process that was not adequately mitigated is being undertaken. As these appeals have been rare over recent years and can only be based on a failure of process, some thought has gone into clarifying options following a failure of process.

Consideration is also being given to the value and form of surveys in 2016 which might give insight into staff engagement and organisational culture with the intention of understanding further how we can be both more effective and more efficient in achieving our goal of promoting a world-class learning environment. While the intention had been to re-run the University wide Voice Survey, there may be less costly, more targeted approaches that should be considered.

We are moving to a new arrangement for taking notes for students with disabilities. In line with a model adopted by Otago University four years ago UC is seeking to have student peers take notes for a fee, with the permission of the lecturer and oversight from Disability Support Services.

The Academic Board will again consider the matter of the role of Faculties and Colleges and have the opportunity to offer advice on academic implications of changes to the current arrangements before Council considers the matter. It is planned to brief Council on the proposals and issues at its March meeting with the intention to have the substantive discussion at the April Council meeting.

6.2 Infrastructure

Details of building status are contained in the appendix.

The space allocation policy will be considered by Council at its May meeting. The Chancellor has invited the Academic Board sub-committee to present its views and the views of the Board at that meeting.

We have been advised that the New Zealand Fire Service is delaying further consideration of the Montana Avenue Fire Station until 2017.

The prospective caterer for the Ilam Homestead is expected to re-submit their proposal in light of the Licence to Occupy signed with the University of Canterbury Club by the end of March.

6.3 ICT Graduate School

At its meeting in February Council approved UC taking the lead role in establishing the ICT Graduate School in the South. Documentation with the TEC and collaborating partners Lincoln and Otago Universities and CPIT and Otago Polytechnics is being finalised.

7. Financial Outcomes: (management accounts to 29 February 2016)

February 2016	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	51,661	52,281	*(620)*	323,214	323,214	*0*
Total Operating Expenditure	47,003	53,572	*6,569*	336,871	336,871	*0*
Net Surplus/(Deficit)	**4,658**	**(1,291)**	**5,949**	**(13,657)**	**(13,657)**	**0**
Net Surplus/(Deficit) as a % of Total Operating Income	9.0%	(2.5%)		(4.2%)	(4.2%)	
University Total Capital Expenditure	**23,137**	**48,566**	***25,429***	**274,635**	**274,635**	***0***

* 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.

** The Full Year Forecast shown above reflects the budget. The first forecast for 2016 is due 21 March.

Actual Total Operating Income is unfavourable to budget as at February 2016. The negative variance is due to research external income and sundry income. Actual Total Operating Expenditure is favourable to budget. The favourable variance relates to operating expenses, total personnel expenses and depreciation.

We had been budgeting for an operating **deficit** as at the end of February 2016 of $1.291 million, but have returned an operating **surplus** of $4.658 million. The difference is mostly phasing, with the expectation that actual results will begin to match budget as the year progresses.

Capital expenditure is currently $25.429 million below budget. $20.642 million of the expenditure incurred to date is UC Futures related against a year to date budget of $32.576 million. At this stage of the year the 'business as usual' capital spend, against budget, is favourable by $14.305 million.

7.1 Cash Flow

The February 2016 cash position of $293.861 million is higher than budget by $108.779 million due largely to higher than expected balances at 31 December 2015. 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.

The 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 $65 million an independent advisor will be appointed who will 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. As at the end of February 2016, it is too early to identify whether the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

7.2 Working Capital

Working capital[1] of $201.528 million at 29 February 2016 is $52.271 million more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

7.3 High Court action on high country leases

The High Court hearing was held on 22 June 2015 and the decision was released just before Christmas. The University's application for a stay of proceedings was upheld and the University has reasserted its desire for arbitration on the lease rentals to proceed. An appeal against the stay of proceedings has been lodged by the lessees.

7.4 Craigieburn station

The arbitrator's decision has now been released to the parties. The University is seeking payment of rental arrears and arbitration legal costs. The lessee is renewing the lease and marketing it along with the lease for Grasmere Station.

7.5 Arts Centre.

The final design for the fit-out has been agreed and approved by the Arts Centre. Agreement is now being sought from Christchurch Council's heritage officers prior to lodging the resource and building consents. A redesign of the public spaces was required to provide adequate climate control for the Logie Collection. The requirement for redesign has created a two month programme delay and code of compliance is now expected late in 2016.

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

No updated provided.

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

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

Staffing Matters – Managing EFTS Growth

As student enrolments across all major programmes in the College continue to recover, colleagues in Business and Law have become increasingly preoccupied with staffing matters in order to ensure we are able to support growth in a sustainable manner. As part of this process, we are currently seeking to fill six academic roles in accounting, business information systems, management, and law. Additionally, we are currently recruiting three academic administrator roles to the recently established College Office shared services hub, which will *inter alia* provide much-needed additional administrative support for the successful Bachelor of Criminal Justice programme and increasing numbers of students undertaking community and work integrated learning courses.

Meanwhile, the rapid expansion of the UC Executive Development Programmes over the past three year continues apace; student numbers in all 'February start' EDP programmes are either close to, or at capacity and applications are now flowing in from applicants wishing to enrol in those EDP programmes with June and/or October start-dates later this year. To support this growth, we have recently appointed a new EDP business manager to oversee operations and industry engagement and will shortly advertise a lecturer position whose primary teaching duties will be for EDP programmes.

Research matters

The College is about to undergo a 2016 'stocktake' of academic colleagues' research outputs and contributions in preparation for the 2018 Performance Based Research Funding (PBRF) ranking exercise. This exercise will be led by staff from the DVC (Research) office in consultation with departmental research mentors.

Congratulations go to Professors Karen Scott and Adrian Sawyer on their appointment to 2018 PBRF peer review subject panels. Karen has been appointed a member and Deputy Chair of the Law panel, and Adrian as a member of the Business and Economics Panel (as an Accounting expert).

8.3 College of Engineering (Te Rāngai Pūkaha)

Enrolments in the College are the highest they have ever been, with 2,780 domestic enrolments, well over 200 from overseas, and 850 currently enrolled in ENG101, compared to about 620 last year. Furthermore we expect 400-500 to enrol throughout the rest of the year in mid-year and summer courses. This means we already have to plan how to include 700-800 students in the first pro year in 2017. We currently have 600.

When it was drafted, the CETF EFTS provision was not this ambitious, and we will be examining tutorial and laboratory teaching methods to ensure that student experience is retained while still being able to cater for the larger than planned numbers.

We have a strategy to increase the numbers of EFTS in, and the number of, taught Masters programmes. We are deliberately targeting those which are attractive overseas in conjunction with the IRO. We have nearly doubled our Construction Management Masters, which does have high numbers of overseas students, and also significantly increased our Fire Engineering Masters. We plan to introduce a new Masters in Renewable Energy, being coordinated by ECE, for which we know there is international demand.

We are currently waiting to reoccupy refurbished space in CAPE and ECE. Unfortunately neither wing has been finished on the target date, and staff are continuing to teach in temporary locations. Teaching and lecturing in Dovedale, whilst most labs remain at Ilam, has led to some staff inefficiencies because of travel times between the two sites and timetabling constraints. We are now awaiting information about the opening of the Core as this is a key element in our recruitment strategy for 2017.

Finally, we recently welcomed Professor Rob Lindeman to the HITLab. Rob replaces Mark Billinghurst, although he will not be the Director as Mark was, that role now having been taken by senior non-academic member of staff. This is now in line with the Director arrangements in all other Research Centres in the College.

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

The Doctor of Education (EdD) degree was launched in 2015 and has been very well received by those enrolled in the programme. Our second intake of students commenced this month and we now have 14 students enrolled in this new doctoral programme. Students appreciate the structured, supportive, collegial nature of the research portfolio component of the degree.

The $34m National Science Challenge "A Better Start- E Tipu e Rea" was successfully launched by Minister Joyce in Auckland on February 19. The Challenge's mission is to find better ways to predict, prevent and treat obesity, learning and mental health problems in children and teenagers.

Many of the College's senior academics will be involved in the learning and literacy stream of this challenge including: Prof Gail Gillon (Challenge Co-Director), Prof Angus Macfarlane (Science leadership team, and Leader Vision Mātauranga Māori), Distinguished Prof Niki Davis (School of Education Studies and Leadership), Prof Phillip Schluter (School of Health Sciences), Associate Prof Una Cunningham, Dr Brigid McNeill, Prof John Everatt (School of Teacher Education) as well as Adjunct Professor Bill Tunmer and Adjunct Associate Professor Sonia Macfarlane. The College's Kaiārahi Maori, Liz Brown, and Kaiārahi Pasifika, Tufulasi Taleni, are also supporting the Challenge. The Challenge is hosted by the Liggins Institute at the University of Auckland and further details can be found on the Challenge website http://www.abetterstart.nz/en.html

8.5 College of Science (Te Rāngai Pūtaiao)

No updated provided.

9. Conclusion

I will be in the US and UK (with five days of holiday) from 28 April to 15 May 2016. DVC (Research) Professor Weaver will be Acting VC during my absence except for the 14 and 15 May when he will be on leave and DVC (Academic) Dr Cochrane will be Acting VC.

On 4 April the new Health and Safety legislation becomes effective. Without seeking to summarise this complex and important legislation the headline news is that responsibility for health and safety on campus – for staff, students, contractors, visitors – carries significant liabilities. "Acts of God", "Human error", "honest mistake" are not defences. Almost every accident will have a cause – inadequate risk assessment, inadequate mitigation, inadequate documentation, inadequate training, inadequate supervision. Everyone has a right to "go home safe" and everyone has a part to play. UC has been preparing for this change in legislation for the last two years and will continue to review and adjust its practices across all aspects of our operations. 2016 has got off to a good start. We can build on our success but this will be a challenging year as we progress toward conclusion of our recovery related activities, begin to manage accelerating growth and seek to transform our graduate profile and business processes to manage more with our current resources.

9.1 Appendix 1: Building Update

Building Update

Overall

Considerable progress continues to be made on erection of steel for the structural frame and the flooring system on RSIC. CETF has seen Hawkins make considerable progress already in the demolition of Civil and Mechanical wings. SEL roofing has been installed on the main building and outer building structures with much of the external cladding now secured. The NEB continues with low levels of activity on site with 75% of the shop drawings for structural steel now completed and issued to the contractors.

Campus Construction Safety Group

The Campus Construction Group undertook a comprehensive review and update of the risk register at their last meeting with much of the agenda and discussion focussed on the return of the student community and the large number of first year undergraduate students arriving on campus to study for the first time.

The contractor 'Round Table' meetings have recommenced with much of the agenda focussing on the return of a large cohort of students onto the campus and the risks associated with large numbers of students unfamiliar with their surroundings and the contractor activities on campus. There was also a considerable emphasis on the need to re-sensitise sub-contractors and delivery drivers to the risks associated with those activities after such an extended period of low student presence on campus over the end of year break. Lastly, the group focussed on the need to continue to share new H&S initiatives so that the standard of H&S practice on UC contractor sites continued to improve above current standards.

Projects in planning stage this month:

The Capital Works team has now commenced planning of 2016 projects now the program has been established and internal and external resourcing requirements identified and project assignments made within the team.

Once a clear picture of the year ahead is established the team will hold an industry briefing to inform the market of timings for new projects.

Current Building Status

Key Progress this month:

<u>Major work</u>

Regional Science and Innovation Centre (RSIC)

Site works continued at pace throughout February. Structural steelwork erection from level four to six in progressing on the west building and 60% completed, flooring system installation to level four of both wings is also now completed. Precast concrete sections for the back of house areas have started with the remaining panels due throughout March, rescheduling of activities has ensured the programme is maintained with no reported change to the completion date of 10 April 2017.

A significant quantity of glazing panels for the façade are now complete and in off-site storage awaiting delivery and installation. Considerable activity on site continues on other fronts with the installation of mechanical and electrical services to level one and two of the west wing tracking ahead of programme. The installation of façade brackets is on target for initial installation of building façade panels late March. Internal walls and partitions are progressing on level one and two of the west wing.

In February the Programme Control Group (PCG) reviewed the draft procurement strategy for the stage two von Haast replacement, and will consider the final report at the March PCG. The cost plan for stage two was presented which shows an over budget of less than 1% $210k) based on a timber framed building being of comparable cost to steel. The process of evaluating the timber frame RFT and price is with the evaluation team. PCG noted that a 1% over cost plan at this stage was acceptable however further increases could not be accommodated.

The result of the UC Council review of the RSIC stage two long list options paper formed the final shortlist of options which was presented at the March PCG.

Canterbury Engineering the Future (CETF)

The main challenges for the project team at present continue to be the delivery of tranche one buildings (CAPE, Core, and ECE) and gaining alignment with Hawkins over a number of contract administration issues, of which agreement of scope change is the most significant.

There are a series of ongoing discussions with Hawkins as to the delivery difficulties being experienced, largely as a result of sub-trades management issues and strategies to address challenges are being agreed between with UC. Particularly challenging is the development of a delivery programme that is realistic and protects the ability of College of Engineering's ability to cope with a large relocation, while also delivering teaching and research remains the key focus. In addition to this a Project Health Check workshop was held in the first week of March with the aim of reviewing contract intent, re-focusing the team, reflecting on the learnings experienced thus far and ensuring issues from tranche one are not carried over into tranche two. This 'Health Check' workshop initiative will be repeated again in August 2016 and early February 2017.

The project architects Warren and Mahoney (W&M) have instigated an action plan to resolve the design co-ordination issues that arose following the internal restructure of their Australian partner late in 2015. The extent of the impact is still being tested by the UC project team, although there is confidence that the W&M response plan has largely resolved most problems. This is being monitored as a risk item for the project with particular attention on identification of any emerging trends that would indicate any reoccurrence of the issue.

The decanting program has been successfully managed to date considering the size and complexity of the programme, due in no small part to the College technician team and decanting teams working really well together. The decant team are working closely with both the CAPE and ECE departments to determine the effect of the revised handover dates for each building and rescheduling the decant programme. The SEL programme is progressing well and current activities include completion of external envelope, completion of internal services and finishes, external civil works and landscaping. The programme is working towards the majority of works being complete for 1 April.

Electrical Link

Fit-out continues to proceed at the programmed rate with phased occupation planned at different times during the twelve months between April 2016 and April 2017. A fully-costed review of external recladding options resulting from the extensive damage to the external timber structure is to be presented at the March FPRC and Council meetings for review and consideration.

Relocation of the College of Education Health and Human Development – New Education Building (ex-Commerce)

Currently the estimated project cost is forecast to be over budget. The delivery date remains at 30 June 2017. The team and all three client end user groups are continuing to make every effort to bring the project back to budget during this final stage of design.

There remains a low level of activity on site, as steel works are being fabricated off-site with delivery of frames commencing in mid-March.

The shop drawing process for the structural works is proceeding well with 75% of the drawings now issued to the contractor. On site Hawkins continues with site preparation works by removing the required areas of the basement topping slab to enable forming and construction of the mega columns. On upper levels the hollow core topping slabs are being broken out around larger cracking to enable new reinforcement to be installed.

Detailed Design was expected to be completed by 11 March with documents issued for tender by 14 March.

Updates on execution of the procurement strategy, budget status and development of the Implementation Business Case (IBC) will be provided to the UC Futures Programme Board in March and April.

The Implementation Business Case is being prepared for submission to the May PCG, FPRC and Council meetings. An Independent QA report will be prepared by Deloittes in parallel with the Implementation Business Case.

Other Buildings/ Projects

UCSA

Preparations for the relocation of the Ilam Early Learning Centre to Dovedale continues. It is anticipated that the new facility will be operating by the start of semester two. This relocation occurs prior to demolition of the existing UCSA building. The demolition and asbestos removal tender documents are being compiled for issue with demolition planned to take place after exams in late June 2016.

Additional design workshops, with focused user input, have commenced to ensure the brief for UCSA fully meets their requirements. Developed design is now programmed to be completed by end May 2016 and detailed design by early September 2016. The PCG has agreed to a delay the opening of the building until June 2018.

Arts Centre

Difficulties around the fit-out design held up the submission to Christchurch City Council for Resource and Building consent which remains outstanding. Specifically the issues have been in relation to the acoustic treatment of doors within the music departmental space and the window treatments within the Logie Gallery. Solutions for both are included in the submission but the window treatments solution is still pending a mock up install on site and approval by the planners and curators. An updated cost report is also outstanding pending the completed Resource Consent design. Programme is at risk until all consents are approved. The PCG has been kept abreast of these consenting issues, but unfortunately at this stage, the UC project team and the Arts Centre team have only limited impact on these CCC approval processes.

Residential (Student) Accommodation

The PCG providing oversight of the student accommodation projects for UC has established a number of work streams. These are:

- Demand and supply of beds
- Postgraduate apartments
- Undergraduate halls of residence
- St Nicholas Hall and flats
- Head leases and standalone houses
- Existing UC temporary sites
- New temporary beds

1. Demand and supply of beds

An update to the demand forecast has been commissioned, which supports the requirements for a postgraduate development in 2018. Depending on the impact of Campus Living Villages (CLV) renovation plans, the undergraduate hall may be able to be delayed until a 2019 opening.

2. Postgraduate apartments at Dovedale (Sonoda extension)

Agreement has been reached with CLV to allow design to continue in parallel with the negotiations, with UC appointing professional advisors and planning to notate these agreements to CLV once an agreement is reached. Preliminary design is due to be completed at the end of March 2016.

3. Undergraduate Hall of Residence

The heritage setting which was impacting this site has now been clarified, and the team are able to complete a concept without impacting the historic value of the neighbouring Ilam Homestead Heritage Gardens. The PCG is now considering the programme for delivery of this project in light of the updated demand forecast.

4. St Nicholas Hall (Kirkwood Avenue Halls)

The Resource Consent for change of use has been received, and attention will now move to the business case for the development. CLV has confirmed its desire to operate the facility, and the Accommodation Office is preparing a brief for the facility.

5. Head leases and standalone houses

UC continues to source new properties to meet the demand. Several possibilities for new properties are currently being investigated. After consideration, some of the existing head leased properties are to be retained at least for another year in order to keep pace with the demand. UC are also trying to assist with the Erskine Visitors' accommodation shortfall.

6. Existing UC Temporary Sites

PCG has considered information concerning the site clearance date requirements and lease expiry dates for Waimairi Village and Waitakiri Village respectively. Planning for packing down the villages is at its initiation stages.

9.2 Appendix 2: Upcoming Events

Date	Time	Venue	Event name
Thursday 7 April	TBC	TBC	UC Connect: Title TBC. Presented by Sam Johnson. Founder of the SVA
Monday 11 April	6pm - 7pm	Undercroft 101	Community Meeting
Tuesday 12 April	9.30am - 2.30pm	Ilam campus, UC	Year 12 Discovery Day
Friday 15 April	7.35pm	AMI Stadium, Christchurch	Crusaders v Argentina
Tuesday 19 April	10am - 12pm	Horncastle Arena	Faculties of Engineering & Forestry
Tuesday 19 April	2pm - 4pm	Horncastle Arena	Faculties of Arts and Education
Wednesday 20 April	9.30am - 12.30pm	Jack Mann Auditorium	Celebration for Māori Graduands
Thursday 21 April	10am - 12pm	Horncastle Arena	Faculty of Science
Thursday 21 April	2pm - 4pm	Horncastle Arena	Faculties of Law and Commerce
Sunday 24 April	Sun 6.05pm	GIO Stadium, Canberra, Australia	Brumbies v Crusaders
Monday 25 April	na	na	Serve for New Zealand: ANZAC Day
Monday 25 April	7.30pm	Horncastle Arena, Christchurch	Tactix v Northern Mystics
Tuesday 26 April	TBC	John Britten Building	Geospatial Research Institute Launch
Friday 6 May	7.35pm	AMI Stadium, Christchurch	Crusaders v Reds
Friday 9 May	6pm	Horncastle Arena, Christchurch	Tactix v Melbourne Vixens
Wednesday 11 May	10am - 3.30pm	Undercroft Common Area / 101	Engineering and Science Careers Fair
12, 13, 14 May	9am - 3pm & 5pm - 7pm. 9am - 3pm. 9am - 3pm	Horncastle Arena	Careers Expo (Christchurch)
Saturday 14 May	All day	TBC	SVA In-schools Volunteer programme. Day 3 (Connecting the Community)
Tuesday 17 May	6pm - 8pm	Claudelands Event Centre	UC Info Evening (Waikato)
Tuesday 17 May	7pm - 8pm	TBC	UC Connect: What parts of earthquakes can we predict? Presented by Prof Brendon Bradley
Wednesday 18 May	9am - 12pm	Undercroft 101	SVA In-schools Volunteer programme. Day 4

Wednesday 18 May	5pm - 8pm	Undercroft Common Area	Jandals 2
Wednesday 18 May	6.30pm - 8.30pm	ASB Showgrounds, Auckland	UC Info Evening (Auckland)
Thursday 19 May	6pm - 8pm	ASB Baypark, Mt Maunganui	UC Info Evening (Bay of Plenty)
Friday 20 May	7.35pm	AMI Stadium, Christchurch	Crusaders v Warratahs
Sunday 22 May	4pm	Horncastle Arena, Christchurch	Tactix v NSW Swifts
Monday 23 May	2pm - 4pm	Undercroft 101	VC Forum
Tuesday 24 May	1pm - 2pm	Undercroft 101	VC Forum
Wednesday 25 May	9am - 12pm	Undercroft 101	SVA In-schools Volunteer programme. Day 1
Wednesday 25 May	6pm - 8pm	Quality Hotel Plymouth International, New Plymouth	UC Info Evening (Taranaki)
Wednesday 25 May	7pm - 8pm	TBC	UC Connect: EQ-F***ing-C: a revenge comedy in the making. Presented by Dr Christina Stachurski
Thursday 26 May	6pm - 8pm	Westpac Stadium - Function Centre	UC Info Evening (Wellington)
Saturday 28 May	7.35pm	Eden Park, Auckland	Blues v Crusaders
Tuesday 31 May	6.30pm - 8.30pm	Ilam campus, UC	UC Info Evening (Christchurch)
Wednesday 1 June	9am - 1pm	TBC	SVA In-schools Volunteer programme. Day 2
Wednesday 1 June	6pm - 8pm	ILT Stadium Southland, Invercargill	UC Info Evening (Southland)
Sunday 5 June	4pm	Horncastle Arena, Christchurch	Tactix v Southern Steel
Tuesday 7 June	6pm - 8pm	Rutherford Hotel, Nelson	UC Info Evening (Nelson)
Wednesday 8 June	6pm - 8pm	MTG Hawkes Bay	UC Info Evening (Hawkes Bay)
12, 13 June	10am - 3pm. 9am - 3pm	Claudelands Event Centre	Careers Expo (Hamilton)
Monday 13 June	6pm - 7pm	Undercroft 101	Community Meeting
Wednesday 15 June	6pm - 8pm	Wakatipu High School	UC Info Evening (Central Otago)
17, 18 June	10am - 3pm. 10am - 3pm	TSB Arena, Queens Wharf	Careers Expo (Wellington)
Monday 20 June	7pm	Horncastle Arena, Christchurch	Tactix v Central Pulse
23 & 24 June	10.30am Thursday - 4pm Friday	Council Chamber / Undercroft 101 / City Centre	UC Update Day
Tuesday 28 June	5.30pm - 7pm	John Brittan Building	Donor Thank You
June	TBC	TBC	Nga Manu Korero (regional)

9.3 Appendix 3: VC Activities

Past	
18 February 2016	• Attended the Universities New Zealand Joint Chancellors and Vice-Chancellors meeting and dinner
22 February 2016	• Welcomed the new Masters of Engineering Management students
24 February 2016	• Hosted Phil Holstein (Burnside high school principal) for a breakfast meeting
25 February 2016	• Filmed a video endorsing the Learning and Development team's Professional Development Programmes • Attended the UC Foundation Ambassadorship Strategy Meeting for the UCSA building
26 February 2016	• Met with the president of the National Sun Yat-Sen University Professor Hung-Duen Yang
27 February 2016	• Attended the UC Alumni Picnic at the Ilam Gardens
29 February 2016	• Spoke to Universities of the third age (U3A) regarding growth and Transformation at UC • Attended the Council Governance Workshop and dinner
02 March 2016	• Attended the Erskine Morning Tea • Hosted a VC Forum • Attended a dinner with the Rochester and Rutherford Halls of Residence
03 March 2016	• Attended the Tertiary Education Institution Induction in Wellington • Attended a dinner with the Waitakiri Village Halls of Residence
04 March 2016	• Attended the SSAC all staff briefing • Hosted a VC Forum • Hosted the UCSA barbeque
07 March 2016	• Hosted a UCSA Forum • Attended a dinner at College House Halls of Residence
08 March 2016	• Attended the QuakeCoRE Board Meeting
09 March 2016	• Hosted the Governor General on campus for his visit relating to science and innovation • Attended dinner with the Governor General and Their Excellency's Vice-Regal patronages
11 March 2016	• Attended an ANZ Breakfast Briefing • Attended dinner with Ilam Apartments and Sonoda Halls of Residence
17 March 2016	• Attended the Australian High Commission Westpac Trans-Tasman Dinner in Wellington
18 March 2016	• Hosted a 'thank you' morning tea for staff who had a part in enrolments and recruitment for 2016 • Met with Super Intendants Lane Todd and John Price from the Canterbury Police
19 March 2016	• Attended MUSOC's performance of Jesus Christ Superstar
21 March 2016	• Attended the Ilam School Board of Trustees Meeting
30 March 2016	• Attended the VCEC Meeting

Future	
31 March 2016	• Attending a Human Synergistics Culture session • Attending a dinner with the Bishop Julius Hall, Halls of Residence
01 April 2016	• Holding interviews with the shortlisted candidates for the vacant DVCR role
04 April 2016	• Hosting a Dinner for Local CEO's
06 April 2016	• Attending the Productivity Commission Closed Forum
07 April 2016	• Attending a Human Synergistics Culture session • Attending the Canterbury Recovery Learning and Legacy Sponsors group meeting
08 April 2016	• Attending a dinner at the University Hall, Halls of Residence
11 April 2016	• Hosting a Community Meeting for local residents
14 April 2016	• Attending the New Zealand Vice-Chancellors Committee in Wellington • Attending the Universities New Zealand Dinner
15 April 2016	• Attending the SEL opening and QuakeCoRE Launch
16 April 2016	• Speaking at the ACG Group of Schools PD day in Auckland
19 April 2016	• Attending and speaking at UC Graduation Ceremonies
20 April 2016	• Attending the Celebration for Maori Graduates • Attending the Graduation Dinner
21 April 2016	• Attending and speaking at UC Graduation Ceremonies
22 April 2016	• Attending the International Students Celebration Breakfast • Hosting a VC's welcome for new staff
25 April 2016	• Attending the UCSA ANZAC memorial • Attending the SVA Legacy Project
26 April 2016	• Attending the Geospatial Research Institute Launch

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Report to the Council from a meeting of the Finance, Planning and Resources Committee held on Tuesday 22 March 2016

The Committee recommends:

1. Enrolment Update

   That: Council note the Enrolment Update Report

2. CAPEX Quarterly Report to December 2015

   That: Council note the CAPEX Quarterly Report to 31 December 2015

Ms Catherine Drayton
Chair
Finance, Planning and Resources Committee

23 March 2016

Memorandum

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	FPRC
From:	Lynn McClelland, Director SSAC
Date:	15 March 2016
Subject:	Recruitment Update
Purpose:	For Information

Please find attached the latest ATE and Enrolment weekly data. These are still preliminary pending final withdrawals and the "pushing through" of around 300 domestic students to enable early access to Learn.

A more comprehensive assessment is underway to inform key strategies for 2017 recruitment. We are aiming to present this to SMT on 22 March and to Council at its March meeting.

Highlights are:

- UC is largely on track for domestic and full fee enrolments
- All colleges have increased in EFTS overall
- Domestically we have improved in Canterbury, Auckland, Wellington, and slightly lost ground in Nelson and Southland
- Māori student recruitment numbers have increased again
- Internationally we have grown our key full fee markets (China, India, US, Malaysia and NZ)
- Masters programme changes appear to have attracted new students
- The overall combination of strategies, implementation and commitment across UC is bearing fruit. We need to build on this in 2016.
- We need to do more specific work on post graduate/mature students and conversion processes
- We need to resolve the "early access to Learn" issue in order to ensure our reporting is more accurate

Accommodation

Please see the attached Accommodation update. We are 99% full. Efforts are being made to assist Bishop Julius Hall to attract short term international stays.

Conclusion

Overall the enrolment results are pleasing and reflect a huge amount of work across UC. My thanks go to all colleagues involved. Further insights and implications will be discussed later this month.

Lynn McClelland
Director, Student Services and Communications

UC Weekly Enrolments - Wk11

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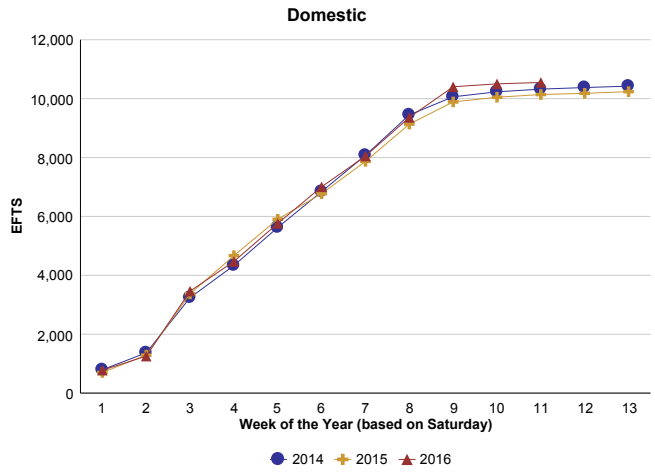

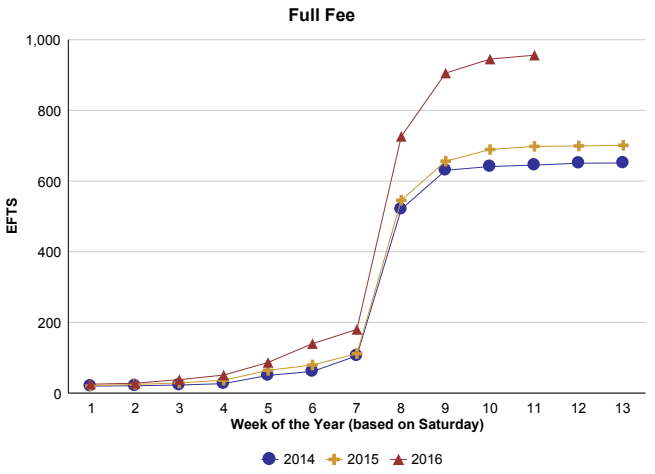

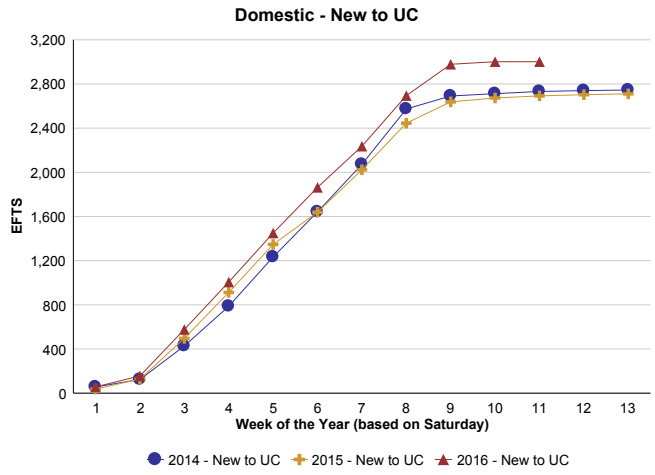

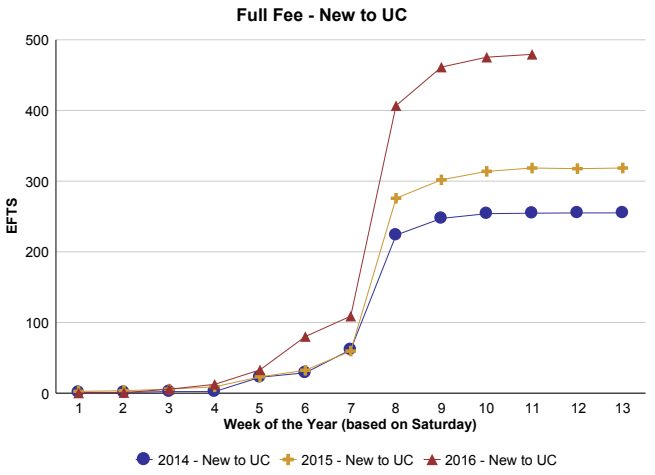

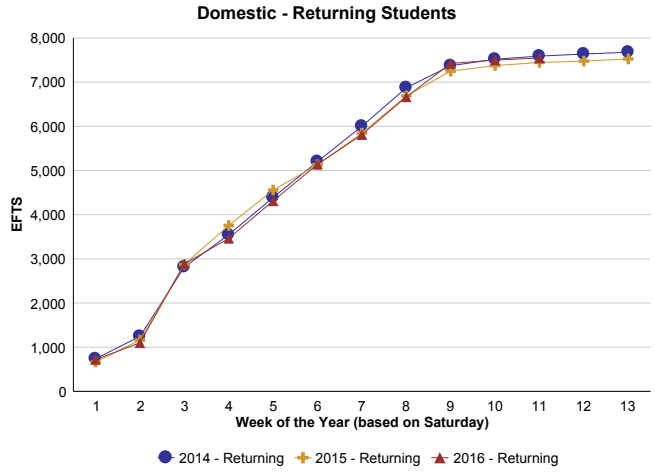

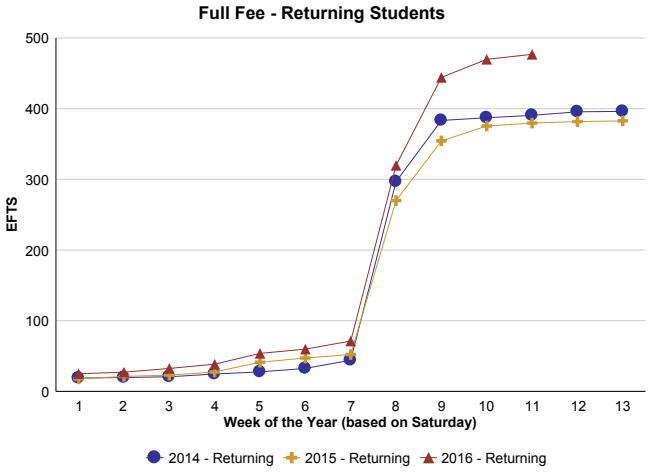

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14-03-2015
12-03-2016

EFTS		Wk11			
		2015	2016	Variance (current yr vs previous)	%Growth (current yr vs previous)
		14-03-2015	12-03-2016		
Fee Type					
Domestic		10,138.5	10,548.7	410.3	4.0%
Full Fee		698.2	956.3	258.0	37.0%
Total		**10,836.7**	**11,505.0**	**668.3**	**6.2%**
New vs. Returning					
New to UC		3,010.6	3,481.2	470.5	15.6%
Returning		7,826.1	8,023.8	197.8	2.5%
Total		**10,836.7**	**11,505.0**	**668.3**	**6.2%**
Fee Type	**New vs Returning**				
Domestic	New to UC	2,692.1	3,001.7	309.7	11.5%
	Returning	7,446.4	7,547.0	100.6	1.4%
	Total	**10,138.5**	**10,548.7**	**410.3**	**4.0%**
Full Fee	New to UC	318.6	479.4	160.8	50.5%
	Returning	379.6	476.8	97.2	25.6%
	Total	**698.2**	**956.3**	**258.0**	**37.0%**
Total		**10,836.7**	**11,505.0**	**668.3**	**6.2%**
Academic College	**Fee Type**				
College of Arts	Domestic	1,934.2	2,026.8	92.6	4.8%
	Full Fee	76.8	85.4	8.6	11.2%
	Total	**2,010.9**	**2,112.1**	**101.2**	**5.0%**
College of Business and Law	Domestic	2,005.0	2,067.8	62.9	3.1%
	Full Fee	202.9	335.5	132.7	65.4%
	Total	**2,207.8**	**2,403.3**	**195.5**	**8.9%**
College of Education, Health and Human Development less Ed Plus	Domestic	1,575.6	1,532.2	(43.4)	(2.8%)
	Full Fee	42.0	88.3	46.3	110.1%
	Total	**1,617.6**	**1,620.5**	**2.9**	**0.2%**
College of Engineering	Domestic	2,523.3	2,810.9	287.6	11.4%
	Full Fee	238.6	288.7	50.0	21.0%

UC Weekly Enrolments (data table) - Wk11

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12-03-2016

EFTS			Wk11			
			2015	2016	Variance (current yr vs previous)	%Growth (current yr vs previous)
			14-03-2015	12-03-2016		
College of Engineering		**Total**	**2,761.9**	**3,099.6**	**337.6**	**12.2%**
College of Science		Domestic	2,040.2	2,036.7	(3.5)	(0.2%)
		Full Fee	137.7	158.4	20.7	15.0%
		Total	**2,177.9**	**2,195.1**	**17.2**	**0.8%**
Service Units		Domestic	60.2	74.3	14.1	23.4%
		Full Fee	0.3	0.1	(0.2)	(76.0%)
		Total	**60.5**	**74.4**	**13.8**	**22.9%**
Total			**10,836.7**	**11,505.0**	**668.3**	**6.2%**
Academic College	**Fee Type**	**New vs Returning**				
College of Arts	Domestic	New to UC	495.7	554.8	59.1	11.9%
		Returning	1,438.5	1,472.0	33.5	2.3%
		Total	**1,934.2**	**2,026.8**	**92.6**	**4.8%**
	Full Fee	New to UC	43.8	50.1	6.3	14.4%
		Returning	33.0	35.3	2.3	7.0%
		Total	**76.8**	**85.4**	**8.6**	**11.2%**
	Total		**2,010.9**	**2,112.1**	**101.2**	**5.0%**
College of Business and Law	Domestic	New to UC	446.2	501.5	55.3	12.4%
		Returning	1,558.7	1,566.3	7.6	0.5%
		Total	**2,005.0**	**2,067.8**	**62.9**	**3.1%**
	Full Fee	New to UC	74.9	134.6	59.7	79.8%
		Returning	128.0	200.9	72.9	57.0%
		Total	**202.9**	**335.5**	**132.7**	**65.4%**
	Total		**2,207.8**	**2,403.3**	**195.5**	**8.9%**
College of Education, Health and Human Development less Ed Plus	Domestic	New to UC	470.1	519.7	49.6	10.6%
		Returning	1,105.5	1,012.5	(93.0)	(8.4%)
		Total	**1,575.6**	**1,532.2**	**(43.4)**	**(2.8%)**
	Full Fee	New to UC	28.9	74.6	45.7	158.1%
		Returning	13.1	13.7	0.6	4.2%
		Total	**42.0**	**88.3**	**46.3**	**110.1%**
	Total		**1,617.6**	**1,620.5**	**2.9**	**0.2%**

UC Weekly Enrolments (data table) - Wk11

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EFTS			Wk11			
			2015	2016	Variance (current yr vs previous)	%Growth (current yr vs previous)
			14-03-2015	12-03-2016		
College of Engineering	Domestic	New to UC	646.8	755.1	108.3	16.7%
		Returning	1,876.5	2,055.8	179.3	9.6%
		Total	**2,523.3**	**2,810.9**	**287.6**	**11.4%**
	Full Fee	New to UC	92.2	127.0	34.8	37.7%
		Returning	146.4	161.6	15.3	10.4%
		Total	**238.6**	**288.7**	**50.0**	**21.0%**
	Total		**2,761.9**	**3,099.6**	**337.6**	**12.2%**
College of Science	Domestic	New to UC	595.4	628.7	33.3	5.6%
		Returning	1,444.9	1,408.0	(36.8)	(2.5%)
		Total	**2,040.2**	**2,036.7**	**(3.5)**	**(0.2%)**
	Full Fee	New to UC	78.8	93.1	14.2	18.0%
		Returning	58.9	65.3	6.5	11.0%
		Total	**137.7**	**158.4**	**20.7**	**15.0%**
	Total		**2,177.9**	**2,195.1**	**17.2**	**0.8%**
Service Units	Domestic	New to UC	37.8	41.9	4.1	10.8%
		Returning	22.4	32.4	10.0	44.7%
		Total	**60.2**	**74.3**	**14.1**	**23.4%**
	Full Fee	New to UC		0.1	0.1	/0
		Returning	0.3		(0.3)	(100.0%)
		Total	**0.3**	**0.1**	**(0.2)**	**(76.0%)**
	Total		**60.5**	**74.4**	**13.8**	**22.9%**
Total			**10,836.7**	**11,505.0**	**668.3**	**6.2%**

Accommodation Statistics (as at 7 March February 2016)

	BJ	CH	RR	IA	SO	UH	Waimairi	Waitākiri	Total
Total rooms excluding RA rooms	**158**	**159**	**178**	**852**	**110**	**553**	**58**	**69**	**2137**
Returners	**2**	**66**	**0**	**397**	**44**	**0**	**24**	**0**	**533**
Returners Accepted	2	66	0	335	36	0	20	0	**459**
Returners Offered/Pending	0	0	0	0	2	0	0	0	**2**
Returners Declined/Cancelled	0	0	0	62	6	0	4	0	**72**
Offers	**218**	**131**	**232**	**602**	**88**	**689**	**50**	**68**	**2078**
Student Acceptance Received	134	93	178	514	75	550	40	59	**1643**
Offered Place/Pending	0	0	0	9	0	0	0	0	**9**
Offer Declined/Cancelled	84	38	54	79	13	139	10	9	**426**
Waitlisted	**4**	**12**	**27**	**0**	**0**	**0**	**0**	**0**	**43**
Waitlist Accepted	0	0	0	0	0	0	0	0	**0**
Waitlist Offered/Pending	0	0	0	0	0	0	0	0	**0**
Waitlist Declined/Cancelled	4	12	27	0	0	0	0	0	**43**
For consideration/Late Application	0	0	0	0	0	0	0	0	**0**
On Hold - Semester 2 Only	1	0	0	8	1	2	2	1	**15**
On Hold - Semester 1 Only	0	0	0	0	0	0	0	0	**0**
On Hold - Non-UC	0	0	0	0	0	0	0	0	**0**
On Hold - Study Abroad/Exchange	0	0	0	3	0	0	0	0	**3**
Totals	**224**	**209**	**259**	**999**	**132**	**689**	**74**	**68**	**2654**
Rooms Accepted	136	159	178	849	111	550	60	59	2102
Offers Pending	0	0	0	9	2	0	0	0	11
Rooms Available	22	0	0	-6	-3	3	-2	10	24

350 on hold for Intl students (371 as at 7/3/16)

Memorandum

Learning Resources

To:	Council
From:	Alex Hanlon, Director of Learning Resources
Date:	10th March 2016
Subject:	**Quarter 4 to December 2015 CAPEX Report**
Purpose:	To provide information

CAPEX Quarterly report

The Quarter 4 2015 report on the progress of all capital funded projects is attached for your information.

Recommendation

For information.

Alex Hanlon
Director, Learning Resources

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Quarterly Capital Projects Report
LEARNING RESOURCES
Dec 2015

Prepared by:	Sarah Guo, Fran Cowie & LR Project Managers
Prepared for:	Alex Hanlon
Date:	3rd March 2016
Version:	5.0

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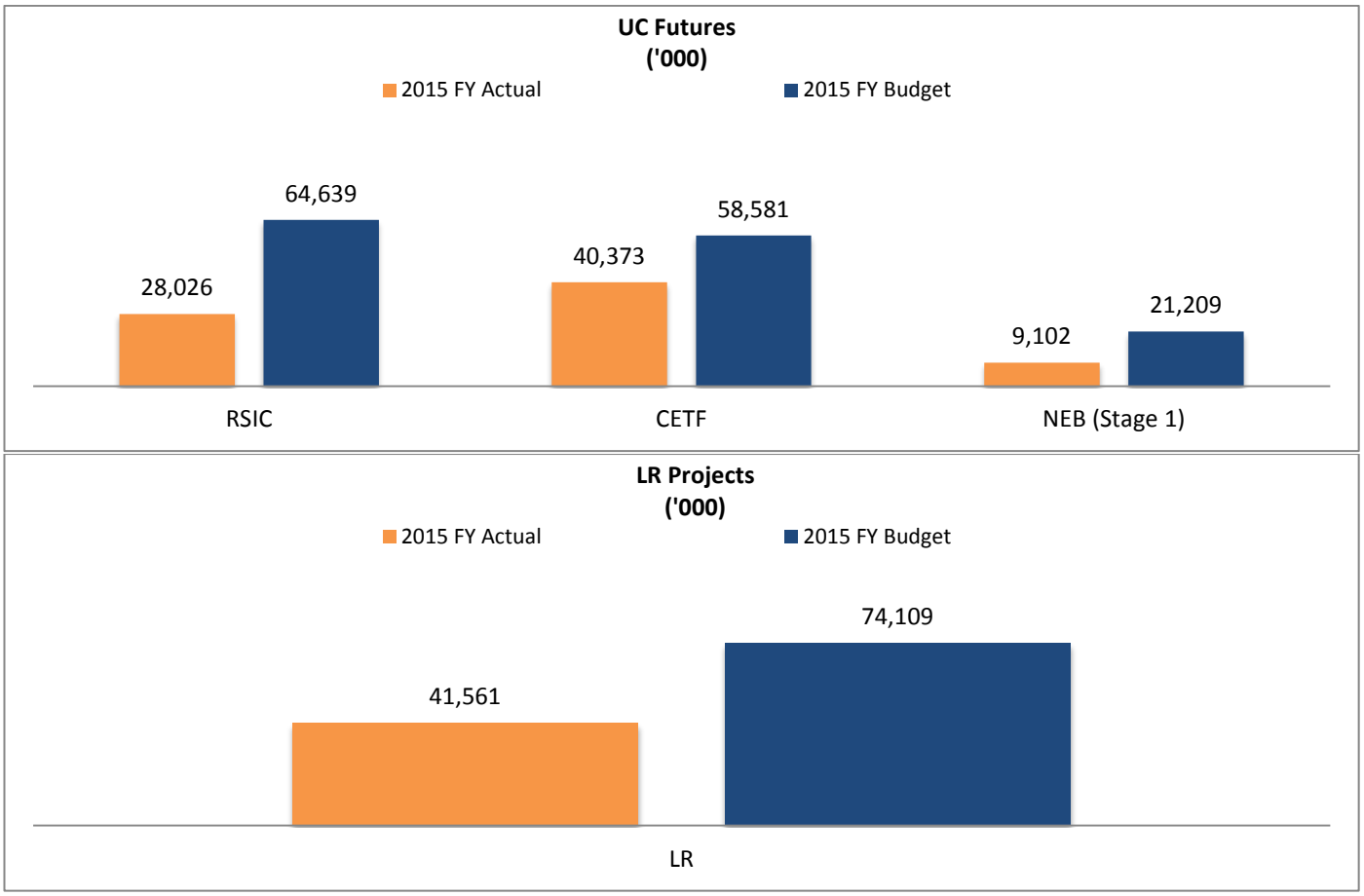
Executive Summary



Overall position – UC capex report

	Actual Capex 2015 FY (a)	Actual Opex 2015 FY (b)	Actual 2015 FY (c)=(a)+(b)	Budget FY (d)	Variance FY (e)=(d)-(a)	Notes
UC Futures						
UC	69,718,032	2,733,260	72,451,292	133,955,362	64,237,330	
EQR	7,782,583	-	7,782,583	10,474,266	2,691,683	
Total	**77,500,615**	**2,733,260**	**80,233,875**	**144,429,628**	**66,929,013**	1
LR						
UC	23,379,282	-	23,379,282	45,508,179	22,128,897	
EQR	18,182,138	-	18,182,138	28,600,400	10,418,262	
Total	**41,561,420**	**-**	**41,561,420**	**74,108,579**	**32,547,159**	2
TOTAL	**119,062,034**	**2,733,260**	**121,795,294**	**218,538,206**	**99,476,172**	

Notes:

1. The UC Futures major construction projects are significantly behind the budget.
   a. CETF – The project didn't eventuate as anticipated and a number of initial enabling work items have been delayed due to unforeseen conditions on site.
   b. RSIC - Slower start on site by Fletcher; the progress claims have been significantly reduced for offsite materials not paid.
2. LR capex spend is $32.5M less than the budget due to the PSR process. The projects expected to start in the second quarter of the year were paused pending the conclusion of the PSR.

There were no significant year-end adjustments to capital expenditure, the external audit is now complete and the final financial statements have been published.

In summary, for the year ended 31 December 2015:

- Total capital expenditure for the University was $123.6M, of which $119.1M relates to Learning Resources
- Expenditure capitalised for completed assets was $64.7M (2014: $128.8M)
- Capital WIP was $131.6M, of which $128.2M related to tangible assets such as buildings and equipment (2014: $76.1M)

At 31 December 2015, the University had $200M in remaining capital contractual commitments, mostly for the three main building projects.

There was no significant movement in the University's estimate of the cost to repair earthquake buildings, which remains at $511M, of which $218M relates to buildings yet to be remediated.

Capital Projects – In flight (excluding separately reported major projects)

Capital Projects Open $000's		Project	YTD Capex	Total Project						Full year (2015)		
				Project To Date	Expected Project Cost	Approved (Excl. Contingency)	Variance	Contingency	Total Approved	Forecast	Budget	Var
Top 5 Projects												
1	My UC - DVSMS	L0098	876	11,855	45,855	13,887	(31,968)	1,732	15,619	1,838	6,347	4,509
2	Forestry Admin & Lab Block - FO01A, B - FO01	B1787	6,630	10,261	10,578	10,493	(85)	241	10,734	6,631	1,530	(5,101)
3	Electrical Link (EN17)	B1857	6,403	6,703	8,409	8,536	127	180	8,716	6,487	5,602	(885)
4	Art Centre	B1846	434	453	3,525	3,257	(268)	163	3,420	452	1,000	548
5	UC FMIS Refresh Project	IT031	2,379	3,016	3,276	3,213	(63)	824	4,037	2,425	1,700	(725)
Buildings and services												
6	UCSA Building + Demo	B1785	-	252	2,812	2,218	(594)	306	2,524	252	5,403	5,151
7	Other	B9999	(5,345)	985	837	-	(837)	-	-	(4,062)	2,300	6,362
Technology and processes												
8	CS Gold Replacement	L0118	36	278	278	156	(122)	23	179	120	-	(120)
9	Network Storage	L0030	223	4,248	4,248	5,480	1,232	-	5,480	241	-	(241)
10	Online Experience Phase 2	L0249	447	596	870	866	(4)	127	993	447	673	226
11	Copyright Compliance	L0213	5	19	135	168	33	34	202	19	450	431
12	Skype for Business	L0180	256	415	1,383	1,206	(177)	172	1,378	323	400	77
	Total Open Projects		**12,342**	**39,082**	**82,206**	**49,480**	**(32,726)**	**3,802**	**53,281**	**15,171**	**25,404**	**10,233**
13	Minor Capital		10,200	10,221						10,221	10,832	611
14	Closed Projects - Prior Years		19,741	180,424						19,866	8,440	(11,425)
15	Approvals in Principal	Col	(722)	2,277						120	29,432	29,313
	Total Project		**41,561**	**232,004**						**45,377**	**74,109**	**28,731**

5 Year Forecast

Capital Projects Open $000's		Project	Total Project Forecast							
			Prior Years	2015	2016	2017	2018	2019	2020	Total
Top 5 Projects										
1	My UC - DVSMS	L0098	10,017	1,838	6,000	14,000	14,000	-	-	45,855
2	Forestry Admin & Lab Block - FO01A, B - FO01	B1787	3,630	6,631	317	-	-	-	-	10,578
3	Electrical Link (EN17)	B1857	215	6,487	1,706	-	-	-	-	8,409
4	Art Centre	B1846	2	452	3,070	2	-	-	-	3,525
5	UC FMIS Refresh Project	IT031	592	2,425	259	-	-	-	-	3,276
Buildings and services										
6	UCSA Building + Demo	B1785	-	252	2,560	-	-	-	-	2,812
7	Other	B9999	4,899	(4,062)	-	-	-	-	-	837
Technology and processes										
8	CS Gold Replacement	L0118	158	120	-	-	-	-	-	278
9	Network Storage	L0030	4,007	241	-	-	-	-	-	4,248
10	Online Experience Phase 2	L0249	-	447	423	-	-	-	-	870
11	Copyright Compliance	L0213	-	19	117	-	-	-	-	135
12	Skype for Business	L0180	93	323	968	-	-	-	-	1,383
	Total Open Projects		**23,613**	**15,171**	**15,420**	**14,002**	**14,000**	**-**	**-**	**82,206**
13	Minor Capital		13,081	10,221	13,521	12,646	15,129	28,338	21,611	114,546
14	Closed Projects - Prior Years		160,551	19,866	258	69	-	-	-	180,744
15	Approvals in Principal	Col	2,157	120	49,242	80,521	32,326	93,040	37,453	294,860
	Total Project		**199,402**	**45,377**	**78,441**	**107,237**	**61,456**	**121,378**	**59,065**	**672,356**

Closed projects

The following table lists projects which have been closed in 2015.

Capital Projects Closed in 2015 $000's		Project	Total Project: Completed Project	Approved (Excl. Contingency)	Variance	Contingency	Total Approved	Total Capitalised Project to Date
Closed Projects								
1	Geography Staff	B1794	8,069	7,896	(173)	98	7,994	8,054
2	Southern Lecture Arts Theatre	B1519	1,307	1,385	78	75	1,460	1,305
3	Student Health Centre - SS25	B1858	657	669	12	-	669	657
4	Engineering Student Hub	B1876	22	43	21	4	47	3
5	EN18 : Civil / Mechanical Block	B1791	24,278	23,980	(298)	118	24,098	24,272
6	NZi3 EQR Portion	B1790	4,454	3,696	(758)	100	3,796	4,447

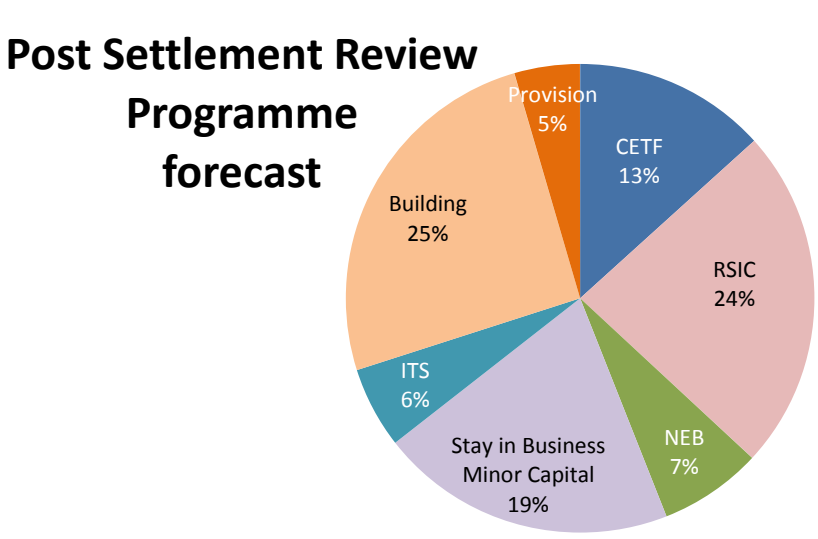
More details on individual capital project costs are included in Annex 1.

Note to Geography Staff, EN18 and NZi3 Variances:
Whilst the business cased UC Capital portions of these Projects have come in on budget, the EQ estimates set in April have been exceeded.

Post Settlement Review (PSR)

The Post Settlement Review has now been completed, the key outcome for the review has been the establishment of the 10 Year Capital Plan complete with reprioritised initiatives designed to most optimally achieve UC Strategic & Tactical goals. In November Council approved in principal the 10 Year Capital Plan, as per the PSR process, the 2016 budget and the proposed 2016 capex programme.

In Q1 2016 the Capital Asset Management Sub-Committee of SMT will debrief the review with the intention of integrating the 10 Year Capital Plan into “business as usual” mode. This is a significant challenge to LR as the Departments resource levels were set prior to the understanding of the PSR outcome. As such, and given the desirability of maintaining low staff headcount, the first task in 2016 is to test the resourcing implications of the 10 Year Capital Plan.



Business cases expected in 2016

The conclusion of the PSR process in November saw the following Initiatives prioritised for 2016:

Initiative	Business Case Expected
Co-location of Communications Disorders & Psychology	Q1: Business Case
New Teaching Spaces (mid level 50-150)	Q2: Business Case
Modernise Learning Environments Programme	Q3 Business Case
Te Ao Marama Refurbishment	Q3 Business Case
Arts Precinct - Locke & Logie	Q1/Q2 Business Case
Undercroft Reconfiguration (Retail)	Q1/Q2 Business Case
Biological Science Building (Seismic Programme)	TBC
The Recreation Sport Centre	TBC
UC Enhance & Humanise Campus	TBC
Residential Accommodation Programme *(Refurb Social Spaces; Manuka, Sonoda, Kowhai, Uni Hall & Ilam)*	Q2: Align with CLV
Kirkwood Avenue Halls	TBC
Sonoda Student Accommodation	TBC
Homestead Lane Hall (incl. Relocation of Grounds)	TBC
Research Information Management System (Symplectic)	Q1 Project initiation document to CAM
Online Experience Phase 3	Q2 Business Case
eLearning Programme	Q3/Q4 Business Case
myUC Residual Systems	TBC
PeopleSoft v9.2 Upgrade	Q1/Q2 Business Case
CRM Phase 1 Recruitment	Q1/Q2 Business Case
UC Reporting, Analysis/Data Warehousing	TBC
IDMS (Identity Management System)	Q1/Q2 Business Case

Next Steps

The priority in Jan/Feb 2016 will be for the Capital Works and ITS teams to plan these initiatives into their programme of works and confirm the forecast Business Case dates.

UC Futures

The original Business Case forecasts are shown below.

Cashflow $000's	2013	2014	2015	2016	2017	2018	2019	Total
RSIC	4,890	19,710	65,433	54,635	32,881	28,433	6,517	212,500

Cashflow $000's	2013	2014	2015	2016	2017	Total
CETF	2,960	13,860	84,760	39,020	2,200	142,800

Cashflow $000's	2013	2014	2015	2016	2017	Total
Relocation of the College of Education - New Education Building	-	27	21,209	27,903	5,861	55,000

UC Futures Projects Financial Summary

Capital Projects Open $000's	Project	YTD Capex	Total Project						Full year (2015)		
			Project To Date	Expected Project Cost	Approved (incl. Contingency)	Variance	Contingency	Total Approved	Forecast	Budget	Var
RSIC											
Regional Science and Innovation Centre	B1724	28,026	42,354	216,000	216,000	0	11,820	216,000	28,026	64,639	36,613
CETF											
Canterbury Engineering the Future	B1734	40,373	59,173	143,702	144,280	578	5,350	144,280	43,205	58,581	15,376
NEB											
Relocation of the College of Education: New Education Building (Commerce) - Stage 1	B1493	9,102	9,491	41,138	40,855	(283)	3,187	40,855	9,150	21,209	12,059
Total UC Futures		**77,501**	**111,018**	**400,840**	**401,135**	**295**	**20,357**	**401,135**	**80,382**	**144,430**	**64,048**

Capital Projects Open $000's	Project	Total Project Forecast							
		Prior Years	2015	2016	2017	2018	2019	2020	Total
RSIC									
Regional Science and Innovation Centre	B1724	14,328	28,026	98,036	34,627	38,477	2,356	150	216,000
CETF									
Canterbury Engineering the Future	B1734	15,967	43,205	69,831	14,697	-	-	-	143,702
NEB									
Relocation of the College of Education: New Education Building (Commerce) - Stage 1	B1493	340	9,150	28,015	3,633	-	-	-	41,138
Total UC Futures		**30,636**	**80,382**	**195,882**	**52,957**	**38,477**	**2,356**	**150**	**400,840**

The UC Futures financial tables show that the UC Futures major construction projects have finished the year significantly behind budget. The forecasts have come from the Quantity Surveyors who adopt a “best for project approach”. Noting that the QS positions are informed by project team progress but further noting that the impact of the “best for project” approach impacts on the UC position.

The Finance team continue to review the RSIC and CETF cash flows with the Project Team and Quantity Surveyors on a monthly basis. The project cash flows are adjusted to reflect programme uncertainties currently being worked through with the respective construction companies. The aim of the forecast adjustments are to present a more accurate capital forecasts consistent with spend to date and to better inform and support strategies for the longer term investment of UC funds.

Annex 1 – Detailed project financials

Capital Projects - Expenditure Schedule
as at: **December 2015**

	Project name	Project number	PM	Prior yrs CAPEX	Prior Yrs Opex	2015 Project costs from general ledger: Costs to end of previous financial year	December 2015 YTD CapexCosts	December 2015 YTD OpexCosts	Life to date Actual costs	2015 Project $: 2015 Project Forecast Spend	2015 Budget *As per Oracle Does not change*	2015 Expected Variance	Project Figures: Total Authorised Project $ Value	Authorised Project Contingency	Authorised Project Cost	Expected Project Cost	Variance	Initial Project approved date	Project Cash Flow Forecast: Balance brought forward from previous years	2015	2016	2017	2018	2019	2020	Oracle Budget Figures: 2015 Annual Budget As per Oracle Does not change	2015 Variance
Summary																											
a	Project Capex - Open			22,629,963	1,131,513	23,761,476	12,342,193	2,978,694	39,082,363	15,171,224	25,403,804	10,232,580	53,281,426	3,801,905	49,479,520	82,205,715	(32,726,194)		23,613,116	15,171,224	15,419,584	14,001,790	14,000,000	-	-	25,403,804	10,232,580
b	Minor Capital			6,444,317	(8,500)	6,435,817	10,200,245	20,488	10,220,733	10,220,733	10,831,940	611,207	-	-	-	-	-		13,080,882	10,220,733	13,520,520	12,645,694	15,129,167	28,337,594	21,611,464	10,831,940	611,207
c	Approvals in Principle			1,781,655	375,617	2,157,272	(721,662)	841,271	2,276,880	119,609	29,432,444	29,312,835	-	-	-	92,935	-		2,157,272	119,609	49,242,464	80,520,675	32,326,465	93,039,933	37,453,283	29,432,444	29,312,835
d	Project Capex - Closed			155,870,876	4,686,990	160,557,866	19,740,644	125,124	180,423,634	19,865,768	8,440,391	(11,425,377)	128,325,490	3,253,115	125,072,375	180,744,248	(3,953,419)		160,551,011	19,865,768	258,377	69,091	-	-	-	8,440,391	(11,425,377)
	Total			**186,726,811**	**6,185,620**	**192,912,431**	**41,561,420**	**3,965,578**	**232,003,611**	**45,377,334**	**74,108,579**	**28,731,245**	**181,606,916**	**7,055,020**	**174,551,896**	**263,042,898**	**(36,679,613)**	**-**	**199,402,281**	**45,377,334**	**78,440,946**	**107,237,250**	**61,455,632**	**121,377,527**	**59,064,747**	**74,108,579**	**28,731,245**
	LR Budget (Total Excluding RSIC & CETF & NEB)						**41,561,420**	**3,965,578**	**232,003,611**	**45,377,334**	**74,108,579**	**28,731,245**	**181,606,916**	**7,055,020**	**174,551,896**	**263,042,898**	**(36,679,613)**	**-**	**199,402,281**	**45,377,334**	**78,440,946**	**107,237,250**	**61,455,632**	**121,377,527**	**59,064,747**	**74,108,579**	**28,731,245**
(a) Project Capex																											
	Five Largest Project Approvals																										
	My UC - DVSMS	L0098	Phillip F	9,636,640	380,672	10,017,312	875,699	962,032	11,855,043	1,837,731	6,346,535	4,508,804	15,619,000	1,732,000	13,887,000	45,855,044	(31,968,044)	Oct-12	10,017,312	1,837,731	6,000,000	14,000,000	14,000,000	-	-	6,346,535	4,508,804
	Forestry Admin & Lab Block - FO01A, B - FO01	B1787	Mary W	3,628,887	1,576	3,630,463	6,630,466	329	10,261,258	6,630,795	1,529,560	(5,101,235)	10,734,124	241,000	10,493,124	10,577,904	(84,780)	Jun-14	3,630,462	6,630,795	316,646	-	-	-	-	1,529,560	(5,101,235)
	Electrical Link (EN17)	B1857	Sonia B	215,469	-	215,469	6,403,318	84,093	6,702,880	6,487,411	5,602,092	(885,319)	8,715,685	179,731	8,535,954	8,409,032	126,922		215,469	6,487,411	1,706,152	-	-	-	-	5,602,092	(885,319)
	Art Centre	B1846	Abigail S	916	840	1,756	433,536	18,146	453,439	451,683	1,000,000	548,317	3,419,850	162,850	3,257,000	3,524,921	(267,921)	TBC	1,756	451,683	3,069,692	1,790	-	-	-	1,000,000	548,317
	UC FMIS Refresh Project	IT031	Reuben H	125,730	465,831	591,561	2,378,796	46,073	3,016,430	2,424,869	1,700,000	(724,869)	4,037,000	824,000	3,213,000	3,275,539	(62,539)	Sep-14	591,561	2,424,869	259,109	-	-	-	-	1,700,000	(724,869)
	Five Largest Project Approvals Total			**13,607,642**	**848,920**	**14,456,562**	**16,721,815**	**1,110,674**	**32,289,050**	**17,832,489**	**16,178,186**	**(1,654,302)**	**42,525,659**	**3,139,581**	**39,386,078**	**71,642,440**	**(32,256,362)**		**14,456,561**	**17,832,489**	**11,351,599**	**14,001,790**	**14,000,000**	**-**	**-**	**16,178,186**	**(1,654,302)**
	Buildings and services																										
	UCSA Building + Demo	B1785	Abigail S	-	-	-	-	251,877	251,877	251,877	5,402,542	5,150,665	2,524,107	306,222	2,217,885	2,812,195	(594,310)		-	251,877	2,560,318	-	-	-	-	5,402,542	5,150,665
	EQR projects don't included in LR Capex Report	Quak3		-	-	-	(1,341,481)	1,282,300	(59,182)	(59,182)	-	59,182	-	-	-	(59,182)	59,182		-	(59,182)	-	-	-	-	-	-	59,182
	Old Maths Rutherford, Von Hasst Prior Yr EQR	OldM		3,555	131,613	135,168	-	-	135,168	-	2,300,000	2,300,000	-	-	-	135,168	(135,168)		135,168	-	-	-	-	-	-	2,300,000	2,300,000
	Building Retentions	B9999	Annual	4,764,057	-	4,764,057	(4,003,160)	-	760,897	(4,003,160)	-	4,003,160	-	-	-	612,538	(612,538)		4,615,698	(4,003,160)	-	-	-	-	-	-	4,003,160
	CWRKs Accruals	B1829		148,359	-	148,359	-	-	148,359	-	-	-	-	-	-	148,359	(148,359)		148,359	-	-	-	-	-	-	-	-
	Buildings and services Total			**4,915,970**	**131,613**	**5,047,584**	**(5,344,641)**	**1,534,177**	**1,237,119**	**(3,810,464)**	**7,702,542**	**11,513,007**	**2,524,107**	**306,222**	**2,217,885**	**3,649,078**	**(1,431,193)**	**-**	**4,899,224**	**(3,810,464)**	**2,560,318**	**-**	**-**	**-**	**-**	**7,702,542**	**11,513,007**
	Technology and processes																										
	CS Gold Replacement	L0118	Emma dL	99,364	58,389	157,753	35,668	84,367	277,788	120,035	-	(120,035)	179,000	23,000	156,000	277,788	(121,788)	Dec-12	157,753	120,035	-	-	-	-	-	-	(120,035)
	Network Storage	L0030	Malcolm S	4,006,987	-	4,006,987	222,531	18,500	4,248,018	241,031	-	(241,031)	5,479,626	-	5,479,626	4,248,018	1,231,608	Sep-11	4,006,987	241,031	-	-	-	-	-	-	(241,031)
	Online Experience Phase 2	L0249	Deborah J	-	-	-	446,756	149,663	596,420	446,756	673,075	226,319	993,117	127,352	865,765	870,000	(4,235)	Jun-15	-	446,756	423,244	-	-	-	-	673,075	226,319
	Copyright Compliance	L0213	Emma dL	-	-	-	4,546	14,174	18,720	18,720	450,000	431,280	201,825	33,638	168,188	135,299	32,889	Sep-15	-	18,720	116,579	-	-	-	-	450,000	431,280
	Skype for Business	L0180	Vincent J	-	92,591	92,591	255,517	67,140	415,248	322,657	400,000	77,343	1,378,092	172,113	1,205,979	1,383,092	(177,113)	Sep-15	92,591	322,657	967,844	-	-	-	-	400,000	77,343
	Technology and processes Total			**4,106,351**	**150,980**	**4,257,331**	**965,019**	**333,843**	**5,556,193**	**1,149,199**	**1,523,075**	**373,876**	**8,231,660**	**356,103**	**7,875,557**	**6,914,197**	**961,360**		**4,257,331**	**1,149,199**	**1,507,667**	**-**	**-**	**-**	**-**	**1,523,075**	**373,876**
	Project Capex - Open Total			**22,629,963**	**1,131,513**	**23,761,476**	**12,342,193**	**2,978,694**	**39,082,363**	**15,171,224**	**25,403,804**	**10,232,580**	**53,281,426**	**3,801,905**	**49,479,520**	**82,205,715**	**(32,726,194)**	**-**	**23,613,116**	**15,171,224**	**15,419,584**	**14,001,790**	**14,000,000**	**-**	**-**	**25,403,804**	**10,232,580**
(b) Minor Capital																											
	Library - Information Resources	LIBS	Anne S	3,220,222	-	3,220,222	3,306,840	-	3,306,840	3,306,840	3,150,000	(156,840)							6,458,991	3,306,840	3,818,880	3,895,258	3,973,163	6,304,085	6,430,167	3,150,000	(156,840)
	Library - Art Purchases	LIBA	Anne S	-	-	-	-	-	-	-	30,000	30,000							-	-	-	-	-	-	-	30,000	30,000
	Engineering Services - Minor Capital	ENGS	Rob O	1,643,483	-	1,643,483	3,896,717	-	3,896,717	3,896,717	3,200,000	(696,717)							3,370,741	3,896,717	4,269,720	4,355,114	4,942,217	7,931,061	4,621,682	3,200,000	(696,717)
	Engineering Services - H&S Campus Safety	ENG H&S	Rob O	-	-	-	-	-	-	-	1,100,000	1,100,000							-	-	-	-	-	-	-	1,100,000	1,100,000
	ITS - Equipment	ITSM	Andy K	1,547,885	(8,500)	1,539,385	2,367,617	20,488	2,388,105	2,388,105	2,356,940	(31,165)							3,073,568	2,388,105	3,607,406	3,214,826	4,527,026	11,697,771	9,522,471	2,356,940	(31,165)
	Campus Services	CMPS	Michael O	16,138	-	16,138	629,071	-	629,071	629,071	480,000	(149,071)							117,111	629,071	1,458,538	807,200	1,306,000	2,016,300	641,000	480,000	(149,071)
	Campus Services - Supporting Remediation	DMED	Michael O	-	-	-	-	-	-	-	215,000	215,000							43,880	-	-	-	-	-	-	215,000	215,000
	Campus Services - Fleet	CMPS F	Michael O	-	-	-	-	-	-	-	300,000	300,000							-	-	365,976	373,296	380,761	388,377	396,144	300,000	300,000
	LRNR Director Learning Resources	DD		16,590	-	16,590	-	-	-	-	-	-							16,590	-	-	-	-	-	-	-	-
	Minor Capital Total			**6,444,317**	**(8,500)**	**6,435,817**	**10,200,245**	**20,488**	**10,220,733**	**10,220,733**	**10,831,940**	**611,207**	**-**	**-**	**-**	**-**	**-**	**-**	**13,080,882**	**10,220,733**	**13,520,520**	**12,645,694**	**15,129,167**	**28,337,594**	**21,611,464**	**10,831,940**	**611,207**
(c) Approvals in Principle - Still to be Business cased																											
	IDMS	IT TBC 2	TBC	-	-	-	-	-	-	-	1,200,000	1,200,000		-	-			TBC	-	-	-	-	-	-	-	1,200,000	1,200,000
	Email Gateway	IT TBC 8	TBC	-	-	-	-	-	-	-	60,000	60,000		-	-			TBC	-	-	-	-	-	-	-	60,000	60,000
	Copyright Project																				-	-	-	-	-		
	Talis- Aspire	IT TBC 12	TBC	-	-	-	-	-	-	-	61,668	61,668		-	-			TBC	-	-	-	-	-	-	-	61,668	61,668
	JOAB Strawberry Tree	IT TBC 16	TBC	-	-	-	-	-	-	-	50,000	50,000		-	-			TBC	-	-	-	-	-	-	-	50,000	50,000
	Rec Centre Office Building (SS01)	B1575	TBC	788,743	-	788,743	(788,743)	788,743	788,743	-	12,500	12,500		-	-			TBC	788,743	-	-	-	-	-	-	12,500	12,500
	Northern Lecture Theatre	B1780	TBC	796,110	-	796,110	-	-	796,110	-	-	-		-	-			TBC	796,110	-	-	-	-	-	-	-	-
	Recreation Centre - Office Building	B1866	TBC	-	2,545	2,545	85,934	4,456	92,935	90,390	930,000	839,610		-	-	92,935		TBC	2,545	90,390	-	-	-	-	-	930,000	839,610
	ICTS Services	B1783	TBC	866	-	866	(866)	866	866	-	-	-		-	-			TBC	866	-	-	-	-	-	-	-	-
	Forestry Workshop	B1684	TBC	17,745	-	17,745	(17,745)	17,745	17,745	-	786,426	786,426		-	-			TBC	17,745	-	-	-	-	-	-	786,426	786,426
	Forestry Admin & Lab F001C	B1788	TBC	-	5,000	5,000	-	-	5,000	-	1,466,954	1,466,954		-	-			TBC	5,000	-	-	-	-	-	-	1,466,954	1,466,954
	Otakaro Annex	B1795	TBC	-	-	-	-	-	-	-	44,214	44,214		-	-			TBC	-	-	-	-	-	-	-	44,214	44,214
	Education Gym	B1537	TBC	156,749	-	156,749	973	-	157,722	973	-	(973)		-	-			TBC	156,749	973	-	-	-	-	-	-	(973)
	Allowance for Design / Emergency Works	FDE	Annual	-	-	-	-	-	-	-	3,500,000	3,500,000		-	-			TBC	-	-	-	-	-	-	-	3,500,000	3,500,000
	Education Gym (Demolished)	UCF 6	TBC	-	-	-	-	-	-	-	200,000	200,000		-	-			TBC	-	-	-	-	-	-	-	200,000	200,000
	Locke	UCF 7	TBC	-	-	-	-	-	-	-	7,252,047	7,252,047		-	-			TBC	-	-	-	-	-	-	-	7,252,047	7,252,047
	Library Warehouse	UCF 8	TBC	-	-	-	-	-	-	-	150,000	150,000		-	-			TBC	-	-	-	-	-	-	-	150,000	150,000
	Alice Candy Building	UCF 10	TBC	-	-	-	-	-	-	-	500,000	500,000		-	-			TBC	-	-	-	-	-	-	-	500,000	500,000
	Library Level 3 Enhancement of Student Space	LIB 1	TBC	-	-	-	-	-	-	-	500,000	500,000		-	-			TBC	-	-	-	-	-	-	-	500,000	500,000
	St Nicholas Retirement Village - Student Accommodation	UCF 15	TBC	-	-	-	-	-	-	-	1,500,000	1,500,000		-	-			TBC	-	-	-	-	-	-	-	1,500,000	1,500,000
	Sonoda Student Accommodation Site Prep	UCF 16.1	TBC	-	-	-	-	-	-	-	3,400,000	3,400,000		-	-			TBC	-	-	-	-	-	-	-	3,400,000	3,400,000
	UCDC - UN00	B1738	TBC	-	362,997	362,997	-	5,536	368,533	5,536	-	(5,536)		-	-			TBC	362,997	5,536	-	-	-	-	-	-	(5,536)
	MacMillan Brown Centre - Pacific Studies - Block A	B1852	TBC	12,718	5,075	17,793	(1,777)	9,425	25,441	7,648	2,019,851	2,012,203		-	-			TBC	17,793	7,648	-	-	-	-	-	2,019,851	2,012,203
	MacMillan Brown Centre - Maori Dept - Block C	B1853	TBC	8,724	-	8,724	561	14,500	23,785	15,061	2,547,953	2,532,892		-	-			TBC	8,724	15,061	-	-	-	-	-	2,547,953	2,532,892
	Psych Staff	6	TBC							-	296,872	296,872		-	-			TBC	-	-	-	-	-	-	-	296,872	296,872
	E8-E9 Lecture Theatre	2	TBC							-	846,161	846,161		-	-			TBC	-	-	-	-	-	-	-	846,161	846,161
	Logie	3	TBC							-	309,270	309,270		-	-			TBC	-	-	-	-	-	-	-	309,270	309,270
	Block B McMillian Brown Library	4	TBC							-	31,599	31,599		-	-			TBC	-	-	-	-	-	-	-	31,599	31,599
	Recreation Centre - Main Buildings	5	TBC							-	46,930	46,930		-	-			TBC	-	-	-	-	-	-	-	46,930	46,930
	Building, Tunnel, Infrastructure Assessments	7	TBC							-	1,720,000	1,720,000		-	-			TBC	-	-	-	-	-	-	-	1,720,000	1,720,000
	Balance of PSR Figure…	PSR								-		-							-	-	49,242,464	80,520,675	32,326,465	93,039,933	37,453,283	-	-
	Approvals in Principle - Still to be Business cased Total			**1,781,655**	**375,617**	**2,157,272**	**(721,662)**	**841,271**	**2,276,880**	**119,609**	**29,432,444**	**29,312,835**	**-**	**-**	**-**	**92,935**	**-**	**-**	**2,157,272**	**119,609**	**49,242,464**	**80,520,675**	**32,326,465**	**93,039,933**	**37,453,283**	**29,432,444**	**29,312,835**

Capital Projects - Expenditure Schedule
as at: **December 2015**

	Project name	Project number	PM	Prior yrs CAPEX	Prior Yrs Opex	2015 Project costs from general ledger: Costs to end of previous financial year	December 2015 YTD CapexCosts	December 2015 YTD OpexCosts	Life to date Actual costs	2015 Project $: 2015 Project Forecast Spend	2015 Budget *As per Oracle Does not change*	2015 Expected Variance	Project Figures: Total Authorised Project $ Value	Authorised Project Contingency	Authorised Project Cost	Expected Project Cost	Variance	Initial Project approved date	Project Cash Flow Forecast: Balance brought forward from previous years	2015	2016	2017	2018	2019	2020	Oracle Budget Figures: 2015 Annual Budget As per Oracle Does not change	2015 Variance
Summary																											
a	Project Capex - Open			22,629,963	1,131,513	23,761,476	12,342,193	2,978,694	39,082,363	15,171,224	25,403,804	10,232,580	53,281,426	3,801,905	49,479,520	82,205,715	(32,726,194)		23,613,116	15,171,224	15,419,584	14,001,790	14,000,000	-	-	25,403,804	10,232,580
b	Minor Capital			6,444,317	(8,500)	6,435,817	10,200,245	20,488	10,220,733	10,220,733	10,831,940	611,207	-	-	-	-	-		13,080,882	10,220,733	13,520,520	12,645,694	15,129,167	28,337,594	21,611,464	10,831,940	611,207
c	Approvals in Principle			1,781,655	375,617	2,157,272	(721,662)	841,271	2,276,880	119,609	29,432,444	29,312,835	-	-	-	92,935	-		2,157,272	119,609	49,242,464	80,520,675	32,326,465	93,039,933	37,453,283	29,432,444	29,312,835
d	Project Capex - Closed			155,870,876	4,686,990	160,557,866	19,740,644	125,124	180,423,634	19,865,768	8,440,391	(11,425,377)	128,325,490	3,253,115	125,072,375	180,744,248	(3,953,419)		160,551,011	19,865,768	258,377	69,091	-	-	-	8,440,391	(11,425,377)
	Total			**186,726,811**	**6,185,620**	**192,912,431**	**41,561,420**	**3,965,578**	**232,003,611**	**45,377,334**	**74,108,579**	**28,731,245**	**181,606,916**	**7,055,020**	**174,551,896**	**263,042,898**	**(36,679,613)**	**-**	**199,402,281**	**45,377,334**	**78,440,946**	**107,237,250**	**61,455,632**	**121,377,527**	**59,064,747**	**74,108,579**	**28,731,245**
	LR Budget (Total Excluding RSIC & CETF & NEB)						**41,561,420**	**3,965,578**	**232,003,611**	**45,377,334**	**74,108,579**	**28,731,245**	**181,606,916**	**7,055,020**	**174,551,896**	**263,042,898**	**(36,679,613)**	**-**	**199,402,281**	**45,377,334**	**78,440,946**	**107,237,250**	**61,455,632**	**121,377,527**	**59,064,747**	**74,108,579**	**28,731,245**
(d) Project Capex - Closed																											
	Fire Main Ring Upgrade Project - Sitewide	B1827	Completed	136,049	25,338	161,387	1,887,883	-	2,049,269	1,887,883	1,510,500	(377,383)	2,355,000	143,390	2,211,610	2,249,857	(38,247)	Aug-14	161,387	1,887,883	131,497	69,091	-	-	-	1,510,500	(377,383)
	Service Oriented Architecture (SOA) Gateway	L0175	Completed	348,540	51,015	399,555	193,993	85,289	678,836	279,281	99,162	(180,119)	896,208	149,368	746,840	676,216	70,624	Aug-14	399,555	279,281	(2,620)	-	-	-	-	99,162	(180,119)
	NZi3 EQR Portion	NZi3	Completed	1,354,973	-	1,354,973	3,105,682	-	4,460,656	3,105,682	1,842,128	(1,263,554)	3,896,008	100,000	3,796,008	4,480,656	(684,648)		1,354,973	3,105,682	20,000	-	-	-	-	1,842,128	(1,263,554)
	Health & Safety System	IT030	Completed	194,003	50,875	244,878	-	16,243	261,121	16,243	-	(16,243)	200,000	-	200,000	261,121	(61,121)	Sep-12	244,878	16,243	-	-	-	-	-	-	(16,243)
	EN18 : Civil / Mechanical Block	B1791	Completed	16,883,999	83	16,884,082	7,393,823	-	24,277,905	7,393,823	616,522	(6,777,301)	24,098,070	117,802	23,980,268	24,382,905	(402,637)	Jun-14	16,884,082	7,393,823	105,000	-	-	-	-	616,522	(6,777,301)
	Geography Staff	B1794	Completed	3,497,653	3,949	3,501,602	4,567,558	-	8,069,161	4,567,558	1,445,745	(3,121,813)	7,994,420	98,192	7,896,227	8,073,661	(177,434)	Jun-14	3,501,602	4,567,558	4,500	-	-	-	-	1,445,745	(3,121,813)
	Southern Lecture Arts Theatre	B1519	Completed	124,247	-	124,247	1,180,724	1,760	1,306,731	1,182,484	856,334	(326,150)	1,459,635	74,529	1,385,106	1,306,731	78,376	Oct-14	124,247	1,182,484	-	-	-	-	-	856,334	(326,150)
	Student Health Centre - SS25	B1858	Completed	362,481	-	362,481	294,547	-	657,028	294,547	320,000	25,453	668,957	-	668,957	657,028	11,929	Mar-15	362,481	294,547	-	-	-	-	-	320,000	25,453
	Engineering Student Hub	B1876	Completed	-	-	-	2,620	19,279	21,899	21,899	1,750,000	1,728,101	47,300	4,300	43,000	21,899	21,101	Dec-14	-	21,899	-	-	-	-	-	1,750,000	1,728,101
	Matariki (Registry GS01) Remediation/Betterment	B1711	Completed	28,185,298	47,440	28,232,739	9,643	1,646	28,244,028	11,289	-	(11,289)	6,581,000	135,978	6,445,022	28,244,028		Oct-12	28,232,738	11,289	-	-	-	-	-	-	(11,289)
	Angus Tait Builidng (SDC)	B1293	Completed	4,592,698	(222)	4,592,477	74,871	-	4,667,348	74,871	-	(74,871)	4,633,620	128,050	4,505,570	4,667,348	(161,778)	Jun-12	4,592,476	74,871	-	-	-	-	-	-	(74,871)
	SBS Generator	B1616	Completed	941,401	-	941,401	70,551	-	1,011,952	70,551	-	(70,551)	996,000	-	996,000	1,011,952	(15,952)	Mar-12	941,401	70,551	-	-	-	-	-	-	(70,551)
	FM Building	B1552	Completed	1,031,023	-	1,031,023	9,322	-	1,040,346	9,322	-	(9,322)	194,929	23,265	171,664	1,040,346	(868,681)	Mar-14	1,031,023	9,322	-	-	-	-	-	-	(9,322)
	Karl Popper (AR03) Remediation/Betterment (History)	B1712	Completed	14,746,401	(2,056)	14,744,345	2,033	-	14,746,378	2,033	-	(2,033)	4,669,000	221,821	4,447,179	14,746,378		Dec-12	14,744,345	2,033	-	-	-	-	-	-	(2,033)
	Law (LA01) Remediation/Betterment	B1710	Completed	24,985,720	9,988	24,995,708	48,985	-	25,044,693	48,985	-	(48,985)	8,342,000	729,000	7,613,000	25,037,693		Dec-12	24,988,708	48,985	-	-	-	-	-	-	(48,985)
	Archives	B1832	Completed	-	78,255	78,255	(0)	-	78,255	(0)	-	0	2,328,600	-	2,328,600	78,255	2,250,346	Dec-13	78,255	(0)	-	-	-	-	-	-	0
	Waimari Village - Student Accommodation	B1823	Completed	3,657,053	8,573	3,665,627	(3,459)	-	3,662,168	(3,459)	-	3,459	3,900,000	-	3,900,000	3,662,168	237,832	Dec-13	3,665,627	(3,459)	-	-	-	-	-	-	3,459
	Science Lecture Theatres	B1572	Completed	733,449	4,375,970	5,109,419	(907)	907	5,109,419	-	-	-	2,914,000	-	2,914,000	5,109,556		Jul-13	5,109,556	-	-	-	-	-	-	-	-
	Erskine Stage 2	B1786	Completed	21,951,881	-	21,951,881	902,727	-	22,854,608	902,727	-	(902,727)	23,027,230	210,982	22,816,247	22,854,608	(38,361)	Oct-13	21,951,881	902,727	(0)	-	-	-	-	-	(902,727)
	Waitakiri Village - Student Accommodation	B1822	Completed	1,291,486	3,644	1,295,129	-	-	1,295,129	-	-	-	1,300,000	-	1,300,000	1,295,129	4,871	Dec-13	1,295,129	-	-	-	-	-	-	-	-
	Level 7 SBS	B1797	Completed	747,835	1,400	749,235	48	-	749,283	48	-	(48)	839,500	45,500	794,000	749,283	44,717	Nov-13	749,235	48	-	-	-	-	-	-	(48)
	Project Capex - Closed Total			**155,870,876**	**4,686,990**	**160,557,866**	**19,740,644**	**125,124**	**180,423,634**	**19,865,768**	**8,440,391**	**(11,425,377)**	**128,325,490**	**3,253,115**	**125,072,375**	**180,744,248**	**(3,953,419)**		**160,551,011**	**19,865,768**	**258,377**	**69,091**	**-**	**-**	**-**	**8,440,391**	**(11,425,377)**

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Report to the Council from a meeting of the Audit and Risk Committee held on Tuesday 22 March 2016

The Committee recommends:

1. Delegations Schedule

That: ***Council adopt the Delegations Schedule.***

2. UC Trust Funds

That: ***Council:***
i) adopt the 2015 UC Trust Funds Financial Statements.
ii) approve the signing of the management and trustee representation letters.

3. Health and Safety Report

That: ***Council note the Health and Safety Report***

Peter Ballantyne
Chair
Audit and Risk Committee

23 March 2016

Memorandum

Vice-Chancellor's Office
Office: Room 621, Matariki
Extension: 6854
Email: jeff.field@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	University Council
From:	Jeff Field, University Registrar/Assistant Vice-Chancellor
Date:	23 March 2016
Subject:	**Delegations Policy and Schedules**
Purpose:	For adoption

A substantial review of the University's Delegations Framework (Policy and Schedules) has been undertaken by Senior Policy Advisor Anna Sturman and the Policy and Schedules are attached for adoption. Amendments have been made at the request of the Finance, Planning and Resources Committee and are shown as tracked changes in the policy and red text in the schedule.

The statutory authority for delegations from the University Council and from the Vice-Chancellor is contained in the Education Act 1989 (see extracts below).

196 Duties of chief executive

(1)

The academic and administrative affairs of an institution shall be managed by the chief executive of the institution.

222 Delegation by council

(1)

The council of an institution may, from time to time, either generally or particularly, by writing signed by at least 2 members of the council, delegate to the chief executive of the institution or to a committee appointed under section 193(3) (Academic Board) any of its functions or powers under this Act (except the power to appoint a chief executive) or any other Act.

(2)

Where the council has, pursuant to subsection (1), delegated any functions or powers to the chief executive or a committee, the chief executive or committee may, with the prior approval in writing of the council, by writing signed by the chief executive or by at least 2 of the members of the committee, as the case may be, delegate such of those functions or powers as the council approves to a member of the staff of the institution.

197 Delegation by chief executive

(1)

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

(2)

Where the chief executive of an institution has, pursuant to subsection (1), delegated any functions or powers to the academic board or to a member of the staff of the institution, that board or member may, with the prior approval in writing of the chief executive, by writing signed by at least 2 members of that board or by the member, as the case may be, delegate such of those functions or powers as the chief executive approves to any other member of the staff of the institution.

Until now delegations from Council and the Vice-Chancellor have been detailed in three separate delegation schedules: from Council to the Vice-Chancellor; from Council to Academic Board; and from the Vice-Chancellor to Senior Management Team and other staff.

The delegations framework review concluded that a single schedule of delegations would be comprehensive and easier to navigate than multiple schedules and has achieved that by developing a policy which introduces four levels of authority from Council to Vice-Chancellor, to SMT and to their direct reports.

The Delegation Schedule attached brings together in the new spreadsheet format all the existing delegations from Council to the VC and on to staff. In addition, all existing policies have been reviewed and delegations embedded in those policies have been included, and highlighted in yellow. The schedule has been reviewed by SMT several times, considered and recommended by FPRC and is now provided to Council for adoption.

Also attached is the current Delegation Schedule from Council to Academic Board, which has not been amended or incorporated pending the review of Academic Board.

Jeff Field
University Registrar

UC Policy Library

Delegations of Authority Policy

Last Modified	March 2016
Review Date	March 2017
Approval Authority	Chair, University Council
Contact Person	Senior Policy Advisor – Vice-Chancellor's Office

Introduction

As the governing body of the University, the University Council exercises a number of powers and holds duties with regards to the University's functions. On a day-to-day basis many of these functions/powers and duties are delegated to the Vice-Chancellor and others, to ensure the smooth running of the University. This document describes how powers and duties are delegated, and the rules governing the exercise of the delegations of authority for the University.

Definitions

Alternate – a staff member of the University who is authorised in writing by the Vice-Chancellor to exercise any function or powers, or to take action or sign documents on behalf of an authorised delegate, that lie within the delegate's authorised, specified span of control.

Delegate – the holder of delegated authority; may make enforceable decisions that commit and/or incur liabilities for or on behalf of the University and will be held responsible for these (includes sub-delegate).

Delegation of authority – a formal conferral of legal power and authority to perform functions of the University.

Staff or staff member – person/s engaged for paid employment with the University by way of an employment agreement, personal contract, or through official arrangements with another organisation.

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Policy

Legislative basis:

The University Council (Council) and the Vice-Chancellor are empowered to delegate their powers by the *Education Act 1989 (New Zealand Legislation website)*:
Section 222 authorises Council to: "from time to time, either generally or particularly, by writing signed by at least 2 members of the council, delegate to the chief executive of the institution or to a committee appointed under section 193(3) [Academic Board] any of its functions or powers under this Act (except the power to appoint a chief executive) or any other Act".

- All management delegations must be delegated through the Vice-Chancellor, as the chief executive of the University.
- Council, and its delegates, must seek advice from the Academic Board when making decisions on matters relating to courses of study or training, awards, and other academic matters.
- Council may also delegate specific academic matters to the Academic Board.

Section 197 enables the Vice-Chancellor to: "from time to time, either generally or particularly, by writing delegate to the academic board or to any member of the staff of the institution any of the powers delegated to the chief executive under this Act or any other Acts including functions or powers delegated to the chief executive under an Act other than this Act".

The following apply to all delegations of authority:

1. Delegations of authority ('delegations') shall be reviewed annually by Council and approved as schedules. In approving these schedules, Council also approves any delegations made by the Vice-Chancellor and Academic Board as they are recorded in the schedules.

2. Where the Vice-Chancellor has stated that a delegation may be sub-delegated:
    - Academic Board do so by recording sub-delegations in writing, signed by at least two members of the Academic Board; and
    - other delegates do so by recording sub-delegations in writing, signed by the delegate.

3. The scope of the power and authority delegated under this policy document and the Delegations Schedules is limited to the functions Council itself is able to perform. A delegate cannot exercise a power or authority that Council itself is not legally permitted to exercise.

4. Where a function is not generally or particularly delegated to a University staff member or body, the Council is the sole body that may exercise that function.

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5. Delegates are authorised to take any action or sign any document (subject to any legal requirements and/or protocols of the University) within the authority of the delegation/s they hold.

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

7. Where expressly permitted in an approved schedule, the delegate may sub-delegate. However, the delegate remains responsible for ensuring that the function is properly exercised.

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

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

9. If a delegate is unable to carry out the duties associated with a delegation for any reason, including a potential or actual conflict of interest or an absence or incapacity, the delegation must be exercised by the delegate's line manager in the first instance or other superior in the line of authority.

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

11. A delegate cannot sub-delegate to staff, or exercise a delegation in regards to functions or staff which fall outside their areas of responsibility.

12. Delegates and sub-delegates are always subject to the direction and authority of the Vice-Chancellor, including any emergency statute or direction.

13. Delegates may obtain assistance from a third party in the exercise of a delegation, provided that the delegate retains and exercises a substantial degree of control over the exercise of the function entrusted to the delegate.

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

Related Documents and Information

Legislation

- Education Act 1989 (New Zealand Legislation website)

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UC Policy Library

- Conflict of Interest Policy, Principles and Guidelines (PDF, 407KB)
- Emergency Management Policy (PDF, 366KB)
- Emergency Statute (PDF, 59KB)
- Staff Code of Conduct (PDF, 185KB)

University Website and Intranet

- Delegation Schedules (University Council website)
- Emergency response plans (University Emergency Management website)

Document History and Version Control Table			
Version	**Action**	**Approval Authority**	**Action Date**
For document history and versioning prior to 2013 contact ucpolicy@canterbury.ac.nz			

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	A	B	C	D	E	F	G	H	I
1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
2	**Administrative Delegations (Governance)**								
3	Power to make statutes as specifically outlined in the legislation.	✓				University Council.	No.	*Education Act 1989* s. 194(1). Registrar is given authority to coordinate drafting but Council must approve.	Unchanged.
4	The power to establish boards, bodies, or committees to advise Council.	✓				University Council.	No.	*Education Act 1989* ss. 193(2)(i), (3).	Unchanged.
5	Power to establish Academic Board.	✓				University Council.	No.	*Education Act 1989* ss. 182(2), 193(3). Established by a formal resolution of Council.	Unchanged.
6	Amalgamation or de-amalgamation of UC with any other institution.	✓				University Council.	No.	*Education Act 1989* ss. 193(2)(e),(ea).	Unchanged.
7	To approve the setting of fees.	✓				University Council.	No.	*Education Act 1989* ss. 193(2)(h), 227, 227A, 228, 228A. Vice-Chancellor to recommend for Council's approval via FPRC. By statute, detailing fees calculated and set in accordance with ss. 227 and 228, together with appropriate written communication to students regarding refunds. Must also include details on fee refunds, and international student fees calculations.	ss. 227A and 228A added.
8	Authorisation or granting of loans to the chief executive or members of staff, students, students' association, or the guarantee of such loans.	✓				University Council.	No.	*Education Act 1989* s. 193(2)(c).	Unchanged.
9	Conferring an Honorary Title, Award, or Degree.	✓				University Council.	No.	*Honorary Awards and Honours Conferred by the University Council Policy and Guidelines.*	
10	Granting naming rights within the University.	✓	✓			University Council for whole buildings and major spaces. VC for all other structures, facilities or entities consistent with capital expenditure delegations (below).	No.	*Naming Rights Policy* . Conditions outlined in policy to be applied.	
11	Acceptance of gifts and bequests on behalf of UC.			✓		Director of Student Services and Communications.	Yes.	*Education Act 1989* s. 193(2)(d), *Fundraising Activities Policy* . Gifts and bequests to the University must be channeled through the UC Foundation.	Unchanged.
12	Approval of new faculty colour.	✓				University Council.	No	*Introduction of New Faculty Colours Guidelines* . Independent Board of Studies to apply to Academic Board; who then make a recommendation to Council.	
13	Striving to manage UC in a way that seeks the highest standards of excellence in education, training and research.			✓		SMT members for their areas of responsibility.	Yes.	*Education Act 1989* s. 181(a). This is an overarching principle which should inform all performing of functions and exercise of powers by delegates. Consultation with Academic Board required.	Unchanged.
14	Granting of awards, fellowships, scholarships, bursaries, and prizes.		✓	✓		VC.	Yes, to DVC(A) and PVCs.	*Education Act 1989* ss. 193(2)(a),(b), 182(2)(a). Consultation with Academic Administration Committee required. 'Awards' refers to financial awards	Unchanged.
15	Acknowledging the principles of the Treaty of Waitangi.			✓		SMT members. VC retains overall coordination.	Yes.	*Education Act 1989* s. 181(b). This is an overarching principle which should inform all performing of functions and exercise of powers by delegates. Consultation with the AVC (Māori) is required.	Unchanged.
16	Relationship management **and communication obligations:** responsibility for specific key alliances (e.g. other TEIs, Ngāi Tahu, Ministry of Education, TEC, CUAP).		✓			VC.	Yes.	*Education Act 1989* s.196(1).	
17	Preparing and negotiating with the Tertiary Education Commission (TEC) the Investment Plan; and proposing amendments from time to time.			✓		CFO and Registrar.	Yes.	*Education Act 1989* ss. 159P, 159T, 180(b), The final Investment Plan must be formally approved by Council - delegation is for preparation purposes only.	Education Act 1989 ss. 159L ff, 159W ff, 180(b), 184.
18	Periodically consulting with interested parties and receiving submissions on the Investment Plan.			✓		Yes, to CFO, and Registrar.	Yes.	*Education Act 29189* ss. 159X. SMT must be consulted. Proposed amendments resulting from consultation must be reported to Council and are subject to its approval.	Education Act 1989 ss. 159L ff, 159W ff, 185, 186, 184.
19	Managing the **academic and administrative affairs of the** University, in accordance with Strategic Plan and Investment Plan (approved strategic planning and funding documents).		✓			VC.	Yes, to SMT members as appropriate for their areas of responsibility.	*Education Act 1989* ss. **196(1),** 180(c), (d), (e). Consultation with Council committees as appropriate is required. These delegations are subject to appropriate level of key performance indicator reporting to Council and/or nominated committee as determined and advised by Council from time to time.	Education Act 1989 s. 180(d).
20									
21	**Administrative Delegations (Management)**								

	A	B	C	D	E	F	G	H	I
1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
22	Development of institution-wide policies.			✓		SMT members for their areas of responsibility	No.	*Education Act 1989* ss. 180(1)(d), 182, 196(1), *Metapolicy* . SMT members may delegate the drafting and general development of policies; but retain responsibility for approval. SMT members as Approval Authorities must present documents in development or major review at SMT meetings prior to formal approval. SMT members cannot delegate to each other or up (to the VC or Council) in the management policies they approve. Where this would be necessary, the VC or Council must approve the document.	Unchanged.
23	Encouraging participation by communities served by UC so as to maximise the educational potential of all members of the communities.			✓		SMT members for their areas of responsibility.	Yes.	*Education Act 1989* s. 181(c). This is an overarching principle which should inform all performing of functions and exercise of powers by delegates. Consultation with the AVC (Māori) and Director of Student Services and Communications required.	Unchanged.
24	Managing UC in a way that does not unfairly discriminate against any person.			✓		SMT members.	Yes.	*Education Act 1989* s. 181(d).	Unchanged.
25	Managing systems established for the coordination of, and accountability for, activities within UC to ensure the responsible use of public resources.			✓		CFO for finance. Director, Learning Resources for property matters. Registrar for risk management. DVC (Research) for IP resources.	Yes, to budget holders. Yes, to budget holders. Yes. Yes, but not in respect of signing contracts.	*Education Act 1989* s. 181(e). This is an overarching principle which should inform all performing of functions and exercise of powers by delegates. Must report on these systems to Council, or a committee of Council e.g. Finance, Planning and Resources; Audit and Risk, if directed by Council.	Unchanged.
26	Managing UC in a way that ensures proper standards of integrity, conduct, and concern for the public interest and the well-being of students are monitored.			✓		SMT members for their areas of responsibility.	No.	*Education Act 1989* s. 181(f). This is an overarching principle which should inform all performing of functions and exercise of powers by delegates. Consultation required with relevant committees and units.	Unchanged.
27	Providing courses of study or training.			✓		DVC(A), PVCs	No.	*Education Act 1989* ss. 193(2)(a), 182(2)(a). Consultation with Academic Board required; Academic Board must review courses and course changes prior to approval.	Unchanged.
28	Power to commission ad hoc reviews of qualifications.		✓	✓		VC, DVC(A), PVC of relevant college.	No.	*Academic Reviews Policy and Guidelines.* The DVC(A) and AVC(Māori) shall be advised of all academic review proposals before they take place.	
29	Approval of requests for memorial services on campus.			✓		Director, Student Services and Communications.	No.	*Memorials Policy* .	
30	Approval of requests for memorials other than those described in the *Memorials Policy* .		✓			VC.	No.	*Memorials Policy* . Must consult with the Chancellor.	
31	Arrange the manufacture or distribution of any article or anything bearing a mark, symbol, or writing associated with UC.			✓		Director, Student Services and Communications.	Yes.	*Education Act* s. 193(2)(f). Consultation required with Marketing Manager where proposed arrangements have UC-wide implications.	Unchanged.
32	Final decisions about the use of the University logo and identity.				✓	Marketing Manager.	No.	*Advertising and Brand Management Policy* . Includes oversight of all University advertising and promotional material. Has the delegation to require compliance with the style guide from all parts of the University.	
33	Allocation of space within the University.			✓		Director, Learning Resources.	No.	*Space Allocation Policy.* Reviews of decisions may be requested by SMT members. Requests for review must be in writing to the Director, Learning Resources, no later than a fortnight after the space allocation decision. The SMT Space Advisory Sub-Committee will then make a decison.	
34	Permission for students to hold major functions on central campus.				✓	Manager, Campus Services, or Group Manager, Engineering Services.	No.	*Student Events on Campus Procedures.*	
35	Permission for students to hold minor functions on central campus.				✓	Manager, Campus Services.	Yes - to Manager, Security and Campus Community Support.	*Student Events on Campus Procedures.* Requests should be directed to the Manager, Security and Campus Community Support in the first instance.	

	A	B	C	D	E	F	G	H	I
1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
36	The right to exercise veto over all proposed activities or uses of space that are considered inappropriate use of University facilities.			✓		Director, Learning Resources.	No.	*Bookable Spaces Management Policy, Principles and Guidelines.* Must be on reasonable and defensible grounds as there may be a significant cost in taking this action. Legal, contractual, and reputational considerations must be taken into account when making this decision.	
37	Responsibility for the accuracy, integrity and security of institutional data.			✓		SMT members for their areas of responsibility.	No.	*Data Management Policy* . As SMT members are responsible for various business functions, they are also responsible for the corresponding line of business system and data.	
38	Record keeping of accurate, timely and secure student records.			✓		Registrar.	Yes.	*Education Act 1989* s. 225; *Privacy Act 1993* ; *Public Records Act 2005.*	Unchanged.
39	Supplying statistical information to the Secretary for Education in relation to students generally or a particular class of students.			✓		CFO and Registrar.	Yes.	*Education Act 1989* s. 226; *Privacy Act 1993* . Consultation required with University Privacy Officer. Information supplied to government agencies and any other third parties shall be supplied in accordance with the *Education Act 1989* and *Privacy Act 1993* .	Unchanged.
40	Supplying information to government agencies and other third parties.			✓		CFO and Registrar.	Yes.	*Education Act 1989* s. 226A; *Privacy Act 1993* . Consultation required with University Privacy Officer. Information supplied to government agencies and any other third parties shall be supplied in accordance with the *Education Act 1989* and *Privacy Act 1993* .	Unchanged.
41	Providing official University comment to the media.		✓	✓		VC or appropriate member of SMT.	Yes.	*Academic Freedom Policy and Principles* , *Communications and Media Policy* . 'The Manager, Communications and Engagement and the 'Media Consultant' are authorised to provide comment when appropriate'. **See below** (Legal and Risk Delegations) for delegation to speak to the media with respect to an audit investigation undertaken due to alleged fraud by a staff member, and delegation to provide official University comment following a critical incident.	
42	Approval of emails distributed to the 'all-staff' email list.			✓	✓	Relevant SMT member; Manager, Communications and Engagement.	Yes.	*Communications and Media Policy* . For matters of urgency (e.g. where a new computer virus with a very high level of risk threatens the University network) the Director, Learning Resources or Chief Information Officer ITS may approve and issue all-staff emails. Verbal consent must be received from the Communications and Engagement Manager or delegate prior to sending such an email.	
43									
44	**HR Delegations**								
45	Responsibility for the health and safety of all persons on University campus.	✓	✓	✓	✓	Council, VC, SMT, and everyone who reports directly to an SMT member.	Yes.	*Health and Safety at Work Act 2015* , *Health and Safety Policy.* New legislation in Health & Safety brings new levels of responsibility at all levels of the University.	
46	Ensure that all employees maintain proper standards and concern for public interest and students' well-being.			✓		SMT members.	Yes.	*State Sector Act 1988* s. 77A(3). Consultation required with Director of Human Resources.	Unchanged.
47	Negotiation of collective employment agreements.			✓		Director of Human Resources.	No.	*State Sector Act 1988* s. 74C. Negotiations with campus unions.	Unchanged.
48	Responsibility for University superannuation processes and procedures.			✓		Director of Human Resources.	No	*Superannuation Policy* . In consultation with SMT.	
49	Responsibility for developing and implementing Professional Development and Review (PD&R) practices.			✓		SMT.	Yes.	*Professional Development and Review Policy* . As a minimum each staff member should have an annual discussion with his or her manager (or delegate). Senior/HR Advisors will assist.	
50	Responsibility for overall facilitiation of the PD&R process.			✓		Director, Human Resources.	No.	*Professional Development and Review Policy.*	
51	Responsibility for ensuring all departments and schools have processes in place for the identification and allocation of academic activities and the monitoring of individual workloads.			✓		PVCs.	No	*Allocation of Academic Activities and Establishing Academic Staff Workload Policy.*	
52	Authority to approve new continuing staff roles and all fixed-term roles of six months or more duration.		✓			VC.	No.	*HR Toolkit* .	
53	Authority to approve replacement continuing roles, fixed term roles of less than six months duration and all casual roles.			✓		SMT members for areas of responsibility.	No.	*HR Toolkit.*	
54	Authority to dismiss staff.		✓			VC.	Yes, to SMT members on an ad hoc basis.	*HR Toolkit.*	
55									
56	**Financial Management Delegations**								

	A	B	C	D	E	F	G	H	I
1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
57	Establish, maintain and operate bank accounts.			✓		CFO.	Yes, **for ongoing transactions.** No, **in respect of negotiating or opening new facilities with new counterparties.**	*Education Act 1989* s. 200; *Public Finance Act 1989* s. 25. Consultation required with SMT. Delegation is restricted to New Zealand bank accounts.	Unchanged for the *Education Act 1989* ; formerly *Public Finance Act 1989* ss. 23, 25. Unable to locate whether s. 23 should be replaced.
58	Establish and maintain systems of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.			✓		CFO.	Yes, **for accounting systems and controls.**	*Public Finance Act 1989* s. ? Areas of responsibility are: all accounting systems and controls; financial risk coordination; statutory audit liaison; internal audit liaison. NB subdelegation only possible for accounting systems and controls.	*Public Finance Act 1989* s. 42(2)(b)
59	Prudent investment of public monies.			✓		CFO.	Yes, **for ongoing transactions.** No, **in respect of negotiating or opening new facilities with new counterparties.**	*Education Act 1989* s.200; *Public Finance Act 1989* s. 25. Establishing, depositing, maintaining UC funds with any registered bank in New Zealand, or in approved public securities.	Unchanged for the *Education Act 1989* ; formerly *Public Finance Act 1989* ss. 23, 25. Unable to locate whether s. 23 should be replaced.
60	Preparation and completion of the UC annual budget for presentation to Finance, Planning and Resources Committee and Council.			✓		CFO.	Yes.	*Public Finance Act 1989* s. ? Consultation required with SMT members. Approval goes through FPRC to Council.	*Public Finance Act 1989* s. 42(2)(d)
61	Manage the University's activities within approved annual financial budgets.			✓		CFO for coordination, SMT.	Yes, to budget holders.	*Education Act 1989, State Sector Act 1988* ss. ? Operating costs are correctly allocated within the operating budget for the area that the individual is responsible for. Specifically, costs will not exceed budgeted costs; controllable revenues will meet budgeted revenues.	*Education Act 1989* and *State Sector Act* s. 77 1B(5)(c)(d) and *Education Act* s. 201
62	Review detailed operating budgets by Colleges and Service Units on a quarterly basis.			✓		CFO	Yes.	*Education Act 1989* s. 180(d) Enquire into all significant or unusual variances. Receive full explanations from relevant person/s and report significant findings to the VC and FPRC on a timely basis. Consultation required with SMT.	Unchanged.
63	Preparation of an Annual Report, including annual financial accounts and annual statement of service performance for presentation to Audit and Risk Committee and Council.			✓		CFO and Registrar	Yes.	*Public Finance Act 1989* s. ? Annual Report completed, audited, published and filed in accordance with the Act and other statutory requirements.	*Public Finance Act 1989* s. 41-44A.
64	Power to dispose of assets or interest in assets.			✓		CFO.	No.	*Education Act 1989* s. 192(1), (4), (5), **(7).** **Must have written consent of the Secretary for Education where the value of the asset or interest exceeds an amount determined by the Minister or an amount ascertained in accordance with a formula determined by the Minister. Where UC seeks the Secretary's approval and it is given, UC must comply with any conditions imposed by the Secretary; inform the Secretary when the transaction has been completed; and how the proceeds of the transaction, if any, have been dealt with.** Consultation required with Director of Learning Resources. NB for IP sales an alternative delegation exists (see below).	***Education Act 1989* s. 192(7) added.**
65	Power to borrow, issue debentures, or otherwise raise money.	✓		✓		CFO.	No.	*Education Act 1989* s. 192(1), (4), (5), **(7).** **Must have written consent of the Secretary for Education where the amount to be borrowed, the amount of the debentures, or the amount to be raised exceeds an amount determined by the Minister or an amount ascertained in accordance with a formula determined by the Minister. Where UC seeks the Secretary's approval and it is given, UC must comply with any conditions imposed by the Secretary; inform the Secretary when the transaction has been completed; and how the proceeds of the transaction, if any, have been dealt with.** Including the requirement to obtain legal and taxation opinions from UC legal and taxation advisors, where appropriate. Only with Council's written approval and in accordance with ss. 192(4)(c) and 5(b).	***Education Act 1989* s. 192(7) added.**
66	Collection of Student Services levy.			✓		CFO, Director of Student Services and Communication.	Yes.	*Education Act 1989* ss. 227(1B), 227A, 228A. Consultation required with UCSA, through JOAB.	Education Act 1989 s. 229A.
67	Approval of use of a Purchasing Card by a University Traveller to remove themselves from a situation where their personal safety is at risk.				✓	Line managers.	No.	*Travel Policy.* As per the Approval Authority of the policy.	
68	Responsibility for monitoring and control of sensitive expenditure.			✓		SMT.	Yes.	*Sensitive Expenditure Policy* . All approved sensitive expenditure must be within the College or Unit's budget constraints.	

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1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
69	Deciding how to disburse any net return for the University above $0.5 million per annum for a particular piece of IP.		✓	✓		VC, CFO and PVC.	Yes. (VC only).	*Intellectual Property Policy.* (Appendix 1: Distribution of Benefits and Equity).	
70	Responsibility for ensuring that the income for various individual Trust Funds managed by the University is spent in line with donors' intentions.				✓	Student Services Manager.	Yes, not specified to whom.	*Scholarships, Prizes, Bursaries and Grants Policy.* For scholarships only.	
71	Provision of reassurance to Council that endowment funds are being properly managed and disbursed on a sustainable basis.			✓		University Registrar.	Yes, not specified to whom.	*Scholarships, Prizes, Bursaries and Grants Policy.*	
72									
73	**Contractual Delegations**								
74	Enter into contracts for non-remediation capital categories of capital expenditure, within Council-approved budget.		✓	✓		<$1.5m VC **<$1m** CFO **<$500k** Director of Learning Resources **<$100k** PVCs	No. No. No. No.	*Education Act 1989* s. 192.	Unchanged.
75	Enter into contracts for non-remediation capital in excess of Council-approved budget, for a category of capital expenditure.		✓	✓		<$1.5m VC **<$500k** CFO.	No.	*Education Act 1989* s. 192.	Unchanged.
76	Enter into contracts for capital expenditure committed to over (up to) five years, within Council-approved budget.		✓	✓		<$1.5m VC **<$500k** CFO **<$200k** Director of Learning Resources **<$100k** SMT members	No.	*Education Act 1989* s. 192. Commitment can be no greater than the delegated amounts multiplied by the number of years of the contract.	Unchanged.
77	Enter into contracts for capital expenditure committed to over (up to) five years, within Council-approved business cases.		✓			VC.	No.	*Education Act 1989* s. 192	
78	Enter into contracts for remediation capital expenditure which has been signed off by the insurer's loss adjustor.		✓	✓		>$5m VC **<$5m** CFO **<$2m** Director of Learning Resources	No.	*Education Act 1989* s. 192.	Unchanged.
79	Enter into contracts for non-remediation capital expenditure in excess of Council-approved budget, for specific additional project/s		✓	✓		**<$1.5m per project up to a maximum of 2% of the total capital budget (excluding remediation) in any one year VC** **<$500k per project, up to a maximum of 2% of total capital expenditure budget (exluding remediation) per annum** CFO **<$200k per project, up to a maximum of 2% of total capital expenditure budget (excluding remediation) per annum (+ inclusive of any VC/CFO approvals)** Director of Learning Resources	No.	*Education Act 1989* s. 192.	Unchanged.

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1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
80	Operating expenditure transactions within Council-approved budget.		✓	✓		**<$1.5m** VC **<$500k** CFO **<$200k** Director of Learning Resources **<$100k** SMT members	Yes.	*Education Act 1989* ss. 192, 180(d)	
81	Operating expenditure committed to up to 5 years within Council-approved budget.		✓	✓		**<$1.5m** VC **<$500k** CFO **<$200k** Director of Learning Resources **<$100k** SMT members	No.	*Education Act 1989* ss. 192, 180(d) Commitment can be no greater than the delegated amounts multiplied by the number of years of the contract.	
82	Enter contracts for routine operating expenditure items [Taxes - mainly GST and PAYE; Utilities - electricity, telephones, coal, software licenses; Studylink refunds].		✓			**VC.**	No.	*Education Act 1989* ss. 192, 180(d)	
83	Operating expenditure in excess of Council-approved budget.		✓	✓		**<$1.5m per item up to a maximum of 2% of the total operating expenditure budget (excluding depreciation) in any one year** VC. **<$500k per item up to a maximum of 2% of the total operating expenditure budget (excluding depreciation) in any one year and inclusive of any VC approvals** CFO.	No.	*Education Act 1989* ss. 192, 180(d)	
84	Arrange for the provision of goods or services to staff, students or other persons, or utilisation of UC facilities.			✓		CFO, Director of Human Resources and Director of Learning Resources **where internal resources of UC are to be used.** CFO **where external sources (including by contract) are to be used**. Director of Student Services and Communications **for provision of student accommodation.** Relevant SMT members **in relation to employment contracts, or other contracts of personal service.**	Yes. Yes. Yes. Yes.	*Education Act 1989* , 193(2)(g). These goods or services must be provided for at greater than cost to UC, other than where provided as part of a course of study or individual or collective employment contract. They must be provided within the approved annual budget. Consultation is required with the Director, Human Resources in relation to exercise of SMT members' delegations for employment contracts, or other contracts of personal service.	Unchanged.

	A	B	C	D	E	F	G	H	I
1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
85	Enter teaching related contracts within Council-approved budget.		✓	✓		**<$1.5m for a maximum period of 5 years** VC **<$1m for a maximum period of 3 years** CFO **<$500k for a maximum period of 3 years** DVC(A) **<$100k for a maximum period of 3 years** PVCs	No. No. No. No.	*Education Act 1989* s. 192. For a maximum of three years.	Unchanged.
86	Enter research related contracts within Council-approved budget.		✓	✓		**>$1.5m for a maximum period of 5 years** VC **<$1.5 m for a maximum period of 3 years** CFO **<$500k for a maximum period of 3 years** DVC(R) **<$100k for a maximum period of 3 years** PVCs	No. No. Yes, **<$100k** to Director, Research Services. No.	*Education Act 1989* s. 192 Consultation required with Research and Innovation.	Unchanged.
87	Enter into contracts for the provision of consultancy services.				✓	**<$100k** Research Services Director, Commercial Director.	No.	*Education Act 1989* s. 192	
88	Enter into contracts for sale of IP and IP related investments.				✓	Commercial Director, Research and Innovation.	No.	*Education Act* 1989 s. 192 **(1), (4), (5), (7)** Includes transfer of IP; licensing, IP assignments and Share of Benefits Agreements, that do not involve UC taking equity in a company. (7). **Must have written consent of the Secretary for Education where the value of the asset or interest exceeds an amount determined by the Minister or an amount ascertained in accordance with a formula determined by the Minister. Where UC seeks the Secretary's approval and it is given, UC must comply with any conditions imposed by the Secretary; inform the Secretary when the transaction has been completed; and how the proceeds of the transaction, if any, have been dealt with.**	
89	The ability to enter into express agreements with staff and/or students relating to IP which may be at variance with the Intellectual Property Policy.		✓			VC.	Yes.	*Intellectual Property Policy* .	
90	Enter into contracts for international agency/recruitment contracts, memoranda of understanding, and exchange agreements.			✓		VC, DVC(R), DVC(A), CFO, Director of Student Services and Communications.	No.	*Education Act 1989* s.192. Consultation required with SMT(i). Contracts with a cumulative value of up to $500k.	Unchanged.
91	Signing off on student exchange agreements.		✓	✓		VC, relevant PVC.	No.	*Student Exchange Agreements Policy and Procedures.* PVC signs off on new exchange proposal from College level; VC to sign final agreement.	
92	Enter into facilities related contracts within Council-approved budget.		✓	✓		**>$500k for a maximum period of 5 years** VC **<$500k for a maximum of 3 years** Director of Learning Resources	No.	*Education Act 1989* s. 192.	Unchanged.
93	Granting of a lease of land or buildings or part thereof/all categories of lease within Council-approved budget.		✓	✓		**>$500k and above for a maximum period of 5 years** VC **<$500k for a maximum period of 3 years** Director of Learning Resources.	No.	*Education Act 1989* s. 192(1), (4), (5), **(7)**. *Space Allocation Policy* . **Must have written consent of the Secretary for Education where the lease to be granted exceeds, and when added to any term for which the lease may be renewed exceeds, 15 years. Where UC seeks the Secretary's approval and it is given, UC must comply with any conditions imposed by the Secretary; inform the Secretary when the transaction has been completed; and how the proceeds of the transaction, if any, have been dealt with.** Includes the requirement to obtain legal and taxation advisors, where appropriate. Must have Council's written approval, in accordance with ss. 192(4)(c) and (5)(b) of the Act.	***Education Act 1989* s. 192(7) added.**

	A	B	C	D	E	F	G	H	I
1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
94	Enter into contracts outside of the approved budget and all finance leases up to a maximum value of 2% of revenue.		✓	✓		**<$1.5m for a maximum period of 5 years** VC **<$500k for a maximum period of 3 years** CFO	No.	*Education Act 1989* s. 192	Unchanged.
95	**Authority to engage the Internal Auditors to undertake any consulting work.**			✓		**CFO.**	**No.**	***Education Act 1989* s. 192**	
96									
97	**Legal and Risk Delegations**								
98	Management responsibility of risk management and legal compliance for the University.		✓	✓		SMT members for their areas of responsibility.	No.	*Risk Management and Compliance Framework* .	
99	Monitoring of Strategic Risk Register and regularly reporting to Audit and Risk Committee on management of risk issues.			✓	✓	Registrar.	Yes, to Senior Risk and Insurance Advisor for preparation. Registrar retains responsibility for presentation to ARC.	*Risk Management and Compliance Framework.*	
100	Act as University Privacy Officer.			✓		Registrar.	No.	*Privacy Act 1993; Privacy Policy* . The role is mandated by the Act.	
101	Authority to obtain legal advice in respect of any UC activities, subsidiaries or controlled trusts (including establishment thereof).			✓		Registrar.	Yes; as required.	*Education Act 1989* s. 196(1).	Unchanged.
102	Authority to advise insurers of a claim or potential claim event.			✓		CFO and Registrar .	Yes.	*Education Act 1989* s. 196(1).	Unchanged.
103	Responding to instances of alleged or actual fraud connected to the University.			✓		Registrar, CFO, Director of HR.	No	*Documentary Fraud Response Policy* . Registrar is first port of call for instances of Documentary Fraud.	
104	Authority to decide on action to be taken where fraud is suspected.			✓		CFO, Director of HR, Registrar.	No.	*Fraud Response Policy* . Major fraud events require the development of a Fraud Response Plan (FRP) specific to the event. CFO should consider whether necessary to investigate systems other than that which has given rise to suspicion.	
105	Authority to speak to the media with respect to an audit investigation undertaken due to alleged fraud by a staff member.				✓	Manager, Communcations and Engagement.	No.	*Fraud Response Policy* .	
106	The right to close down an event (including during the event itself) if there is an unacceptable risk of injury or damage to people, property, or the University's reputation.			✓	✓	Any member of SMT; Managers of Campus Services, Engineering Services, or Security & Campus Community Support, Manager Communications and Engagement.	Yes, only from the Manager Communications and Engagement to the Senior Events Coordinator.	*Bookable Spaces Management Policy, Principles and Guidelines.* Must be on reasonable and defensible grounds as there may be a significant cost in taking this action. Legal, contractual, and reputational considerations must be taken into account when making this decision.	
107	Ability to , where an epidemic, flood, fire, or other emergency occurs, for such a period and on such terms as it thinks fit to accommodate such an emergency, grant waivers to any student or group of students, or suspend the application or all or any part any University Regulation or Statue, or close the University.	✓	✓			Executive Committee of the University Council.	Yes, to the VC if the Executive Committee cannot meet.	*Emergency Statute* . Exec Committee will act on the advice of the VC. If the VC exercises the delegation then he or she must report his or her actions back to the Exec Committee as soon as practicable.	
108	Chairing the Strategic Emergency Management Group (SEM Group)		✓	✓		VC.	Yes, where the VC is not available the delegation goes to the: - DVC(R) **or** DVC(A); - Registrar; then - Director, Learning Resources in that order.	*Emergency Management Policy* . In the unlikely event that none of these persons are available, the Incident Controller will contact another member of SMT who will then assume delegated authority.	
109	Operational responsibility for any significant incident affecting the University.				✓	Incident Controller (IC).	No.	*Emergency Management Policy.* Leads the Incident Management Team (IMT); leads coordinated response leading up to and during an emergency event in conjunction with the Chair of the SEM Group.	
110	Authority to activate or establish a UC Emergency Operations Centre (EOC).		✓	✓		Any established member of the Incident Management Team (IMT).	No.	*Emergency Management Policy* .	
111	Authority to make any immediate operational decision necessary to preserve the safety of people and the security of the University.				✓	Incident Controller (IC).	No.	*Emergency Management Policy.* Such decisions may, in extreme events, include the full evacuation and/or the immediate lockdown of some or all of campus.	
112	Authority to assign tasks and delegate responsibilities with both the IMT and the wider University community.				✓	Incident Controller (IC).	No.	*Emergency Management Policy* . May include the secondment of facilities, equipment, resources, and/or expertise to expedite the response from both within and outside the University.	

	A	B	C	D	E	F	G	H	I
1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
113	Power to declare a localised emergency.		✓	✓		Chair of the SEM Group.	No.	*Emergency Management Policy* .	
114	Authority to speak to the media on behalf of the University in a planned event or critical incident.		✓	✓		Chair of the SEM Group, Director of Student Services and Communications.	Yes.	*Emergency Management Policy* . See above (Administrative Delegations (Management)) for general delegation to provide official comment on behalf of the University; also above (Legal and Risk Delegations) delegation for providing official University comment with respect to an audit investigation undertaken due to alleged fraud by a staff member.	
115	Activation of the Incident Management Team (IMT) in the event of potentially hazardous conditions.				✓	Incident Controller (IC).	No.	*Weather Plan Policy and Guidelines* .	
116	Authority to issue a severe weather warning.		✓	✓		VC, Director Student Services and Communications.	Yes.	*Weather Plan Policy and Guidelines.*	
117	Authority to determine when the University campus will reopen following a major weather event.		✓			VC.	Yes.	*Weather Plan Policy and Guidelines* . In consultation with the IC.	
118	Ability to mandate University Travellers travelling to high or extreme-risk destination.			✓		SMT member.	No.	*Travel Policy* . Conditions as outlined in the Travel Policy apply.	
119									
120	**Student Delegations**								
121	Enrolment of students, including eligibility, maximum numbers, and (domestic and international) under-represented classes of persons.			✓		DVC(A).	Yes, for special admissions, ad eundem admissions, and discretionary enrolment.	*Education Act 1989* ss. 193(2)(a), 224(2),(5),(6). Enrolment Regulations [University statutes] to apply.	Unchanged.
122	Enrolment of students: international students' short course enrolment.			✓		Director, Student Services and Communications.	Yes.	*Education Act 1989* s. 224(7)(a). Enrolment Regulations [University statutes] to apply.	Unchanged.
123	Refusing/cancelling enrolment.			✓		DVC(A) **for academic reasons.** CFO **for financial reasons.** Registrar **for disciplinary reasons.**	Yes.	*Education Act 1989* s. 224(12). Enrolment Regulations [University statutes] to apply.	Education Act 1989 s. 224(13).
124	Approval of new applications to enrol for PhD, Master's thesis and dissertation students.				✓	Dean of PG Research.	No.	*Financial Enrolment Information: PhD, Masters Thesis Dissertation Students Policy* .	
125	Approval of late enrolment for PhD, Master's thesis and dissertation students (excluding new thesis students).				✓	Dean of PG Research and Academic Managers of relevant College.	No.	*Financial Enrolment Information: PhD, Masters Thesis Dissertation Students Policy.*	
126	Approving the transfer from Master's to PhD.				✓	Dean of PG Research.	No.	*Master's Thesis Work Policy and Guidelines.*	
127	Approval of emails distributed to the 'all-student' email list.			✓	✓	Director, Student Services and Communications; Manager, Communications and Engagement.	Yes - to assigned delegate.	*Group Emails to Enrolled Students Policy and Guidelines* . For matters of urgency (e.g. where a new computer virus with a very high level of risk threatens the University network) the Director, Learning Resources or Chief Information Officer ITS may approve and issue all-staff emails. Verbal consent must be received from the Communications and Engagement Manager or delegate prior to sending such and email.	
128	Approval of service area staff using student course email lists.			✓		DVC(A).	No.	*Group Emails to Enrolled Students Policy and Guidelines.*	
129	Use of the Maori student email adresses list.			✓	✓	AVC(Maori); Maori Development Team Manager.	No.	*Group Emails to Enrolled Students Policy and Guidelines.*	
130	Use of the Pacific student email list.				✓	Director of Pasifika.	Yes.	*Group Emails to Enrolled Students Policy and Guidelines.* Pacific Development Team staff may use the list.	
131	Use of the international student email list.				✓	Director, International Growth Strategies; Student Success Manager.	No.	*Group Emails to Enrolled Students Policy and Guidelines.*	
132	Use of thesis candidates email list.				✓	Dean of PG Research.	Yes.	*Group Emails to Enrolled Students Policy and Guidelines.*	
133	Use of mature students email list.				✓	Student Success Manager.	No.	*Group Emails to Enrolled Students Policy and Guidelines.*	
134	Use of email lists for academic schools, departments, Colleges.			✓	✓	PVCs, HOD/Ss, Deans.	No.	*Group Emails to Enrolled Students Policy and Guidelines.* PVCs may approve emails going to all students within a College; HOD/Ss and Deans can approve emails being distributed to other student cohorts within a College.	
135									

	A	B	C	D	E	F	G	H	I
1	General Delegation	Tier 1	Tier 2	Tier 3	Tier 4	Role	Subdelegations	Supporting legislation, regulations, policy, and specific requirements.	Former legislative reference
136	**Research Delegations**								
137	Institutional responsibility for the Animal Ethics Committee (AEC)			✓		DVC(R) .	Yes	*Animal Ethics Committee Code of Ethical Conduct* . Delegates to Dean of Science to act as Chair.	
138	Institutional responsibility for the Human Ethics Committee (HEC) and the Educational Research Human Ethics Committee (ERHEC).		✓			VC.	Unclear. Possibly to DVC(R).	*Human Ethics Policy: Research Involving Human Participants* . NB we could probably look further into this.	
139	Approval of Principal Investigators on research grant applications made to external funding organisations.			✓	✓	HOD/Ss and PVCs.	No.	*Research Grants Policy* . Approval of a general staff member, adjunctstaff and researchers external to the University, temporary, fixed-term staff, research associates and Emeritus Professors all require additional approval of DVC(R).	
140	Decision to embargo theses.			✓		DVC(R).	No.	*Thesis Availability Policy* . Where appropriate should be the Dean of the faculty. Decision to embargo should only occur in exceptional circumstances - listed in the policy. Maximum period of an embago will be two years.	

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Approved by Council: 26 February 2014

Delegations Schedule

Council to Academic Board

	Delegation	Education Act 1989	Delegation	Consults with:
1.	Admission of students	182(2)(a) 193(2)(a)	Vice-Chancellor delegates to Deputy Vice-Chancellor (Academic) as Chair of the Academic Administration Committee	Academic Administration Committee, SMT
2.	Awards (including the approval of examiners and assessors).	182(2)(a) 192(8) 193(2)(a) 193(2)(b) 194(1)(g)	Academic Administration Committee	
3.	Investment Plan (TEC)	159L ff 159W ff 180(b) 184 ff 191A	Council	Academic Board, SMT
4.	Courses of study – changes to general and Course Regulations, other than changes of substance (i.e. for Course Regulations, not requiring approval by NZVCC CUAP). Changes to prescriptions.	182(2)(a) 193(2)(a) 194(1)(f)	Academic Board	Academic Administration Committee
5.	Courses of Study – changes of substance to general and Course Regulations (i.e. Those requiring approval by NZVCC CUAP).	182(2)(a) 193(2)(a) 194(1)(f)	Council	Academic Board, SMT
6.	Discipline – Students	194(a), (b) 224(13)(a), (b)	Academic Board – Delegation to Discipline Committee.	
7.	Enrolment of students	224(2) 224(6) 224(7) 224(11) 224(12)	Vice-Chancellor delegates to the Deputy Vice-Chancellor (Academic) as Chair of the Academic Administration Committee	Academic Administration Committee, SMT
	Refusing/Cancelling Enrolment for academic reasons	224(13)	Vice-Chancellor delegates to the Deputy Vice-Chancellor (Academic) as Chair of the Academic Administration Committee.	Academic Administration Committee, SMT

	Delegation	Education Act 1989	Delegation	Consults with:
8.	Fees	193(2)(h) 227 228	Council	Finance, Planning and Resources Committee, Academic Board and SMT.
9.	Limitation of Entry	224(5)	Council	Academic Board, SMT
10.	Policy Determination	182(a)	Council	Academic Board, SMT
11.	Scholarships, Fellowships, Bursaries and Prizes	182(2)(a) 193(2)(b) 194(1)(h)	Vice-Chancellor delegates to the Deputy Vice-Chancellor (Academic) as Chair of the Academic Administration Committee, Director, Student Services and Communications and to the Chief Financial Officer	Academic Administration Committee, Postgraduate Committee, SMT
12.	Collection of Student Services' Levy	229A	Council	Joint Operations Advisory Board

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* Council on 31 October 2001 resolved:

<u>THAT</u> the Council approve delegation to the Academic Administration Committee of the Academic Board as follows:

- ***Removal of Limitation of Entry from courses***
- ***Increase in the number of students admitted to a course under Limitation of Entry***
- ***Summer Programmes Limitations of Entry (Delegation to the Academic Executive)***

New applications for the introduction of Limitation of Entry would continue to come to the Council for approval, particularly where the proposed Limitation is based upon a lack of resources and/or where student growth areas are affected.

Memorandum

Financial Services
Office: Matariki Level 6 Nth
Extension: 6945
Email: keith.longden@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Council
From:	Keith Longden
Date:	23 March 2016
Subject:	**UC Trust Funds Financial Statements 31 December 2015**

Please find attached the following:

1) Financial Statements for the UC Trust Funds to 31 December 2015

Points to note:

1. For the year ended 31 December 2014, The Trust Funds prepared its Financial Statements using the New Zealand Financial Reporting Standards (NZ FRS). These have now been restated to Not-For-Profit Public Benefit Entity International Public Sector Accounting Standards - Reduced Disclosure Regime (NFP PBE IPSAS - RDR).

   The Trust Fund's transition date is 1 January 2014 and have prepared the opening PBE IPSAS Statement of Financial Position at that date.

   There are no adjustments required to the opening balance sheet in order to comply with accounting treatments set out in PBE IPSAS. The Trust Funds have made adjustments to its disclosures throughout these Financial Statements to reflect the requirements of the new Standards. In particular, for the first time, The Trust Funds discloses separately the total revenue from non-exchange revenue transactions (see note 1 in the financial statements) and receivables from non exchange transactions (see note 14 in the financial statements).

2. Total revenue for the period is $10.2M, up from $10.1M for the same period in 2014. This is mainly due to an additional $660k of income from adjusted rentals, interest on adjusted rentals, and costs awarded in arbitration related to endowment lands (Craigieburn and Grassmere). Investment income is $499k below previous year, mainly due to unrealised losses on international equity fund manager securities.

3. Total expenditure for the period is $4.4M, up from $3.8M in 2014 mainly due to $470k transferred out of the Endowment Trust to cover scholarship payments made to students in 2015. $181k of this $470k, relating to summer scholarships, was actually approved in 2014 ($200k in total) but only $19k was actually paid to students in 2014, the remaining balance of $181k being paid to students in 2015. A further $200k was again approved in 2015 for summer scholarships, $195k of which has actually been paid to students in 2015. $94k of the $470k relates to sports scholarships (nil paid in 2014).

   The investment management fee increased in 2015 by $135k due to a number of new investments with active managers, some with entry and exit fees. Legal expenses continue to be significant, and were $58k higher than in 2014 due to the legal advice being provided in relation to the endowment lands.

4. The surplus for the year to 31 December 2015 is $5.8M, down from $6.3M for the same period last year.

5. The net investments are $106.9 M, up from $99.1M in 2014.

6. The Trust Funds have land and forests, also UC Trust Fund assets, which are carried at $5.7M and $0.330M respectively. During the year, Trust Funds purchased 112 Waimairi Road as an investment property, valued at $0.767M.

These financial statements went to the Audit & Risk Committee on 22 March 2016 and are recommended to Council (as Trustees) for approval and sign off.

2) Management Representation Letter

As part of the standard audit process on the 2015 UCTF Financial Statements, Council (as Trustees) are required to make certain representations (as set out in the letter) to the Auditors, Grant Thornton. Representations are made on the basis of "to the best of your knowledge and belief" and it is in this light that the letter requires sign off for and on behalf of the UCTF.

This Management Representation Letter went to the Audit & Risk Committee on 22 March 2016 and is recommended to Council (as Trustees) for approval and sign off. A back to back representation from management to Council is also included.

3) Draft Independent Auditor's Report

There is one key issue that affects the audit report. The UC Trusts' accounting policy requires the revaluation of endowment land every 5 years. The last revaluation was for the year ended 31 December 2008, and so a revaluation was due for 2013. The basis of the valuation is a capitalisation of existing rents. The Trusts are still undergoing an arbitration process with the current tenants on rent and associated amenity renewal. As a result, the valuers will not be able to provide an assessment of the land without finalisation of this process. This difference is unknown as the legal process continues, but is likely to be material and if adjusted for would pass through the revaluation reserve, and would not affect the reported surplus for the year. As a result, Grant Thornton have qualified their audit opinion on the basis that there is insufficient evidence to determine the extent to which the endowment land should be revalued. There is no additional impact on the audit report. The matter is fully explained in the notes to the financial statements.

Keith Longden
Chief Financial Officer

UNIVERSITY OF CANTERBURY TRUST FUNDS

FINANCIAL STATEMENTS

31 December 2015

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University of Canterbury Trust Funds

Statement Of Accounting Policies

31 December 2015

REPORTING ENTITY

The reporting entity is The University of Canterbury Trust Funds (the "Trust Funds"). The Trust Funds are a charitable trust registered under the Charitable Trusts Act 1957 and the Charities Act 2005.

The Trust Funds comprise approximately 160 individual Trusts governed variously by individual trust deed, will or bequest. The primary objective of the Trust Funds is to provide scholarships and grants. The University Council administers these funds as trustee and is bound by the requirements of the individual trusts.

These consolidated financial statements have been approved and were authorised for issue by the Board of Trustees on 30 March 2016.

BASIS OF PREPARATION

These Financial Statements have been prepared on a going concern basis, and the Accounting Policies have been applied consistently throughout the reporting period.

Statement of Compliance
These Financial Statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ("NZ GAAP"). They comply with Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable Financial Reporting Standards as appropriate that have been authorised for use by the External Reporting Board ("XRB") for Not-For-Profit entities.

For the purposes of complying with NZ GAAP, the Trust Funds has designated itself as a public benefit not-for-profit entity and is eligible to apply Tier 2 Not-For-Profit PBE IPSAS on the basis that it does not have public accountability and it is not defined as large.

The Trust Funds has elected to report in accordance with Tier 2 Not-For-Profit PBE Accounting Standards and in doing so has taken advantage of all applicable Reduced Disclosure Regime ("RDR") disclosure concessions available to them except for PBE IPSAS 2 on Cash Flows, with which they have complied fully.

Presentation Currency and Rounding
These Financial Statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars ($'000)

Changes in Accounting Policies
All accounting policies have been applied on a consistent basis.
These Financial Statements are the first full year to be presented in accordance with the new PBE Accounting Standards.
The impact on the Financial Statements, of the transition to the new PBE Accounting Standards, is fully explained in Note 15.

ACCOUNTING POLICIES
The following are the particular accounting policies which have a material effect on the measurement of comprehensive revenue and expenses and the financial position:-

Basis of Measurement
These financial statements have been prepared on the basis of historical cost adjusted by the revaluation of certain assets.

Investments
All investments are stated at market value. Foreign investments have been translated to New Zealand currency at the ruling rates of exchange at balance date.

Accounts Receivable
Accounts receivable are recorded at expected realisable value and are all receivables from exchange contracts; where a debt is considered unrecoverable it is written off.

Financial Instruments
Financial assets and financial liabilities are recognised when the Trust Funds become party to the contractual provisions of the financial instrument.

The Trust Funds derecognise a financial asset or, where applicable, a part of a financial asset or part of a group of similar financial assets when the rights to receive cash flows from the asset have expired or are waived, or the Trust Funds have transferred the rights to receive cash flows from the asset or have assumed an obligation to pay the received cash flows in full without material delay to a third party; and either:
- the Trust Funds have transferred substantially all the risks and rewards of the asset: or
- the Trust Funds have neither transferred nor retained substantially all the risks and rewards of the asset, but have transferred control of the asset

i. Financial Assets
Financial Assets within the scope of NFP PBE IPSAS 29 *Financial Instruments: Recognition and Measurement* are classified as financial assets at fair value through surplus or deficit, loans and receivables, held-to-maturity investments, or available-for-sale financial assets. The classifications of the financial assets are determined at initial recognition.

The category determines subsequent measurement and whether any resulting income and expense is recognised in surplus or deficit or in other comprehensive revenue and expense.

The Trust Funds' financial assets are classified as financial assets at fair value through surplus or deficit, or as receivables. The Trust Funds' financial assets include: cash and cash equivalents, short-term deposits, receivables and investments.

All financial assets except for those at fair value through surplus or deficit are subject to review for impairment at least at each reporting date. Financial assets are impaired when there is any objective evidence that a financial asset or group of financial assets is impaired. Different criteria to determine impairment are applied for each category of financial assets, which are described as follows.

Financial assets at fair value through surplus or deficit
Financial assets at fair value through surplus or deficit include items that are either classified as held for trading or that meet certain conditions and are designated at fair value through surplus or deficit upon initial recognition. All derivative financial instruments fall into this category, except for those designated and effective as hedging instruments or a derivative that is a financial guarantee contract. The Trust Funds' investment in multi asset, fixed interest, and shares fall into this category of financial instruments.

Receivables
Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. The Trust Funds' receivables fall into this category of financial instruments.

Impairment of financial assets
The Trust Funds assess at the end of each reporting period whether there is objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated.

For financial assets carried at amortised cost, if there is objective evidence that an impairment loss on loans and receivables carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the surplus or deficit for the reporting period.

In determining whether there is any objective evidence of impairment, the Trust Funds first assess whether objective evidence of impairment exists individually for financial assets that are individually significant, and individually or collectively for financial assets that are not individually significant. If the Trust Funds determine that no objective evidence of impairment exists for an individually assessed financial asset, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is or continues to be recognised are not included in a collective assessment of impairment.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after impairment was recognised, the previously recognised impairment loss is reversed by adjusting the allowance account. If the reversal results in the carrying amount exceeding its amortised cost, the amount of the reversal is recognised in surplus or deficit.

ii. Financial Liabilities
The Trust Funds' financial liabilities include trade and other creditors. All financial liabilities are recognised at fair value.

Cash and Cash Equivalents
Cash and cash equivalents include cash in hand, deposits held on call with banks and other short-term highly liquid investments with original maturities of three months or less, that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

Short Term Investments
Short term investments comprise term deposits which have a term of greater than three months and therefore do not fall into the category of cash and cash equivalents.

Investment Properties
Investment properties are properties held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, for supply of goods or services or for administrative purposes. Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are measured at fair value. Any gain or losses arising from a change in the fair value of the investment property is recognised in surplus or deficit in the period that it is incurred. The investment property will be revalued annually, based on the market value (see Note 5 for further information).

Property, Plant and Equipment
The value of the interest in the Endowment Land is limited to the value of the "Land Exclusive of Improvements" (LEI). Endowment Lands and forests are revalued by an independent registered valuer at least every 5 years. There is no depreciation on the land or forest assets. See Note 4 for further information on the valuation of Endowment Land.

Equipment is stated at cost less accumulated depreciation. Depreciation on equipment has been provided on a straight-line basis using rates of 10-33%

Foreign Currencies
Foreign currency transactions throughout the reporting period have been translated to New Zealand currency at the ruling rates of exchange at date of payment. Realised and unrealised exchange gains or losses are accounted for in the Statement of Comprehensive Revenue and Expense.

Goods and Servises Tax
All amounts are stated inclusive of Goods and Services Tax. As the Trust Funds are not registered for GST, all GST is non-recoverable.

Revenue
Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Trust Funds and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received. The Trust Funds classify its revenue into exchange and non-exchange transactions. The following specific recognition criteria must be met before revenue is recognised.

Revenue from Exchange Transactions
An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services, or use of assets) to the other party in exchange.

The Trust Funds' revenue from exchange transactions includes revenue from investments and rental revenue. Interest revenue is recognised as it accrues, using the effective Interest method. Dividend revenue is recognised in the period the dividend is declared.

Statement Of Accounting Policies (continued)

31 December 2015

Revenue from Non-Exchange Transactions
Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

The Trust Funds' revenue from non-exchange transactions includes donations and scholarship revenue. Donations of money are recognised immediately as revenue unless a condition is met, at which time it is recognised as revenue.

Expenditure
Trust expenditure on scholarships, prizes and related travel is expensed/ accrued in the year that it is incurred.

Taxation
The Trust Funds are exempt from the payment of income tax as it is a not-for-profit organisation registered under the Charities Act 2005. Accordingly, there is no provision for income tax.

Statement of Cash Flows
The following are the definitions of the terms used in the statement of cash flows:

a) Operating activities include all transactions and other events that are not investing or financing activities.
b) Investing activities are those activities relating to the acquisition, holding and disposal of property, plant and equipment and of investments. Investments can relate to securities not falling within the definition of cash.
c) Financing activities are those activities that result in changes in the size and composition of the capital structure. This includes both equity and debt not falling within the definition of cash. Dividends paid in relation to the capital structure are included in financing activities.
d) Cash is considered to be cash on hand and current accounts in bank, net of bank overdrafts.

University of Canterbury Trust Funds

Statement of Comprehensive Revenue and Expense

For the Year Ended 31 December 2015	**NOTE**	**31-Dec-15 $000**	**31-Dec-14 $000**
REVENUE			
Investment Revenue (Realised)		7,744	7,051
Investment Revenue (Unrealised)		1,359	2,551
Sundry Revenue		1,047	466
TOTAL REVENUE	1	10,150	10,068
EXPENDITURE			
Personnel Expenses		1	1
Transfer to the University of Canterbury/ Other		760	485
General Expenditure	2	1,732	1,477
Scholarships, Prizes and Awards		1,886	1,838
Depreciation - Equipment		1	1
TOTAL EXPENDITURE		4,380	3,802
NET SURPLUS		5,770	6,266
Other Comprehensive Revenue and Expense		-	-
TOTAL COMPREHENSIVE REVENUE AND EXPENSE		5,770	6,266

Statement of Movements in Net Assets/ Equity

For the Year Ended 31 December 2015		
Balance at Beginning of Reporting Period	109,198	102,932
Other Comprehensive Revenue and Expense	-	-
Net Surplus	5,770	6,266
Total Comprehensive Revenue and Expense	5,770	6,266
Net Movement due to Revaluations and/ or Transfers	-	-
Balance at End of Reporting Period	114,968	109,198

The accompanying policies and notes form an integral part of these financial statements.

University of Canterbury Trust Funds

Statement of Financial Position

As at 31 December 2015	NOTE	31-Dec-15 $000	31-Dec-14 $000
CURRENT ASSETS			
Bank		8	3
Short-term Deposits		2,334	3,685
Accounts Receivable	14	355	257
Inter-Entity Balance	13	-	236
TOTAL CURRENT ASSETS		2,697	4,181
CURRENT LIABILITIES			
Accounts Payable		49	73
Inter-Entity Balance	13	1,363	-
TOTAL CURRENT LIABILITIES		1,412	73
Working Capital		1,285	4,108
NON-CURRENT ASSETS			
PROPERTY, PLANT & EQUIPMENT			
Freehold Land at Valuation		5,670	5,670
Forests		330	330
Equipment		6	6
Accumulated Depreciation on Equipment		(4)	(4)
TOTAL PROPERTY, PLANT & EQUIPMENT	4	6,002	6,002
INVESTMENT PROPERTY	5	767	0
INVESTMENTS	6	106,914	99,088
TOTAL NON-CURRENT ASSETS		113,683	105,090
Total Net Assets		114,968	109,198
REPRESENTED BY:			
Trusts Equity	7	109,035	103,265
Revaluation Reserves	8	5,933	5,933
Total Equity		114,968	109,198

Dr John Wood
Chancellor

Date : 30 March 2016

Sue McCormack
Pro Chancellor

Date : 30 March 2016

The accompanying policies and notes form an integral part of these financial statements.

University of Canterbury Trust Funds

Statement of Cash Flows

For the Year Ended 31 December 2015	NOTE	31-Dec-15 $000	31-Dec-14 $000
OPERATING ACTIVITIES			
Cash Provided From:			
Sundry Revenue (including bequests)		320	96
Dividends		2,718	3,952
Donations		219	273
Interest		803	1,019
Rent		494	121
Dr Mickle Fund: loans repaid		21	12
		4,575	5,473
Cash Applied To:			
Personnel Expenses		1	1
Scholarships Prizes and Awards		1,919	1,912
General Expenses		1,612	1,091
Dr Mickle Fund: loans issued		87	54
		3,619	3,058
Net cash provided from Operating Activities	3	956	2,415
INVESTING ACTIVITIES			
Cash Provided From:			
Multi Asset Revenue		33	-
Fixed Interest Investments		6,220	3,000
Shares		18,725	5,323
		24,978	8,323
Cash Applied To:			
Property		767	-
Multi Asset Revenue		15,879	-
Fixed Interest Investments		58	4,551
Shares		12,213	2,238
		28,917	6,789
Net cash provided from/ (used in) Investing Activities		(3,939)	1,534
FINANCING ACTIVITIES			
Cash Provided From:			
Capital Contributions		-	-
Cash Provided From/ (Applied To):			
Movement in Inter-Entity Balance		1,599	(799)
Net cash applied to Financing Activities		1,599	(799)
Net increase/ (decrease) in cash held		(1,384)	3,150
Cash on hand at beginning of Reporting Period		3,688	638
Exchange differences on cash and cash equivalents		38	(100)
Cash on hand at end of Reporting Period		2,342	3,688

The accompanying policies and notes form an integral part of these financial statements.

Notes to the Financial Statements

31 December 2015	31-Dec-15 $000	31-Dec-14 $000
1 Total Revenue		
Investment Revenue:		
Dividends	2,718	3,952
Gain on Disposal of Investments	6,701	2,209
Realised Exchange (Loss) on Investments	(2,391)	(101)
Unrealised (Loss)/ Gain on Investments	(1,892)	3,460
Unrealised Exchange Gain/ (Loss) on Investments	3,252	(909)
Interest	715	991
	9,103	9,602
Sundry Revenue:		
Donations	219	284
Rental Revenue	494	121
Interest (non-investment)	86	-
Scholarship Revenue	24	61
Other	224	-
	1,047	466
	10,150	10,068
Non exchange revenue included in total revenue	*243*	*345*
2 General Expenses		
Auditor's Remuneration	18	13
Investment Advice	937	802
Travel	383	355
Outsourcing	-	1
Conference Costs	-	9
Legal expenses	349	291
Other	45	6
	1,732	1,477

Trust expenditure on scholarships, prizes and related travel is expensed in the reporting period that it is incurred. At the balance sheet date, $1.300 millior of Erskine bequest expenditure has been approved by the Vice-Chancellor under s.196 Education Act 1989 for spend in future years. As this expense relates to travel that will take place after the period end reporting date, this has not been accrued.

3 Reconciliation of Net Surplus with Net Cash provided from Operating Activities		
Net Surplus	5,770	6,266
Add / (less) non-cash items:		
Depreciation	1	1
Investment Management Fees paid from within fund	904	782
Add / (less) movements in other working capital items:		
Accounts Payable	(24)	45
Accounts Receivable	(98)	1,445
Add /(less) items classified as investing activities:		
Net Realised (Gain) on Investments	(4,310)	(2,109)
Net Unrealised (Gain) on Investments	(1,287)	(2,527)
Investment Proceeds Receivable	-	(1,488)
NET CASH PROVIDED FROM OPERATING ACTIVITIES	956	2,415

4 Property, Plant and Equipment

Endowment lands are stated at net current value as determined by DTZ in accordance with New Zealand Institute of Valuers asset valuation standards. The Endowment Lands were revalued as at 31 December 2008 and were due to be revalued in 2013. The valuation is based on capitalised rents. The underlying rents are currently the subject of determination by arbitration, and while judgement has been received on certain properties, the final agreement remains outstanding. As in previous years, legal advice remains that a resolution is unlikely before these financials statements are signed off. The Trustees cannot therefore provide a firm valuation for inclusion in these financial statements.

The Forests asset is stated at net current value as determined by Owen Springford, who is a NZIF Registered Forestry Consultant, in accordance with NZ Institute of Forestry Guidelines for Forest Valuations. The revaluation process was delayed by Canterbury earthquake events and as such is dated 31 March 2011 and will be due for revaluation again in 2016.

5 Investment Property

During the reporting period, the Trust Funds purchased an Investment Property (112 Waimairi Road, Christchurch). The property was purchased on the open market in April 2015 and the asset is valued based on this purchase price. The revaluation process will be annual, based on the market value with the first revaluation due in 2016.

Notes to the Financial Statements (continued)

31 December 2015	31-Dec-15 $000	31-Dec-14 $000
6 Investments		
Multi Asset	15,916	-
Fixed Interest	37,150	42,642
Shares	53,848	56,446
	106,914	99,088

All investments are stated at fair value using market value at 31 December.

7 Trusts Equity		
Balance at Beginning of Reporting Period	103,265	96,999
Net Surplus	5,770	6,266
Balance at End of Reporting Period	109,035	103,265

8 Revaluation Reserves		
Revaluation Reserve - Land	5,603	5,603
Revaluation Reserve - Forests	330	330
	5,933	5,933

9 Major Trust Balances		
Erskine Trust	56,835	53,829
Endowment Trust	21,278	20,558
Lord Rutherford Memorial Fellowship	3,163	2,977
Judith Pownall Bequest	2,923	2,746
Roper Scholarship	2,226	2,145
Sims Empire Scholarship	1,852	1,745
Mason Trust	1,777	1,641
Ethel R. Overton Scholarship	1,546	1,460
Bickerton-Widdowson Memorial	1,319	1,295
Nelson Science Scholarship	1,165	1,083

10 Distribution

The total distribution allocated to eligible University of Canterbury Trust Fund entities was:

	8,112	8,786

11 Commitments and Contingent Liabilities

At the reporting date, the University of Canterbury Trust Funds hold a drawdown commitment, to the value of NZ $nil million with Direct Capital IV (2014 - $nil million). This is a partnership private equity investment vehicle.
Calls on capital totalling $0.065 million were made during the period to 31 December 2015 (2014 $0.723 million).

At the reporting date, the University of Canterbury Trust Funds hold a drawdown commitment, to the value of NZ $nil million with Direct Capital IV Delta LP (2014 - $nil million). This is a partnership private equity investment vehicle.
Calls on capital totalling $0.004 million were made during the period to 31 December 2015 (2014 $nil million)

At the reporting date, the University of Canterbury Trust Funds hold a drawdown commitment, to the value of NZ $nil million with Pioneer Capital Partners (2014 - $nil million). This is a partnership private equity investment vehicle.
Calls on capital totalling $0.532 million were made during the period to 31 December 2015 (2014 $0.454 million)

At the reporting date, the University of Canterbury Trust Funds hold a drawdown commitment, to the value of NZ $nil million with Continuity Capital Partners (2014 - $nil million). This is a partnership private equity investment vehicle.
Calls on capital totalling $0.700 million were made during the period to 31 December 2015 (2014 $nil million)

12 Subsequent Events

There are no events occurring subsequent to the reporting date that required disclosure in the financial statements.
(2014 - Subsequent to the 2014 year end, bush fires affected a significant area of scrub in the Flock Hill endowment land. While substantial, the Trustees assessed that this event has not damaged the land value and there was no damage to business).

13 Related Parties

The University of Canterbury administers the Trust Funds as Trustee of the University of Canterbury Trust Funds. Since the University of Canterbury Trust Funds do not operate a separate bank account, all payments and receipts are transacted through the University of Canterbury accounts and then recharged. These transactions include: donations, investment management fees, prizes and scholarships. The balance payable to the University of Canterbury at the balance sheet date was $1.363 million (2014 $0.236 million owed by the University of Canterbury). The balance is interest free and repayable on demand.

During the 2009 year the University of Canterbury Trust Funds invested NZ $2 million with the University of Canterbury Philanthropic Bond. The terms of the Bond issue constitute a 10 year Unsubordinated Unsecured Bond at an interest rate of 7.25% per annum fixed for 5 years; reset for a further 5 years at a 1.75% pa margin over the then prevailing 5 year swap rate. The rate was reset on 15 December 2014 to 5.77% for the next 5 years in line with the initial bond issue terms.

14 Receivables

Receivables from non-exchange transactions totalling $nil million were due as at 31 December 2015 (2014 $nil million)

15 Adjustments Arising on the Transition to PBE Accounting Standards

For the reporting period ended 31 December 2014, The University of Canterbury Trust Funds prepared its Financial Statements using the New Zealand Financial Reporting Standards (NZ FRS). These have now been restated to Not-For-Profit Public Benefit Entity International Public Sector Accounting Standards - Reduced Disclosure Regime (NFP PBE IPSAS - RDR).

The University of Canterbury Trust Fund's Financial Statements for 31 December 2015 are the first annual financial statements prepared in accordance with PBE IPSAS. The University of Canterbury Trust Funds have applied PBE FRS 47 "First time adoption of PBE Standards by entities other than those previously applying NZ IFRSs" in preparing these financial statements.

The University of Canterbury Trust Fund's transition date is 1 January 2014 and have prepared the opening PBE IPSAS Statement of Financial Position at that date.

There are no adjustments required to the opening balance sheet in order to comply with accounting treatments set out in PBE IPSAS. The University of Canterbury Trust Funds have made adjustments to its disclosures throughout these Financial Statements to reflect the requirements of the new Standards. In particular, for the first time, The University of Canterbury Trust Funds discloses separately the total revenue from non-exchange revenue transactions (Note 1) and receivables from non exchange transactions (Note 14).

Independent Auditor's Report

Audit

Grant Thornton New Zealand Audit Partnership
L3, 2 Hazeldean Road
Addington
PO Box 2099
Christchurch 8041

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To the University of Canterbury Council

Report on the financial statements

We have audited the accompanying financial statements on pages 2 to 10 of the University of Canterbury Trust Funds which comprise the statement of financial position as at 31 December 2015, and the statement of comprehensive revenue and expenses, statement of movements in net assets/equity and statement of cash flows for the 31 December 2015 then ended, and a summary of significant accounting policies and other explanatory information.

The responsibility of Council members for the financial statements

The Council members are responsible for the preparation and fair presentation of these financial statements in accordance with Not For Profit Public Benefit Entities International Public Sector Accounting Standards - Reduced Disclosure Regime, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

DRAFT

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other than in our capacity as auditor we have no relationship with, or interests in the University of Canterbury Trust Funds.

Basis for Qualified Opinion

As noted in the Statement of Accounting Policies, the University of Canterbury Trust Funds holds Endowment Lands, and the Trust's policy is to have these revalued by an independent registered valuer at least every five years. The last assessment was performed on 31 December 2008 and therefore an updated valuation was due as at 31 December 2013. The Trust is still undergoing an arbitration process with the current tenants on rent and associated amenity renewal. As a result, the valuers will not be able to provide an assessment of the land without finalisation of this process. Consequently we were unable to obtain sufficient appropriate audit evidence as to the value of the land as at 31 December 2015. We have not been able to quantify the impact of the Trust Funds not revaluing its Endowment Land.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements on pages 2 to 10 present fairly, in all material respects, the financial position of the University of Canterbury Trust Funds as at 31 December 2015, and its financial performance and cash flows, for the year then ended in accordance with Not For Profit Public Benefit Entities International Public Sector Accounting Standards Reduced Disclosure Regime.

DRAFT

Grant Thornton New Zealand Audit Partnership
Christchurch, New Zealand
30 March 2016

Grant Thornton New Zealand Audit Partnership
P O Box 2099
Christchurch

Attention: Michael Stewart

Date: 30 March 2016

Dear Sir

REPRESENTATION LETTER

This representation letter is provided in connection with your audit of the financial statements of University of Canterbury Trust Funds as at 31 December 2015 for the purpose of expressing an opinion as to whether, in accordance with the External Reporting Board's ("XRB) reporting requirements, the financial statements presents fairly, in all material respects, the financial performance for the year then ended and the financial position as at that date.

We confirm to the best of our knowledge and belief, and having made appropriate enquiries of other officials of the entity, the following representations:

1. We acknowledge our responsibility for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and confirm we have fulfilled this responsibility.

2. The general accounting principles and particular accounting policies are appropriate, accurately described and have been consistently applied, with the exception of any changes which may be disclosed within the financial statements.

3. Significant assumptions used by us in making accounting estimates, including those measured at fair value are reasonable.

4. All statutory obligations have been fulfilled and all transactions are within the corporate powers and rules set out in the entity's constitution. Proper accounting records have been maintained.

5. The Trustees accept responsibility for designing, implementing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting as well as to prevent and detect fraud. The Trustees confirm they have maintained effective internal control systems during the reporting period.

6. The Trustees have assessed the risk that the financial statements may be materially misstated as a result of fraud and the outcome was low.

7. We are not aware of any frauds, suspected fraud or irregularities involving Trustees, management or employees that have significant roles in internal control, or others that could have a material effect on the financial statements.

8. We are not aware of any allegations of fraud, or suspected fraud, affecting the financial statements communicated by employees, former employees, analysts, regulators or others.

9. We have made all explanations and information available to you, including minutes of all Trustees, management and member meetings, access to accounting records and other documents and notified you further of information including post audit date events which had or might have had a bearing on your audit responsibilities.

   We have also provided you with unrestricted access to persons within the entity from whom you determined it was necessary to obtain audit evidence.

10. We confirm all transactions have been correctly recorded and presented fairly in the financial statements.

11. We confirm the completeness of the information provided regarding the identification of related parties, and further confirm the completeness of information regarding any transactions with related parties.

12. The financial statements are free of material errors and omissions.

13. The Trust has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance. There have been no communications concerning non-compliance with requirements of regulatory authorities with respect to financial matters.

14. All known instances of non-compliance with laws and regulations whose effects should be considered when preparing the financial statements have been disclosed to you.

15. We have no plans or intentions that may materially affect the value or classification of assets and liabilities reflected in the financial statements.

16. We have made adequate provision for all known and anticipated losses at the date of this letter.

17. We have identified and provided for all possible bad and doubtful debts; all other accounts receivable are collectible in the ordinary course of business.

18. The following have been properly recorded and where appropriate, adequately disclosed in the financial statements:
    - Balances and transactions with related parties;
    - Losses arising from sale and purchase commitments;
    - Agreements to buy back assets previously sold;
    - Assets pledged as collateral;
    - Financial instruments.

19. The Trust has satisfactory title to all assets and there are no liens or encumbrances on the entity's assets.

20. We have recorded or disclosed all liabilities, both actual and contingent, and any guarantees given to third parties. We have also disclosed all material contingent assets in the financial statements.

21. We have provided you with the names of all the solicitors who we have dealt with and to whom we have referred matters during the period covered by your audit.

22. The Trust is adequately indemnified by insurers against all risks which are of an insurable nature, and which, having regard for the type of business, the premium payable, and the risk involved, should be reasonably insured.

23. No events, other than those disclosed in the financial statements, have occurred subsequent to the reporting date or are pending that would require adjustment to, or disclosure in, the financial statements or amendments to significant assumptions used in the preparation of the accounting estimates.

24. Except as disclosed in the entity's financial statements there have been no changes in the accounting policies or application of those that would have a material effect on the entity's financial statements in either the current or a subsequent reporting periods.

25. There are no claims in connection with litigation which have been or are expected to be received other than those already brought to your attention.

26. We acknowledge responsibility to ensure that the transition from New Zealand Financial Reporting Standards ("NZ FRS") to Not-for-Profit Public Benefit Entities International Public Sector Accounting Standards ("NFP PBE IPSAS") has been calculated correctly and that all necessary disclosures are made.

27. We confirm that accounting records are being retained for seven years in accordance with the provisions of the Income Tax Act 2007, Tax Administration Act 1994 and the Goods and Services Tax Act 1985 and the regulations that accompany them.

28. There are no formal or informal compensating balance arrangements with any of our cash and investment accounts. Except as disclosed in the notes to the financial statements, there are no other line of credit arrangements, and no transactions and balances have been offset, except where a right of set-off is permitted by within the accounting standards.

29. There are no known material commitments at balance date other than those disclosed in the financial statements.

30. The carrying amount of all non-current assets measured at historical cost has been reviewed to determine whether it is in excess of the assets' recoverable amount. Where an asset's estimated recoverable amount is lower than its carrying amount, it has been written down to that lower value.

31. Our considered view is that, after making enquiries, there are adequate resources to continue operations for the foreseeable future. We have considered forecast information relating to operational profitability and cash flow requirements and are satisfied there will be sufficient cash flows generated from operating activities and financing sources to meet the investing and financing cash flow requirements of the entity. For these reasons we continue to adopt the going concern assumption in preparing the financial statements.

32. We confirm that prior to approving the financial statements we reviewed, agreed and adjusted for the items detailed in appendix A.

33. We reviewed as of the date of this letter, and approved, the financial statements of the entity for issue.

Specific Representations[1]:

34. No events have occurred, and no facts have been discovered, since the reporting date that would make the financial statements materially inaccurate.

35. The Trust is involved in a dispute with the tenants of its Endowment land property over the proposed rent review. The matter is currently under arbitration.

Other than a further award provided for the Craigieburn property and an agreement reached with parties involved with the Grassmere property, a resolution has yet to be agreed upon with the remaining properties under the arbitration process. Consequently, due to this arbitration, the Trust has been unable to have a formal valuation of these properties undertaken. We do not anticipate significant liabilities to be incurred from this activity.

Signed for and on behalf of the University of Canterbury Trust Funds by:

_____ _____

Trustee Trustee

Appendix A

The following misstatement was noted during audit procedures and adjusted for by management:

Dr.	Investment Property	$767,000	
Cr.	Freehold Land at Valuation		$767,000

(To recognise Investment Property as a separate line item in the financials – as required by IPSAS 1 & IPSAS 16)

Memorandum

Financial Services
Office: Matariki Level 6 Nth
Extension: 6945
Email: keith.longden@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Council
From:	Rod Carr and Keith Longden
Date:	23 March 2016
Subject:	**UC Trust Funds Financial Statements 31 December 2015 – management representations to Council**

These written representations are provided to Council to provide back to back support for the corresponding representations from Council to Grant Thornton in connection with Grant Thornton's audit of the financial statements of University of Canterbury Trust Funds as at 31 December 2015 for the purpose of their expressing an opinion as to whether, in accordance with the External Reporting Board's ("XRB") reporting requirements, the financial statements present fairly the financial performance and cash flows for the year then ended and the financial position as at that date.

We confirm to the best of our knowledge and belief, and having made appropriate enquiries of UC employees and officials of the Trust, the following representations:

1. The financial statements have been prepared and presented in accordance with the applicable financial reporting framework and confirm we have fulfilled this responsibility.

2. The general accounting principles and particular accounting policies are appropriate, accurately described and have been consistently applied, with the exception of any changes which may be disclosed within the financial statements.

3. Significant assumptions used in making accounting estimates, including those measured at fair value are reasonable.

4. All statutory obligations have been fulfilled and all transactions are within the corporate powers and rules set out in the Trust documentation. Proper accounting records have been maintained.

5. A system of internal control has been designed, implemented, and maintained to provide reasonable assurance as to the integrity and reliability of financial reporting as well as to prevent and detect fraud. We confirm effective internal control systems during the financial year have been maintained.

6. We have assessed the risk that the financial statements may be materially misstated as a result of fraud and the outcome was low.

7. We are not aware of any frauds or irregularities involving the Trustees, management or employees that have significant roles in internal control, or others that could have a material effect on the financial statements.

8. We are not aware of any allegations of fraud, or suspected fraud, affecting the financial statements communicated by employees, former employees, regulators or others.

9. We have made all explanations and information available to the auditor, including minutes of all management and Trustee meetings, access to accounting records and other documents and notified the auditor further of information including post audit date events which had or might have had a bearing on their audit responsibilities We have also provided the auditor with unrestricted access to persons within the entity from whom you determined it was necessary to obtain audit evidence.

10. We confirm all transactions have been correctly recorded and explained in the financial statements.

11. We confirm the completeness of the information provided regarding the identification of related parties, we further confirm the completeness of information regarding any transactions with related parties.

12. The financial statements are free of material errors and omissions.

13. The Trust has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance. There have been no communications concerning non-compliance with requirements of regulatory authorities with respect to financial matters.

14. All known instances of non-compliance with laws and regulations whose effects should be considered when preparing financial statements have been disclosed to the Trustees and the auditor.

15. We have no plans or intentions that may materially affect the value or classification of assets and liabilities reflected in the financial statements.

16. We have made adequate provision for all known and anticipated losses at the date of this letter.

17. We have identified and provided for all possible bad and doubtful debts; all other accounts receivable are collectible in the ordinary course of business.

18. The following have been properly recorded and where appropriate, adequately disclosed in the financial statements:

- Balances and transactions with related parties;
- Losses arising from sale and purchase commitments;
- Agreements to buy back assets previously sold;
- Assets pledged as collateral;
- Financial Instruments.

19. The Trust Funds have satisfactory title to all assets and there are no liens or encumbrances on the Trust's assets.

20. We have recorded or disclosed all liabilities, both actual and contingent, and any guarantees given to third parties. We have also disclosed all material contingent assets in the financial statements.

21. We have provided the auditor with the names of all the solicitors who we have dealt with and to whom we have referred matters during the period covered by your audit.

22. The Trust Funds are adequately indemnified by insurers against all risks which are of an insurable nature, and which, having regard for the type of activities, the premium payable, and the risk involved, should be reasonably insured.

23. No events, other than those disclosed in the financial statements, have occurred subsequent to the balance sheet date or are pending that would require adjustment to, or disclosure in, the financial statements or amendments to significant assumptions used in the preparation of the accounting estimates.

24. Except as disclosed in the Trust Funds' financial statements there have been no changes in the accounting policies or application of those that would have a material effect on the Trust's financial statements in either the current or a subsequent reporting period.

25. There are no claims in connection with litigation which have been or are expected to be received other than those already brought to your attention.

26. We acknowledge responsibility to ensure that the transition from New Zealand Financial Reporting Standards ("NZ FRS") to Not-for-Profit Public Benefit Entities International Public Sector Accounting Standards ("NFP PBE IPSAS") has been calculated correctly and that all necessary disclosures are made.

27. We confirm that accounting records are being retained for seven years in accordance with the provisions of the Income Tax Act 2007, Tax Administration Act 1994 and the Goods and Services Tax Act 1985 and the regulations that accompany them.

28. There are no formal or informal compensating balance arrangements with any of our cash and investment accounts. Except as disclosed in the notes to the financial statements, we have no other line of credit arrangements, and no transactions and balances have been offset, except where a right of set-off is permitted by generally accepted accounting practice in New Zealand.

29. There are no known material commitments at balance date other than those disclosed in the financial statements.

30. The carrying amount of non-current assets measured at valuation has been reviewed to determine whether it is in excess of the assets' recoverable amount. Where an asset's estimated recoverable amount is lower than its carrying amount, it has been written down to that lower value.

31. Our considered view is that, after making enquiries, there are adequate resources to continue operations for the foreseeable future. We have considered forecast information relating to operational profitability and cash flow requirements and are satisfied there will be sufficient cash flows generated from operating activities and financing sources to meet the investing and financing cash flow requirements of the Trust. For these reasons we continue to adopt the going concern assumption in preparing the financial statements.

32. We confirm that prior to approving the financial statements we reviewed, agreed and adjusted for the items detailed in appendix A.

33. We reviewed as of the date of this letter, and approved, the financial statements of the Trust Funds for issue.

34. No events have occurred, and no facts have been discovered, since the reporting date that would make the financial statements materially inaccurate.

35. The Trust Funds are involved in a dispute with the tenants of its Endowment land property over the proposed rent review. The matter is currently under arbitration.

    Other than a further award provided for the Craigieburn property and an agreement reached with parties involved with the Grassmere property, a resolution has yet to be agreed upon with the remaining properties under the arbitration process. Consequently, due to this arbitration,

the Trust Funds have been unable to have a formal valuation of these properties undertaken. We do not anticipate significant liabilities to be incurred from this activity.

Signed for and on behalf of the University of Canterbury Trust Funds by:

_____	_____
Trustee	Trustee

Appendix A

The following misstatement was noted during audit procedures and adjusted for by management:

Dr.	Investment Property	$767,000	
Cr.	Freehold Land at Valuation		$767,000

(To recognise Investment Property as a separate line item in the financials – as required by IPSAS 1 & IPSAS 16)

Grant Thornton
An instinct for growth™

To the Board of Trustees
The University of Canterbury Trust Funds
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Christchurch 8140

Audit

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11 March 2016

Dear Trustees

The University of Canterbury Trust Funds – Audit management letter for the year ended 31 December 2015

In accordance with our engagement letter we confirm we have completed our audit of the University of Canterbury Trust Funds ("the Trust Funds") for the year ended 31 December 2015.

This letter sets out the matters noted and conclusions reached by Grant Thornton during the course of the audit. We have discussed its contents with Pauline Stephens in order to ensure it is factually accurate.

Audit and accounting issues identified in current year

We set out below certain matters which came to our attention during the course of the audit.

New Financial Reporting Framework

During the year, the Trust Funds had chosen to early adopt Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS"). Based on the new accounting framework, the Trust Funds had to report under Tier 2 Reduced Disclosure regime ("RDR") of the new not-for-profit public benefit entity ("NFP PBE") IPSAS as:

- It is a public benefit entity ("PBE") as its primary objective is "to provide scholarships and grants. The Trust Funds manage the assets of the individual trusts with the objective of maintaining the capital base and retaining sufficient assets to be distributed to meet the primary objectives of those funds. There is no distribution of surpluses to any owner or individual trustee";
- Since it is not a public sector entity, it should apply standards applicable to not-for-profit public benefit entities ("NFP PBE");
- It is not publicly accountable; and
- It has an annual expenditure between $2 million and $30 million in the two preceding accounting periods.

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An impact assessment had been undertaken by the Finance team to ascertain the impacts of the new suite of accounting standards. Grant Thornton had reviewed this assessment in conjunction with discussions with the Finance team in regards to the process undertaken and was satisfied with the assessment undertaken.

We have the following recommendation that the Trustees would like to consider in regards to the accounting policy adopted:

Investment Property

Based on IPSAS 16 "*Investment Property*", it allows for the investment property to be measured under the fair value model or the cost model after initial recognition.

Within the financial statements, the Trust Funds had stated that "subsequent to initial recognition, investment properties are measured at fair value….The investment property will be revalued annually, based on the market value…" Since the purchase was made in April 2015 and there had not been no material changes to the value of this property, there had been no revaluation undertaken.

Before the Trust Funds decide to undertake this fair value approach going forward, we would like to highlight that there is also the cost model that the Trust Funds can consider. We recommend that the Trustees weigh the options available and make a decision on what best works for the Trust Funds.

Rental – Lessors' Disclosures

Per IPSAS 13 "Leases", the Trust Funds will need to consider the disclosure as follows:

69. Lessors shall disclose the following for operating leases:

(a) The future minimum lease payments under non-cancellable operating leases in the aggregate and for each of the following periods:

(i) Not later than one year;

(ii) Later than one year and not later than five years; and

(iii) Later than five years;

(b) Total contingent rents recognised as revenue in the period; and

(c) A general description of the lessor's leasing arrangements.

RDR 69.1 A Tier 2 entity is not required to disclose future minimum lease payments under non-cancellable operating leases in the aggregate in accordance with paragraph 69(a).

From discussions, we note that the Trust Funds are still undergoing arbitration process with the high country leases. We understand that this is a sensitive and confidential matter. Since the amounts are not material, we have not required the disclosures be made. However, we recommend that the Trust Funds consider this disclosure once the aribitration process has been settled.

High Country Leases

Consistent with prior years, we note from audit that the High Country leases are still undergoing an arbitration process. Therefore, a valuation cannot be undertaken in line with the Trust Funds' fixed assets accounting policy. On this basis, a modified audit report has again been issued for the year ended 31 December 2015.

Control Observations and recommendations

Due to the nature of the Trust Funds, as well as the inherent control limitations, our audit approach focused predominantly on detailed substantive testing as opposed to relying on the validation of the operation of internal controls. We did however obtain an understanding of, and evaluate the control environment.

We note that in planning and performing our audit, we considered internal controls in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements.

The purpose of our consideration of internal controls is not to provide assurance in its own right over internal controls, and therefore, our consideration of internal control would not necessarily disclose all matters in relation to internal controls that a more detailed special examination might reveal.

Based on the audit procedures undertaken, there we no matters were noted in respect to controls for reporting to management.

Summary of corrected and uncorrected misstatements

We note that one misstatement was identified, agreed with management and adjusted for in the financial statements for the year ended 31 December 2015. This adjustment, which is purely presentational, is set out in Appendix A. No further misstatements were detected during our audit work.

Required communications

As auditors we believe it to be best practice that we communicate certain matters to those charged with the governance. These are set out in Appendix B.

We would like to take this opportunity to thank Pauline Stephens, other staff and Trustees for the co-operation and assistance afforded to us during the course of our audit.

Yours faithfully
Grant Thornton New Zealand Audit Partnership

Michael Stewart
Partner
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Appendix A – Misstatements identified during the audit

Adjusted misstatements

One misstatement that was identified and adjusted during the course of the audit is as below:

Dr	Investment Property	$766,702	
	Cr Freehold Land at Valuation		$766,702

(To reclassify property and fixtures as Investment Property)

Unadjusted misstatements

No further misstatements were identified.

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Appendix B – Communicating with Those Charged with Governance

In compliance with auditing standards there are certain statements of acknowledgement that should now be highlighted on an annual basis. These can be summarised as:

Matter to be communicated	Comments
Significant accounting policies adopted or changed	As noted above, the Trust Funds had adopted NFP PBE IPSAS. This is the first full year that the financial statements are presented under NFP PBE IPSAS and the accounting policies have been applied on a consistent basis.
Management judgements and estimates	No significant management judgements and estimates noted.
Adjusted and unadjusted audit misstatements	Noted on page 4
Disagreements with management	There have been no disagreements with management during the audit.
Any instances of fraud or non-compliance with legislative, regulatory or contractual requirements	No instances of fraud or non-compliance were detected during the audit.
Matters affecting the governance of the committee	No matters were identified that affected the governance of the Board of Trustees.
Type of audit opinion	We issued a modified audit opinion. The Trust Funds had not complied with its accounting policy to have its Endowment Lands revalued every five years (last valued 31 December 2008). This is due to the fact that the Trust Funds are currently involved in an arbitration process with the current tenants of the Endowment lands on rent and associated amenity renewal. Consequently, the valuers are unable to provide an assessment of the value of

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	the Endowment Lands as this is based on capitalised rental.
Significant deficiencies in internal control systems	No significant internal control deficiencies were noted during our audit.
Non audit fees and our independence	Grant Thornton has not conducted any other services on behalf of the Trust Funds.

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Prior year accounting and auditing issues

During the audit we discussed with management the prior year accounting and auditing issues and the progress made against these. The results were as follows. Items of significance that have not been resolved have been described in the main body of this report.

Issue	Result	Satisfactory
Investment Income Classification	GT required a restatement in the notes to the financial statements regarding the categories of investment income, specifically the treatment of unrealized foreign exchange movements.	During work performed in the 2015 audit, GT noted no further such issue in the current year audit.

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Memorandum

Human Resources
Office: DB06, Dovedale
Extension: 93250
Email: paul.oflaherty@canterbury.ac.nz

To:	University Council
From:	Maura Minnock Health and Safety Manager, Paul O'Flaherty Director of Human Resources
Date:	23 March 2016
Subject:	Health and Safety papers from Audit and Risk Committee

Attached are the key Health and Safety papers from Council's Audit and Risk committee:

- 2016 Health and Safety Improvement Plan;
- A review of UC's Health and Safety practices against ACC standards and against Institute of Directors' recommendations, with the impending Health and Safety at Work Act in mind.

The main initiatives within the 2016 plan are:

- Alignment of policies and procedures with the new Act;
- Safe Field Trips and other outside activities;
- Safe contractor management

As discussed at the Audit and Risk Committee, a draft Council Health and Safety Charter or Statement of Strategic Intent will be prepared for Council sign-off.

UC Health & Safety Improvement Plan (Dec 2016 – Dec 2017)

University Objectives	Key Responsibility	Implementation Responsibility	Health & Safety Team Objectives	H&S Member/s Responsible	Completion Date
Key Element 1 – Employer commitment					
1. Review the Health & Safety at Work Act 2015 and prepare to implement by April 4th 2016	SMT Member	H&S Manager HR Team	• Prepare to implement strategic and operational Health & Safety changes to the H&S Employment Act	H&S Team	April 2016
			• Deliver presentations and workshops to inform Management and Staff of upcoming changes	H&S Manager & H&S Team	April 2016
			• Work alongside the unions, staff, authorities and the Canterbury Rebuild Charter	H&S Team	April 2016
2. Review ACC Employee Agreement	H&S Manager	H&S Manager	• Review current agreement and determine if agreement status should change	H&S Manager	Oct 2016
3. Consult with the Unions and other nominated employee representatives regarding participation in health and safety management	H&S Manager HR Advisor	H&S Manager HR Advisors	• H&S Manager meets with Unions as required.	H&S Manager H&S Admin	Dec 2016
			• Commit to the coordination and attendance at Health and Safety Committee meetings	H&S Admin H&S Team	
4. Ensure the inclusion of Health & Safety in new Position Description KRA's, PD&R, and development plans where possible. Ensure Managers and Staff understands their responsibilities.	SMT Member	HR Advisor Manager/Head	• Meet with Managers/HR Advisors to re-enforce implementation plan	H&S Manager/Advisor	Dec 2016
5. Continue to implement a Health & Safety recognition process in the departments and encourage applications for the annual University Health, Safety	SMT Member	Manager/Head	• Promote at the H&S committee meetings and via intercom	H&S Admin	August 2016

University Objectives	Key Responsibility	Implementation Responsibility	Health & Safety Team Objectives	H&S Member/s Responsible	Completion Date
& Wellbeing Awards.					
6. Implement Rehabilitation procedures, in particular Rehabilitation Plans for injured/ill staff.	SMT Member	Manager/Head HR Advisor	• Support HR Advisors to deliver this function	H&S Manager H&S Admin	Dec 2016
			• Include information about rehabilitation at New Staff Induction and New Head Induction	H&S Manager H&S Advisor	Ongoing
7. Promote the Employee Participation Programme (Health & Safety Representatives). Allow staff time to attend Committee Meetings and Training.	SMT Member	Manager/Head	• Discuss gaps in Depts. at H&S Committees and with relevant Managers, SHRA's & Union	H&S Manager/Team	August 2016
			• Review Participation Agreement feedback via Dept., College/Service and UC Committees	H&S Manager	April 2016
			• Organise Rep Get-together	H&S Manager H&S Admin	Nov 2016
			• Organise and Coordinate the Health and Safety Representative Elections	H&S Advisor H&S Admin	August 2016
			• Organise update on new legislation training for existing reps and Stage 1 Training for new reps.	H&S Admin	April, August 2016
8. Commit to the implementation of leading indicators to support culture change Eg; Weekly/Monthly walk rounds, attendance at H & S Committee meetings, encourage near miss reporting etc. **Note: Some of these items cannot be completed until RMSS is up and running.**	SMT Member	Manager/Head SMT Member	• Support SMT and council to understand their duties and responsibilities under the new act inclusive of visible H&S Tours.	H&S Team	Support as required
			• Develop and provide Health and Safety Statistics, KPI's to SMT, A&R Committee	H&S Manager	Quarterly
			• Finalise and implement RMSS Software with Dashboard to measure effectiveness	H&S Manager	Dec 2016

University Objectives	Key Responsibility	Implementation Responsibility	Health & Safety Team Objectives	H&S Member/s Responsible	Completion Date
9. Implementation of the health monitoring procedure; a. Skin Checks b. Lung Function/X-ray c. Audiometry/Hearing d. Vision/Laser e. Post Critical & Exit Monitoring. f. Lab Animal Allergy Testing	H&S Manager	H&S Admin	• Review options for monitoring and coordinate 2016 monitoring, inclusive of PPE demonstrations where appropriate	H&S Manager H&S Admin	Informed at Health and Safety Committees
10. Encourage attendance at annual Health Monitoring.	SMT Member	H&S Manager	• Provide adverse results to Managers with consent from staff	H&S Manager/Advisor	Oct 2016
11. Develop Health & Safety Software Project transition Plan for 2016	H&S Manager	Assistance from H&S Team & IT	• Formulate a plan to roll out to rest of UC, module by module, inclusive of a communication plan and training	H&S Manager/Team Project Group IT	Nov 2016
12. All paper records shall show evidence of signature/date and review period. All electronic and paperless processes must have a process owner with responsibility to review and update.	H&S Manager SMT Member	Assistance from H&S Admin/Team	• Advise and encourage the review and updating of dept. documents. Record control process. • RMSS alert process	H&S Team	Nov 2016 Daily/on-going as required
Key Element 2 – Planning Review & Evaluation					
13. Assist in the development of, and monitor the implementation of, Health & Safety Improvement Plans in depts.	H&S Manager HR Advisor	Departmental Safety Officers, H&S Committee members and SHRA	• Assist, encourage and support the implementation. Refer 12.	H&S Team	Dec 2016
14. Develop and support the implementation of a procedure for annual Health & Safety workplace assessments; a. H&S Procedures b. Machinery c. Radiation d. HSNO/Labs/Workshops e. Field Activities	H&S Manager	Manager/Head, SHRA Assistance from Departmental Safety Officers, H&S Committee members and H&S Team	• Encourage the development of a H&S Assessment Calendar/Schedule in Departments • Software	H&S Team	Nov 2015

University Objectives	Key Responsibility	Implementation Responsibility	Health & Safety Team Objectives	H&S Member/s Responsible	Completion Date
f. Noise g. Physical Condition Checks h. Ergonomic Assessments **Note: completion of all of these will depend on priorities.** **(Refer also Record Keeping below)**					
15. Include Health & Safety in Budgets. Consider operational costs for; a. Hazardous Substances & New Organisms b. Bio Safety c. Radiation d. Chemical & Waste Disposal e. Trial Evacuations f. Serious Harm/High Risk Events g. Injury/Illness/Rehabilitation h. Ergonomics i. Training.	SMT Member	Manager/Head	• Organise H&S Planning training for managers to enable an understanding of budget requirements • Organise Lab Manager Training • Organise Approved Handler training and refreshers.	Admin/H&S Manager	Dec 2015
16. Ensure completion and participation in annual Health & Safety workplace assessment, particularly high-risk hazards; Machinery, Radiation, HSNO, Field Activities. **Note: completion of all of these will depend on priorities.**	SMT Member	Manager/Head Assistance from Departmental Safety Officers, H&S Committee members and H&S Manager and Internal H&S Auditors	• Organise Assessments and support departments to meet the secondary requirements	H&S Team	Nov 2016
Key Element 3 – Hazard identification assessment & management					
17. Follow up on results highlighting possible environmental/hazard post health monitoring or newly identified risk	SMT Member	Manager /Head, DSO's, Health & Safety Committee members	• Support environmental monitoring if required	H&S Team	Oct 2016
18. Ensure the hazard assessment and control process is implemented.	SMT Member	Manager/Head Assistance from DSO's, H&S Committee members SHRA's	• Review of Portable Appliance Testing	H&S Advisor	Sept 2016
			• Drug and Alcohol Testing on Construction Sites	H&S Senior Consultant	Sept 2016
			• Review Ergonomic assessments Process –	H&S Advisor	July 2016

University Objectives	Key Responsibility	Implementation Responsibility	Health & Safety Team Objectives	H&S Member/s Responsible	Completion Date
			develop and roll out online assessment tool.		Dec 2016
			• Asbestos Management – support departments as signage is installed across campus	H&S Senior Consultant/ Engineering Services	
19. Continue to ensure the development of departmental emergency procedures related to specific hazards identified. These must align to the University Emergency Management Policy and Plan.	SMT Member	Manager/Head Assistance from DSO's, Health & Safety Committee members, High Risk Response Team	• Promote and support implementation of Hazard process via planning	H&S Team	2016
			• Advise where required • Respond to Emergencies when required	H&S Team	Dec 2016
			• Implement updated procedures, maps and signage	H&S Advisor	On-going
			• Coordinate High Risk Response Group	H&S Manager	As required Dec 2016
			• Participate in IMT, Student Critical Incident Group and assist with development of Policy and Plan	H&S Team	Dec 2016
20. Continue to ensure the Field Activity process/procedures for groups and individuals is committed to implemented and reviewed.	SMT Member H&S Manager	Manager/Head Assistance from DSO's, Health & Safety Committee members	• Review & Update the Field Activity Process with key stakeholders	H&S Manager /Advisor	Dec 2016
			• Provide Training	H&S Advisor/ Administrator	Dec 2016
21. Ensure the provision of and appropriate use and maintenance of safety equipment including personal protective equipment.	SMT Member	Manager/Head Assistance from DSO's, Health & Safety Committee members	• Reviewed as part of the self-assessment process	H&S Team/ Auditors	Dec 2015
22. Support the implementation of the process for purchasing Safety Equipment and PPE in the H&S Toolkit.	SMT Member	Manager/Head Assistance from DSO's, Committee members	• Encourage the purchase of appropriate PPE/Equip, through planning process	H&S Advisor	Nov 2016
23. Support the Implement the new protocol for Purchase or hire of new plant, protective clothing or equipment via financial services website.	SMT	Manager/Head Assistance from DSO's, Health & Safety	• Encourage the implementation of the Toolkit process, through the planning	H&S Advisor	Dec 2016

University Objectives	Key Responsibility	Implementation Responsibility	Health & Safety Team Objectives	H&S Member/s Responsible	Completion Date
		Committee members	process		
24. Ensure Physical Assessments are carried out on a regular basis, e.g. to proactively monitor or identify new hazards, change in process/environment, housekeeping and maintenance, clear marking of certain areas of high risk, appropriate signage, emergency procedures, sign in and sign out procedures where appropriate.	SMT Member	Manager/Head Assistance from DSO's, Health & Safety Committee members	• Review as part of the annual self-assessments /audits • Implement through RMSS	H&S Team/Auditors	Dec 2016
			• Encourage Monthly Assessments, through assessment and planning process. RMSS audit	H&S Team/ Auditors	Dec 2016
Key Element 4 – Information, Training & Supervision					
25. Develop and ensure all staff/students /visitors are given information training and the appropriate supervision they need to fully participate in health and safety management. Health & Safety Boards, Signage, meeting minutes, Learn, Diary, Internet and Intranet support the dissemination of information.	SMT Member	Manager/Head Assistance from DSO's, Health & Safety Committee members HR Advisor	• Support the development/ review of local induction documents • Review and update the contractor induction video	H&S Manager/Admin (Provider)	Dec 2016 April 2016
26. Review Core Training	H&S Manager	H&S Manager/Admin	• Review core training in light of new legislation. • Identify opportunities for refresher training modules going forward	H&S Team/Providers	Dec 2016
27. Staff Induction training must include at a minimum the following; a. Emergency procedures b. Event reporting and investigation (injury/illness/near miss/incident/discomfort & pain/serious harm) c. Hazard assessment and control d. Employer and employee responsibilities e. The process for Health & Safety representation f. Information about Health & Safety forums (committees/meetings) g. Rehabilitation procedures h. Provision, use and maintenance of safety equipment including personal protective equipment.	SMT Member	H & S Manager/Advisor/Admin	• Encourage development of H&S Boards relevant to specific areas. • Encourage the review of local inductions	HR Advisors H&S Team	Dec 2016
			• Encourage via planning process, full participation at HR Inductions. Follow-up to ensure inductions are being carried out in Departments	HR Advisors H&S Auditors	Dec 2016
			• Ensure the introduction of required H&S Information in new staff website & Checklist for Managers	H&S Advisor/ Auditors	Dec 2016
			• Organise EM Training for Community Support Group	H&S Manager/Risk Advisor	Dec 2016

University Objectives	Key Responsibility	Implementation Responsibility	Health & Safety Team Objectives	H&S Member/s Responsible	Completion Date
Refer to Starting at UC HR Central Induction Programme for new staff in the HR Toolkit			• Quarterly checks of defibrillators	Dept. Delegated Authority H&S Advisor	Jan-Dec 2016
			• Encourage and support SOP Development	H&S Team/ Auditors	Dec 2015
Key Element 8– Contractor Management					
28. Review Contractor Management Process in line with new legislation	SMT Member H&S Manager	H&S Manager	• Review Contractor management process in light of new legislation to ensure its fit for purpose and can be scaled for the risk level of the contractor. • Develop forums for contractors to participate in H&S • Develop online inductions with electronic sign in sign out processes	H&S Team Procurement Team H&S Senior Consultant H&S Senior Consultant/ IT/ Engineering Services	Dec 2016
29. Ensure contractors meet the requirements of the Procurement and Health & Safety process, and are inducted, monitored and a post-contract evaluation completed.	SMT Member	Manager/Head	• Primary Review	H&S Team/ Procurement Team	Dec 2016

Health and Safety Governance Review for Directors/Managers

Director Health & Safety Checklist (IoD NZ)	University of Canterbury Practices/Process	Meets Requirements of HSE Act, ACC WSMP	Institute of Directors NZ – guidelines (Recommendations)
How does the Council & all Directors demonstrate their commitment to health and safety?	• Health and Safety Policy – Statement of Commitment	**Yes**	• Enable the provision of appropriate support & resource • Approve & publish a strategic safety vision and beliefs statement • Determine a Council's charter that describes the Councils role and that of individual directors in leading health and safety in UC • Development of H & S Structure for the Council with detailed processes used to plan, deliver, monitor and review leadership of health and safety • Implement a reporting structure for Serious Harm/Critical Events • Ensure full participation in the Professional Development & Review process • Ensure all Position Descriptions include H&S KRA's • Encourage continual review of H & S in Depts. • Review & Grow Leading indicators, • Encourage and influence "seen leadership" • Ensure the development of H & S Improvement Plans • Directors shall attend training in incident investigation
	• Senior Management assigned responsibility for Health & Safety	**Yes**	
	• Professional Development & Review of H & S responsibilities	**Partial**	
	• Continual consultation with Staff & Unions – Health and Safety Committee Structure	**Yes**	
	• Review & evaluate health and safety	**Yes**	
	• Targets – Leading Indicators that track the organisations effectiveness in implementing the boards health and safety strategy and goals	**Yes**	
	• SMT and Council engage in H&S tours	**Yes**	

			methodology to be able to determine between adequate and inadequate investigations • Show visible tracking of organisational goals
How does the UC involve staff in health and safety? Do they feel able to express any concerns	• Departmental H & S Meetings	**Yes**	• Ensure there is an atmosphere of trust in which people are encouraged to provide safety-related information without fear of retribution or blame for honest mistakes, but are held accountable for wilful violations and gross negligence. • Monitor the overall workplace health and safety culture using survey techniques
	• College Service Unit H & S Meetings	**Yes**	
	• UC Health and Safety Committee (Chaired by VC)	**Yes**	
	• Hazard & Event Notifications	**Yes**	
	• Health and Safety elected representatives	**Yes**	
	• Departmental Safety Officers	**Yes**	

Director Health & Safety Checklist (IoD NZ)	University of Canterbury Practices/Process	Meets Requirements of HSE Act, ACC WSMP	Institute of Directors NZ – guidelines (Recommendations)
How do you ensure that your organisations health and safety targets are challenging, realistic and aren't creating unintended consequences	• Targets are developed through gap analysis identified via operational & system, compliance audits	**Yes**	• Provide budget and people resource to implement health and safety to enable an environment of proactive health and safety rather than a reactive environment • Ensure targets are specific, measurable, achievable, realistic or relevant, time bound
What data is the Council receiving on health and safety? Is it sufficient?	• **Key performance Lagging indicators**; o Total H & S Occurrences o Lost time injuries o Lost time days o Incident Rate o Average Time Lost o Serious Harm o MBIE investigations	**Yes**	• Support the review of ACC Levy, consideration to change agreement • Discuss with other directors and encourage the development and sharing of performance measures with other Universities/Tertiary Education providers
	• **Key performance Leading Indicators;** o ACC Workplace Management Practices (Secondary) o SMT/ Council H&S Tours o Training Completed o Ergonomic Assessment's Completed	**Yes**	

	○ Health Monitoring Completed ○ Flu Vaccinations ○ VDU – Eye Examinations		
How do you ensure all staff are competent and adequately trained in their health and safety responsibilities and accountabilities	• Induction • Health and Safety Training, (47 training opportunities)	**Yes**	• Ensure the organisation has effective process in place for recruitment, training and direction of managers so that they are skilled and motivated to reinforce a positive health and safety culture • Encourage and support the Management Development programme implementation • Provide for Departmental operational task training budget • Provide resource to Support Online Training (E learning) • Implement a formal process for identification of role training requirements • Undertake training to ensure a good understanding of the requirements of the health and safety management system
Director Health & Safety Checklist (IoD NZ)	**University of Canterbury Practices/Process**	**Meets Requirements of HSE Act, ACC WSMP**	**Institute of Directors NZ – guidelines (Recommendations)**
Does the organisation have sufficient resources (people, equipment, systems and budget) for its health and safety programme	• Health and Safety Manager • Senior Health and Safety Consultant • Health and Safety Advisor	**Yes**	• Support Departmental Safety Officers with appropriate time to assist the Head/Manager with the implementation of H & S • Allow suitable training time for H & S

	• Health and Safety Toolkit
	• Risk Management Software Solution (RMSS)
	• $130,000 Central operational budget
	• UC Health and Safety Network
	  ○ Departmental Safety Officers
	  ○ H & S Representatives
	  ○ HR Advisors
			Representatives and Departmental Safety Officers
			• Encourage attendance at Health and Safety Committee meetings
			• Encourage and support completion of a machinery audit inclusive of guarding, emergency stops etc. to ensure equipment is fit for purpose, well maintained and supported by training and safe operating procedures
			• Ensure there is a policy for dealing with health and safety on the basis of need rather than budget limits
			• Ensure the adoption of a process for purchase or development of new equipment that incorporates H & S during purchase, design and install.

Does the organisation have a schedule of audits and reviews to ensure the health and safety management system is fit for purpose?	• ACC Workplace Safety Management Practices (Primary Audit) • Internal Self Assessments • Consultant Audits (High Risk areas)	**Yes**	• Continue to commission periodic external audits and reviews of the system, ensure that staff and representatives participate in audits and system reviews.
	• Consultant HSNO Audits	**Yes**	
	• BIO Audits	**Yes**	
	• Physical Condition Checks	**Yes**	
	• Location Certification review	**Yes**	
	• Hazardous Substance Stores Reviews	**Yes**	
	• Radiation Audits (Internal/External)	**Yes**	
	• Chemical Tracking	**Yes**	

	• Machinery Assessments	**Partial**	
	• RMSS (workflow, audits, review, alerts, dashboard statistics)	**Yes**	
	• UC Risk Register	**Yes**	

Director Health & Safety Checklist (IoD NZ)	University of Canterbury Practices/Process	Meets Requirements of HSE Act, ACC WSMP	Institute of Directors NZ – guidelines (Recommendations)

How do you ensure that actions identified incident reports, audits and reviews are communicated and effectively implemented	• Toolkit process, inclusive of responsibilities, workflow & review for Events and audits.
	• Communicated to
	  ○ Audit and Risk quarterly report
	  ○ Senior Management Team (HR) quarterly report
	  ○ H & S Committee quarterly reports
		Yes	• Support the full implementation of RMSS to enable active workflow, alerts, responsibilities and reporting

How do you ensure that the organisations risks are assessed and appropriate mitigation measures put in place?	• UC Risk Register	**Yes**	• Continue to commission Audits with particular emphasis on high risk activities such as field activities, HSNO audits, Machinery audits, Area monitoring for substances hazardous to health e.g. dust, contractor management
	• University Health and Safety Improvement Plan, objectives, responsibilities, timeframes, monitor & review schedule	**Yes**	
How connected are you to what happens at the organisations work sites? What measures are in place to inform you?	• Audit and Risk quarterly report	**Yes**	• Review and understand what risks UC have • Continue H&S tours of operational areas
	• SMT and council engaged in H&S tours of operational areas.		
Does the organisation have policies and process in place to ensure contractors used by the organisation have satisfactory health and safety standards	• Health and Safety Toolkit • External audit program for capital works • Procurement processes • Dept. Induction process	**Yes**	• Support the purchase and implementation of an online Induction for Contractors • Support the purchase of Electronic Sign in/out of contractors • Review of Tender and agreement process • Audit process for the review and evaluation of

			Contractor Policy, Process and tasks
How does your organisation's performance compare with other comparable organisations and how do you know	• Unknown – no process in place	**No**	• Discuss with other directors and encourage the development and sharing of performance measures with other Universities/Tertiary Education providers
How do you recognise and celebrate success	• VC Health and Safety Awards • VC attendance at UC Health and Safety Committee • Dept. reward and recognition process • Annual H&S Get together	**Yes**	• Introduce Health and Safety topics in staff forums

UNIVERSITY OF CANTERBURY

REPORT TO THE COUNCIL FROM A MEETING OF THE ACADEMIC BOARD

HELD ON WEDNESDAY 16 MARCH 2016

TE POARI AKORANGA

The Academic Board reports for the information of Council the following matters that have been considered since the February 2016 Council meeting:

1. THE VICE-CHANCELLOR'S REPORT

The Vice-Chancellor presented his report and noted the following:

- both domestic and international enrolments were positive;
- delays in the delivery of key CETF building elements and the impact this was now having on staff;
- that the RSIC project was running to schedule;
- that the NEB project was still on track for delivery in June/July of 2017;
- that "pinchpoints" were emerging for some programmes due to the high enrolment levels (e.g. BE(Hons) Int. programme and BE(Hons) 1st professional year programmes); and,
- noted staff fatigue and the need to support staff.

Questions and discussion from the floor included:

- the ownership status and departure dates of the Kirkwood and Dovedale villages;
- the impact of the new changes to the Health and Safety Act;
- the procedural grounds on which an appeal regarding staff promotion had been heard;
- how effectively we were predicting university income and expenditure;
- whether analysis of academic performance had been carried out on the Hagley catch-up cohort;
- what percentage of STAR students were then coming on to enrol as students at UC; and,
- how we might incentivise students to complete enrolment earlier.

2. FROM THE ACADEMIC ADMINISTRATION COMMITTEE

The meeting discussed the introduction, modification and discontinuation of academic qualifications that have been developed or considered by the Faculties. All of the proposals have been endorsed by Academic Board and it requests Council's approval of each so that they may be forwarded to the Universities New Zealand's Committee for University Academic Programmes (CUAP) for approval or noting and entry on the New Zealand Qualifications Register. The executive summary information for each proposal is attached to this report.

Recommendation

That Council approves the proposals …(as below) … and requests they be forwarded to CUAP for approval or noting.

From the Faculty of Commerce

1. Introduction of the Graduate Diploma in Commerce
   The GradDipCommerce is offered in tandem with signalling the discontinuations of a number of GradDips (below). This is an administrative tidy up and to add flexible of introducing new endorsements in the future. There are no anticipated resource implications with this change, or modelling of new EFTS.
2. Signalling the discontinuation of the Graduate Diplomas in Accounting and Information Systems; Economics; Management
3. Introduction of the Certificate in Commerce
   The CertCommerce is principally aimed as a small additional qualification a student may take alongside a Bachelors degree in another area. The anticipated new EFTS are modest.
4. Introduction of Minors in the Bachelor of Commerce
   The introduction of Minors in the BCom is in response to an Academic Review of the programme and there are expected to be neither new resource resources nor new EFTS.
5. Revision of the Postgraduate Certificate in Strategic Leadership
   This is a minor change, variation of course content, to improve the relevance of the programme. There are no anticipated resource or EFTS implications

From the Bridging Programme Board of Studies

6. Discontinuation of the Certificate in English for University Study
   The qualification has not been offered and is now being removed.

From the Faculty of Science

7. Discontinuation of the Graduate Certificate in Science Innovation and Entrepreneurship

The 2015 annual report was reported. There was no discussion.

3. PROPOSAL TO UNITE COLLEGES AND FACULTIES

The Pro-Vice-Chancellors presented a revised proposal concerning the unification of the Colleges and Faculties. Professor Le Cocq spoke on behalf of the five PVCs and highlighted the following points:

- That the revised proposal was quite similar to the earlier proposal although it did now include student representation;
- That some Faculties were clearly expressing strong views on either the entire proposal or parts of it;
- That in terms of the terminology used (*e.g.* Pro Vice-Chancellors *vs.* Executive Deans) the PVCs remained open to suggestions, but consistency is needed; and,
- In the view of the PVCs the case for change has clearly been made.

Faculty Deans were then asked to highlight any key matters. In response to a question regarding the impact upon Erskine Fund eligibility the chair gave the assurance that in terms of eligibility for Erskine Programme support there would be no change to the present arrangements.

In response to Professor Le Cocq's presentation Academic Board members highlighted the following:

- the potential for the creation of silos for qualifications in that academic contributors from outside a College would not as of right have the ability to input to the stewardship of specific qualifications;

- the proposal actually reduces rather than enhances the academic voice within Colleges;
- that it could lead to additional confusion in structures;
- that specific statutory requirements needed to be considered (*e.g.* the Lawyers and Conveyancers Act 2006);
- that names of titles should be ones that students understood;
- that the Cole report should be provided so as members could educate themselves on the historical context of the move to Colleges (this emerged after a question regarding whether the proposal was the result of a directive was asked);
- that discussion and debate needed to had more widely on the drivers of the proposal;
- that the current structure provides an important check and balance on the PVCs in terms of academic matters;
- that consideration be given to the creation of an academic senate should the proposal proceed;
- that if this proposal was in response to the state of emergency that we had experienced in the last five years that care be given that responses due to a state of emergency did not become embedded as standard operating approaches; and,
- the importance of Academic Board in maintaining a pan-university forum in which discussion and debate on academic matters could occur.

In terms of the question raised as to whether the proposal was the result of a directive from somewhere it was noted that the Faculty/College structure had been a matter of discussion since 2004. The issue had then gone in to hiatus only to re-emerge in 2009 as the result of an external review of Commerce. The intent had been to reengage in the discussion in late 2010, but this was of course interrupted by the September 2010 earthquake. The discussion had then re-emerged in the last 12 months (2015-2016) as a result of PVC discussions.

The discussion finished with the chair reminding members that they could look forward to a further discussion on the matter in April 2016.

4. GENERAL BUSINESS

It was noted that Professors Harris (Chair of the Cycle 5 Academic Audit) and Matear (new Director of the Academic Quality Assurance Agency) had visited the University as a part of the process around the one-year on report that the University will send to the AQA Agency.

Professor Steve Weaver
Chair, Academic Board
16 March 2016

TEMPLATE 1
NEW QUALIFICATION/SUBJECT COVER PAGE
2016

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Details

Title of qualifications	Graduate Diploma in Commerce		
Year of introduction	2017		
Department or School	School of Business and Economics		
Faculty or College	Faculty of Commerce		
Contact person	Ross James	**Phone number**	7015

Executive summary

This proposal is to signal the discontinuation of the Graduate Diploma in Accounting and Information Systems, the Graduate Diploma in Economics and the Graduate Diploma in Management and to replace them with a single qualification – the Graduate Diploma in Commerce (GradDipCom).

The aim of the current Graduate Diplomas in Commerce have traditionally been used for two purposes:

1) Allowing students to complete the prerequisite for entry to the MCom (often from non-commerce degrees)
2) Allowing students to extend their study in a particular area of Commerce.

These will continue for the GradDipCom. A student who wishes to transfer from a non-commerce degree into a research-based commerce degree (BCom(Hons) or MCom) can avoid having to complete a second degree in Commerce by completing the Graduate Diploma. This aligns with the UC strategies of Challenging students in teaching them new and diverse areas, while preparing for a research degree which ultimately progresses UC's Concentrate agenda.

Enrolments in the graduate diplomas is small but fairly stable between a total of 7.7 EFTS through to 11.3 EFTS and between 7.4 and 0.4 EFTS for an individual Graduate Diploma programme. The rationalisation of three graduate diplomas into one will provide some economies of scale and the ability to retain a conversion pathway to the Commerce research degrees. It is expected that the GradDipCom would maintain an enrolled base of between 10-15 EFTS per year.

TEMPLATE 1
NEW QUALIFICATION/SUBJECT COVER PAGE
2016

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Details

Title of qualifications	Certificate in Commerce		
Year of introduction	2017		
Department or School	School of Business and Economics		
Faculty or College	Faculty of Commerce		
Contact person	Ross James	**Phone number**	7015

Executive summary

This proposal is to create a 60 point Certificate in Commerce. This certificate will attract several different types of students;

1) Those for whom starting a 3 year degree is too daunting and therefore a certificate is a more manageable qualification.
2) Those who have started a commerce degree, and for whatever reason, are unable to complete the degree.
3) Those students who wish to augment their three year degree by completing excessive points with some commerce credits. This may be of particular interest for those students who do not wish to undertake a double degree but would like to broaden their degree.

Although certificates have not proven to be particularly popular in the past as an enrolment option, we do think it could be an attractive option as a degree + certificate option. It is expected that the Certificate in Commerce would attract between 10-20 EFTS per year.

TEMPLATE 1
NEW QUALIFICATION/SUBJECT COVER PAGE
2016

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Details

Title of qualifications	BCom minors in Accounting, Business and Sustainability, Economics, Finance, Human Resource Management, Information Systems, International Business, Marketing, Operations and Supply Chain Management, Entrepreneurship, and Taxation		
Year of introduction	2017		
Department or School	School of Business and Economics		
Faculty or College	Faculty of Commerce		
Contact person	Ross James	**Phone number**	Ext 7015

Executive summary

This proposal is to add minors in Accounting, Business and Sustainability, Economics, Finance, Human Resource Management, Information Systems, International Business, Marketing, Operations and Supply Chain Management, Entrepreneurship, and Taxation to the Bachelor of Commerce and to enable the minors, as defined in the regulations to the Bachelor of Arts, to also be minors for the Bachelor of Commerce. This is a response to student demand and interest, and a recommendation from the 2014 BCom review report.

The move to include minors from the BA, within their 105 non-commerce points, allows for Commerce students to broaden their degrees while providing a focus for the non-commerce points. The proposal would encourage students to become more multidisciplinary in their degree, a trait that employers are increasingly recognising as important in the current business environment, and therefore increasing students' employability. This option is already currently available in several other New Zealand Universities including Otago, Victoria and Massey.

In 2015, 47.3% of all BCom students (789 students) were enrolled in more than one major within the programme. With the introduction of minors we would expect to see the number of double majors or major and minors to be more around 60-75% of all enrolments. The number of double major enrolments is expected to decrease, but the expected number of enrolments in the minors would be around 30% (approximately 500 students).

TEMPLATE 5
REPORT TO CUAP COVER PAGE
2016

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Details

Title of qualification	Graduate Certificate in Science Innovation and Entrepreneurship (GradCertSCIE)		
Year of introduction	2011		
Department or School			
Faculty or College	Faculty of Science		
Contact person	Assoc Prof Catherine Moran	**Phone number**	8968

Executive summary

This programme was reviewed in November 2014. While the qualification title, programme aims, learning outcomes, delivery methods and coherence were adequate student enrolment numbers were very low. There has been little demand from students. One student enrolled in and completed the Graduate Certificate in Science, Innovation, and Entrepreneurship at Canterbury University and another at Lincoln University since it was formed. The evidence is that although there is an interest in innovation courses that the Graduate Certificate was not the right vehicle. All parties are in agreement that the programme should be discontinued.
The numbers in the courses since 2011 are as seen in the table below:

Graduate Certificate in Science Innovation and Entrepreneurship 2011 onwards

Year	Course Code	Enrolments	Completed	A+	A	A-
2011	SCIE301	1	1		1	
	SCIE302	1	1			1
2012	BIOS330	1	1			1
	BIOS331	1	1			1
	BMGT315	1	1			1
2013	BMGT315	1	1	1		
	BIOS399	2	2	1	1	

TEMPLATE 5
REPORT TO CUAP COVER PAGE
2016

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Details

Title of qualification	**Certificate in English for University Study (CERTEUS)**		
Year of introduction	Never offered		
Department or School			
Faculty or College	Bridging Programme Board of Studies		
Contact person	Gareth Morgan	**Phone number**	

Executive summary

The Certificate in English for University Study was approved in 2012 with the intention of implementation in 2013. During this period the University decided to cease offering English Language tuition and outsourced this function to alternative providers.

Since the Certificate in English for University Study was never offered, and it seems unlikely to be offered in the foreseeable future, this paper proposes the Certificate in English for University Study and the related course codes, BRDG041 and BRDG042, be discontinued.