COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 4pm WEDNESDAY 29 AUGUST 2018

Agenda

Date **Wednesday 29 August 2018**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to Page No.

1. APOLOGIES: Warren Poh, Shayne Te Aika

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 (25 July 2018) 1-8

4. MATTERS ARISING

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- 5.4 Council meeting, 10 December
- 5.5 Degrees Conferred in Absentia

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10. PUBLIC EXCLUDED MEETING

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

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

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the meeting held on 25 July 2018 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6 6.1	**From the Chancellor** Emeritus Professor Nominations	To protect the privacy of natural persons.	7(a)
6.2	2019 Graduation venue	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
7. 7.1	**From the Vice-Chancellor** Risk Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8. 8.1	**From the Finance, Planning and Resources Committee** Low Carbon Energy Strategy	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h) 7(f)(i)
8.2	Connon Hall Strengthening BC	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	Garden Hall BC	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.4	10 Year Financial Model	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.5	Bond Trust Amendment	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.6 8.6.1 8.6.2 8.6.3	UC Futures - UC Futures Summary - Rehua Intumescent Paint Risk Update - Rehua Façade and Weather Tightness Risk Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h) 7(f)(i)
8.7	Student First Update Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.8	Movements in Year End Forecast to July 2018	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9. 9.1	**From the Audit and Risk Committee** Draft minutes of the meeting of 20 August	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	Six Month UC Financial Statements	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.3	NZX Delisting	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)
9.4	Risk Appetite	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)
9.5	Insurance Renewal Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.6	Options and Consequences of Consolidation Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.7	Code of Practice for the Pastoral Care on International Students	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)
10.	**From the Honours and Appointments Committee**		
10.1	Report to Council	To protect the privacy of natural persons. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(a) 7(f)(i)
11.	**Strategic Discussion**	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)

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 26 September.**

COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Minutes

Date	**Wednesday 25 July 2018**
Time	4.00 pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Dr Rod Carr (Vice-Chancellor), Ms Sue McCormack (Pro-Chancellor), Mr Peter Ballantyne, Dr Rosemary Banks, Ms Catherine Drayton, Professor Roger Nokes, Mr Warren Poh, Mr Josh Proctor, Mr Malcolm Peterson Scott, Mr Shayne Te Aika, Mr Steven Wakefield.
Apologies	None
In Attendance	Mr Jeff Field, University Registrar Mr Bruce White, Acting Registrar Professor Ian Wright, Deputy Vice-Chancellor Ms Alex Hanlon, Executive Director, Learning Resources Mr Keith Longden, Chief Financial Officer Dr Darryn Russell, Assistant Vice-Chancellor Māori Dr Andrew Bainbridge-Smith, Academic Registrar Ms Robyn Nuthall, UC Futures Programme Director Mrs Raewyn Crowther, University Council Co-ordinator
CONFLICTS OF INTEREST	Professor Roger Nokes noted that as a member of the review panel for the Academic Board review he had a conflict of interest in respect of item 7.2 on the agenda, Academic Board Review Update.

MINUTES

The minutes of the meeting held on 27 June 2018 were approved and signed as a correct record.

MATTERS ARISING

There were no matters arising.

FROM THE CHANCELLOR

Chancellor's Meetings

The schedule of meetings was noted for information.

Acting Vice-Chancellor February 2019

Council noted that as Dr Carr's term as Vice-Chancellor was ending on 31 January 2019 and the Vice-Chancellor designate Professor de la Rey was expected to commence in the role in mid-February, there was a need to appoint an Acting Vice-Chancellor for the intervening period. As Dr Carr would have no powers of delegation at that time Council was required to delegate those powers to Professor Ian Wright.

Moved

<u>That</u>: Council, under Section 197 of the Education Act 1989 and the State Sector Act 1988, delegate the authority, functions, powers and responsibilities of the Vice-Chancellor and the Chief Executive to the Deputy Vice-Chancellor, Professor Ian Wright from 1 February 2019 until the VC Designate commences employment, expected to be in mid-February 2019.

Carried

Council Work Plan 2018

An updated copy of the Work Plan was tabled and Mr White noted the changes made since the plan was last tabled. A visit to the Emergency Operation Centre was planned for 1pm on Monday 15 October for members of the Audit and Risk Committee and any other member of Council who wished to attend.

Degrees Conferred in Absentia

The Chancellor advised Council that the schedule of degrees awarded in absentia had been approved and the names of the graduates were entered into the public record.

FROM THE VICE-CHANCELLOR

Monthly Report

Dr Carr presented the report which was taken as read. A section of the report was withdrawn as the matter was under embargo. The following points were highlighted:

- A meeting had been held with the Mayor of Kaikoura regarding possible collaboration on a marine research facility, possibly utilising some Regional Development funding.
- A new wellhead would need to be drilled on the site of the Civil Engineering water tower.
- Water damage to West Building following an internal leak had been assessed at approximately $4.5M. UC had a $500,000 excess. Some of the affected spaces had been returned to service while others would take longer to repair. It was noted that the decision on the future of the building was deferred two years ago and the building was expected to be in use for decanting purposes until 2022. It was therefore worthwhile bringing it back into service. Decisions as to whether to demolish or re-purpose the building would need to be made at some point by a future Council
- The International Board of Advisors had been disbanded. The Incoming Vice-Chancellor may wish to establish her own advisory body. Council acknowledged the work of the board and their service to UC.

Moved

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

Carried

FROM THE ACADEMIC BOARD

Academic Board Report

Professor Ian Wright presented the report from the meeting of the Academic Board. In discussion of the Academic Board meeting it was noted:

- The VC Designate had visited the Academic Board and been warmly received.
- Recent surveys indicated that PhD students were largely content but Masters students were less satisfied with the support provided by the University.

A number of major curricula developments were presented for approval and submission to CUAP. Council was informed of the proposed changes for each course, which included:

- Bachelor of Social Work with Honours – a change of degree programme from level 7 to level 8
- Master of Māori and Indigenous Leadership – an international tour would be a compulsory part of the course, thereby requiring TEC approval as well as CUAP approval to enable students to access loans for the cost of the tour.
- Master of Criminal Justice – following from the success of the Bachelor in Criminal Justice programme, this would consist of coursework, a dissertation and an internship. It would be a level 9 degree.
- Conjoint Bachelor of Commerce and Science – a 540 point course replacing the double degree which had declined in numbers. UC had been slower to develop conjoint courses which enjoy popularity at other universities. It was noted that knowledge of the conjoint degrees on offer or being developed by other universities would inform UC's development of similar degree courses.
- Diploma in Early Childhood Education – this was being discontinued as it had not proved popular with students.
- Master of Civil Engineering and Postgraduate Certificate in Civil Engineering – these were stand-alone courses rather than being endorsements of the Master of Engineering Studies degree.
- Doctor of Philosophy: Product Design – this was being introduced ahead of a Masters course due to its popularity and international interest. It would be likely to attract external research funding.

Other matters considered by Council were curriculum developments of a more minor nature that needed to be approved for submission to CUAP and changes to regulations that required Council approval. In discussion it was noted that the regulation changes for the Bachelor of Engineering with Honours had not been agreed by the College but had gone straight to the Academic Board. It was agreed that this item be removed from the list for approval, referred back to the College for comment and would come back to a future meeting of Council.

It was remarked that few of the items involved the College of Science. Council was advised that the College was focussing on the

development of the Applied Research and Innovation degree with Lincoln University and was in the process of reviewing the BSc degree.

Moved

That:

i) Council note the Academic Board Report

ii) Council approve the following major curricula developments and forward the proposals to CUAP and TEC for their noting or approval:

- ***a. Bachelor of Social Work with Honours (for approval)***
- ***b. Master of Māori and Indigenous Leadership (for approval)***
- ***c. Master of Criminal Justice (for approval)***
- ***d. Conjoint Bachelor of Commerce and Science (for approval)***
- ***e. Diploma in Early Childhood Education (for noting)***
- ***f. Master of Civil Engineering and Postgraduate Certificate in Civil Engineering (for approval)***
- ***g. Doctor of Philosophy: Product Design (for approval)***

iii) Council approve the following curricula developments and forward the proposals to CUAP and TEC for their noting or approval:

- ***a. Postgraduate Certificate in Te Reo Māori (for noting)***
- ***b. Bachelor of Music (for approval)***
- ***c. Bachelor of Arts: Digital Humanities (for approval)***
- ***d. Bachelor of Arts: French (for approval)***
- ***e. Bachelor of Commerce: Innovation (for approval)***
- ***f. Bachelor of Commerce: Tourism Management and Marketing (for approval)***
- ***g. Bachelor of Commerce: Business and Culture (for approval)***
- ***h. Postgraduate Certificate in Counselling Studies (for approval)***
- ***i. Bachelor of Sport Coaching: Sports Leadership and Management (for approval)***
- ***j. Master of Education (for approval)***
- ***k. Postgraduate Certificate in Science (for noting)***
- ***l. Doctor of Philosophy: Admission Requirements (for approval)***

iv) Council approve the following minor curricula developments:

- ***a. Bachelor of Forestry Science***
- ***b. Bachelor of Arts: Spanish***
- ***c. Master of International Relations and Diplomacy***
- ***d. Bachelor of Arts with Honours, Master of Arts: Māori and Indigenous Studies***
- ***e. Bachelor of Product Design, the Conjoint Bachelor of Product Design and***

Commerce and
the Conjoint Bachelor of Product Design and Science: Mathematics

f. Bachelor of Product Design,
the Conjoint Bachelor of Product Design and Commerce and
the Conjoint Bachelor of Product Design and Science: Product Design Principles

g. Master of Engineering

h. Master of Engineering Studies

i. Postgraduate Certificate in Engineering

Carried

Academic Board Review Update

In introducing this item, the Chancellor noted the relationship between the Academic Board and the Vice-Chancellor was critical to the work of the university. In light of the pending change of Vice-Chancellor it would be prudent to inform the VC designate, Professor de la Rey, of progress with the review and its direction before Council made any decisions.

Professor Wright spoke to the report, noting that the review had considered:

- The role and functions of the Academic Board
- What constitutes "academic matters"
- Various options for the Chair
- Attendance of delegates and quorum options
- Committees and representation

Membership, in an effort to reduce the size of the Board

SMT and Colleges were invited to comment on the review prior to Academic Board finalising the advice to Council. It was expected that the advice would be received later this year.

The issue of the role of the Board when Council had delegated responsibilities to the Board was discussed. While the Board was an independent body established by statute, it was deemed to act as a sub-committee of Council when Council had delegated responsibilities to it. The Chancellor had been invited to attend Academic Board on rare occasions.

When asked if it would possible for the Academic Board members to reach a consensus on the review, it was noted that they held widely divergent views which would make this difficult to achieve, the greatest difficulty being reaching agreement to reduce the size of the Board. However the use of sub-committees and ad hoc working groups of the Academic Board had proved to be an effective mechanism to obtaining useful input into developments at an early stage.

Professor Wright was thanked for the informative report and the progress made thus far was pleasing and encouraging.

Moved

<u>That</u>: Council note both the progress of the Academic Board Review Working Group, and the emerging options developed thus far through the College and Academic Board sub-committee consultation process.

Carried

PUBLIC EXCLUDED MEETING

Moved

<u>That</u>: the public be excluded from the following parts of the proceedings of this meeting, namely:

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the Council Meeting held on 27 June 2018 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6 6.1	**From the Chancellor** Honours and Appointments Committee	To protect the privacy of natural persons.	7(a)
7. 7.1	**From the Vice-Chancellor** Risk Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8. 8.1 8.1.1 8.1.2 8.1.3 8.1.4 8.2 8.3 8.4 8.5 8.6 8.7 8.8	**From the Finance, Planning and Resources Committee** UC Futures - UC Futures Summary - GOG Quarterly Scorecard - GOG Report to the Minister - Draft Letter to Ministers Hipkins and Robertson Draft Kia Tōpū Programme BC IT Storage Enhancement BC Draft Investment Plan 2019 Domestic Fees Student First Update Monthly Financial Report to 30 June 2018 Movements in Year End Forecast to May 2018	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h) 7(f)(i) 7(f)(i) 7(h) 7(h) 7(f)(i) 7(h) 7(h) 7(f)(i) 7(h) 7(h)
9	**Strategic Matters**	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 relevant University management representatives 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.

Carried

REPORT FROM THE PUBLIC ECLUDED SESSION

Members returned to public meeting at 6.20pm and resolved:

2019 Domestic Fees

That:

A. Domestic Fees

1. Council approve the maximum permissible increase in tuition fees under the Annual Maximum Fee Movement limit.

B. Special Programmes

2. Council approve the maximum permissible increase in special programme fees under the Annual Maximum Fee Movement limit.

3. Council approve the disestablishment of the application and acceptance fees charged within the Business Taught Masters Programme for entry to premium priced programmes.

C. Compulsory Course Costs

4. Council approve the maximum permissible increase in compulsory course costs under the Annual Maximum Fee Movement limit.

D. Non-Tuition Fees

5. Council approve a $5 increase in the Administration Fee to $125.

6. Council approve an increase in the Student Visa Application Fee to $220.

7. Council approve a $5 increase in examination fees charged by Records, Examinations and Graduation.

8. Council maintain the $30 fee for the provision of a digital transcript or letter and the $40 fee for a hard copy (paper) transcript or letter.

9. Council maintain the Accommodation Application Fee at $100 for each first year applicant.

E. Student Services Levy

10. Council approve an increase to the Student Services Levy from $811.00 to $827.00 for each student, being a 2% increase.

11. Council approve allocation of funding from the Student Services Levy as per the schedule in Table 12, subject to final budget approval.

Carried

GENERAL BUSINESS There were no items of general business.

The meeting closed at 6.21 pm.

NEXT MEETING The next meeting is scheduled for 4.00pm on Wednesday 29 August 2018.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

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:	22 August 2018
Subject:	**CHANCELLOR'S MEETINGS**

I outline for you the key events I have attended on behalf of UC since my last report to Council. I have indicated (with an asterisk) those events at which I was required to deliver a speech. Those speeches can be viewed in the "Chancellor Speeches" folder on the Council's Sharepoint site.

- Executive Committee Meeting
- Executive Committee Meeting
- UNZ Chancellors' Group Dinner
- Meeting with Lincoln University VC and Chancellor
- Hosted the British High Commissioner and NCRE staff for lunch
- Honours and Appointments Committee Meeting
- Met with Sir John Hood, benefactor
- Cocktail function and dinner for Sir John Hood at the Arts Centre
- Attended the unveiling of a plaque to mark donations to the restoration of the Great Hall and Clock Tower at the Arts Centre
- Attended meetings of the Audit and Risk Committee and Finance Planning and Resources Committee
- Met with Mike Stenhouse, Sheffield
- Attended GOG meeting
- Maia Foundation fundraising dinner
- Presented at MFAT 75th Anniversary seminar

J. J. Wood

Dr John Wood
Chancellor

Memorandum

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

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Council Members
From:	Bruce White, Acting Registrar
Date:	22 August 2018
Subject:	**STUDENT REPRESENTATIVE ON COUNCIL**

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

Following voting by over 41% of the student body the 2019 UCSA Executive has been successfully elected, including Sam Brosnahan to the position of President.

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

Recommendation:

> ***THAT:*** ***Sam Brosnahan be appointed to the University Council as the student representative from 1 January 2019 to 31 December 2019.***

Bruce White
Acting Registrar

Kia ora Jeff,

As the Returning Officer for the 2018 UCSA Elections, I am pleased to advise the University Council that the elections for the UCSA Executive 2019 were conducted in a fair and transparent manner, and in accordance with the UCSA Constitution.

The elections were held for all UC students with the UCSA receiving 5,892 votes, which is 41.38% of the student body.

The 2019 student representatives are:

President	Sam Brosnahan
Vice-President	Tori McNoe
Finance Officer	Millie Morgan
Postgraduate Representative	Katie Mills
International Representative	Kevin Fernando
Equity & Wellbeing Representative	Jack Whittam
General Executive	Olly Ng
	Elise Wilson
	Elric Clarke-Beatson
	Raymond Ellwood
	Charlotte Merrall
	Christal Leung

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

Ngā mihi

Kaitlyn White

Returning Officer 2018

University of Canterbury Students' Association

Dr Rod Carr
Vice-Chancellor
Tel: +64 3 369 3836
Email: vice-chancellor@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

VICE-CHANCELLOR'S REPORT TO UNIVERSITY OF CANTERBURY COUNCIL AUGUST 2018

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1. INTRODUCTION

Progress continued in the final stages of the University of Canterbury's post-earthquake recovery. In the last month we were awarded practical completion of the Ernest Rutherford building, reached agreement to settle our claim with the EQC, handed the temporary villages on the Kirkwood and Dovedale fields to their owners for relocation, showed a net increase in academic staffing levels, and reported a 22% increase in mid-year enrolments compared to the previous year. UC also gained access to the Health, Research and Education facility which will host 40 postgraduate Health Science students and seven staff in the Health Precinct, in central Christchurch.

Work remains to close the CETF contract with the receiver/liquidator of Hawkins and to settle final claims with Fletcher Construction for the Ernest Rutherford building. Beatrice Tinsley (Dominion Constructors) is keeping to its mid-May 2019 completion programme, while the UCSA building (Leighs Construction) is slipping from its mid-May 2019 delivery date and challenging its budget. Locke/Logie contracts are due to be let, the Psychology building is being redeveloped, in part to receive its new tenant Communications Disorders, which, after more than 18 years, is vacating the temporary buildings on Montana Avenue.

This month, Council was asked to approve works to strengthen Connon Hall and to develop a new hall for 500 students on Homestead Lane to accommodate increasing demand for student accommodation from first-year and international students. Work on the Kia Tōpū business case is nearing completion with the Academic Board expected to provide its advice on academic matters arising from the case by the time Council meets in September.

Looking forward to the 150th anniversary of the founding of the University in 2023, the UC Foundation and Alumni director, Jo Dowling, will establish a steering group to initiate planning for publications, events and fundraising, not only to recognise the past but to continue to build momentum for the future.

2. STRATEGIC MATTERS

2.1 UC Futures

August marked the first closure of one of the project control groups overseeing the UC Futures programme. UC Futures was designed to support UC's recovery from the earthquakes and to move from recovery to transformation and growth. The Canterbury Engineering the Future (CETF) Project Control Group was established largely to oversee the reconstruction of most of the Engineering Precinct on the Ilam campus. It met for the last time in early August, as the buildings are complete and the College of Engineering occupies the facilities. There remain a few issues to resolve, which pass to the normal business units. The buildings were formally opened in late 2017 by the Minister of Science and Technology, Dr Megan Woods, and the last two schools of engineering moved in, in early 2018. The CORE has now become just that, the core of the precinct occupied by engineering students but also students from across the campus. The rebuilt buildings were designed by Warren and Mahoney and built by Hawkins.

In 2011 and 2012, UC worked with the government to find a way to support UC's recovery from the loss of enrolments due to the earthquakes. The government agreed to continue to pay UC the same subsidy for tuition that it was paying before the quakes. This subsidy became known as the Student Achievement Component (SAC) support. SAC support will end in 2018 and has proven valuable in retaining UC's teaching capacity while enrolments were lower. UC has worked hard to recover enrolments and, in its final year, the support is forecast to be about $800,000 or 0.6% of the total support to UC. The end of this support is another key milestone.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

With the focus of this project moving to Stage Two, the Beatrice Tinsley building, UC is keen to close work and financial arrangements for Stage One, the Ernest Rutherford building. Although the building has been occupied since the beginning of 2018, it recently received its certificate of Practical Completion. This complex laboratory building has many elements and Fletcher Construction managed the project well, but perhaps lost focus in the last stages. It does not expect to provide the final account until October 2018. After Practical Completion was awarded, UC was able to start some works needed to install research equipment – good news for the College of Science and its research programmes.

2.3 Canterbury Engineering the Future (CETF)

The liquidation of H Construction (formerly the parent company to Hawkins South Island) means that UC is in negotiation with the receiver on behalf of the liquidator to finalise the final accounts and any calls on bonds held as part of the contract to rebuild the Engineering Precinct. The parties aim to conclude these negotiations soon.

2.4 Rehua construction and the College of Education, Health and Human Development's move to the Ilam Campus

Students and staff saw more of the Rehua building, which is undergoing a rebuild, strengthening and repurposing after extensive earthquake damage emerge from its scaffolding. UC is working closely with the contractor, Downer, to complete the works. It is expected that occupation would begin in the fourth quarter of this year.

2.5 Graduate Attributes

2.5.1 Graduate Profile Highlights

UC's four common graduate attributes, woven into all undergraduate degrees, are a core element of curriculum development. This means that when a new degree is developed, the curricular content is developed to ensure that graduates are competent in all the attributes. The first such undergraduate degree is the Bachelor of Product Design, built with the attributes in mind. This highly successful degree was in its second semester in August. With over 150 students, the qualification attracted nearly three times the enrolments forecast, with students enrolling from all over New Zealand.

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

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

A range of programme reviews had been conducted (e.g. BSLP(Hons), BSc) or were scheduled for the latter half of the year (e.g. BEng(Hons) and B ForSci) as part of the suite of programme reviews looking at the Graduate Attributes.

Attribute 1: Employable, innovative and enterprising

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

The University Centre for Entrepreneurship hosted the Deloitte Business Case Competition on August 8. Open to all UC undergraduate students, the event involved students being given a case based on a real-world company. Students worked as teams to create innovative solutions for the company and then shared their conclusions. Students developed skills such as strategic and financial analysis as well as communication and teamwork abilities.

Attribute 2: Biculturally Competent and Confident (BiCC)

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

A BICC hui with deans was held in August. The main topic was Te Ohu Tikanga-rua | Bicultural Development Work Group, proposed in 2015 as part of the formal Bicultural Competence and Confidence Framework. Implementation of bicultural contention continued for 2018 and in preparation for 2019, when Year Two commences for the BICC Pillar of the Graduate Profile and further kaupapa will be included in many programmes. Staff development remains a key for embedding the attributes. The Office of the AVC (Māori) runs a Culturally Responsive Pedagogy workshop regularly. A highlight during Teaching Month was presentations by academic staff sharing how they made their pedagogy more culturally responsive.

Attribute 3: Engaged with the Community

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

Social Work made a range of changes to the Bachelor's degree to better embed the graduate attributes. Of note is a new course, SOWK205 Social Work and Community Engagement, which "focuses on the development of the practice skills needed by students to engage well with individuals and community groups. This process of engagement will emphasise working bi-culturally as well as with individuals, groups and organisations that serve diverse groups across the lifespan. Students will also develop the beginning research skills needed for conducting a community analysis. An experiential component for learning is included with students consulting with both statutory and community agencies when conducting the analysis."

Attribute 4: Globally Aware

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

Students engaged in outbound international activities as part of exchanges, coursework (e.g. MGMT228) and a range of other opportunities. For example, the UC Business School, UCE, and International Relationships Office sent students to Fudan University summer programme in Shanghai. The programme focused on Innovative China and Digital Entrepreneurship. Inbound, UC welcomed students from Tokyo City University (TCU) in a partnership between the Colleges of Education, Health, and Human Development and Engineering. The TCU students studied in classes with UC students, enhancing the internationalisation experience for both cohorts.

Finally, the Erskine Office hosted UC's first Erskine from South Korea. Professor Sungdeok (Steve) Cha was hosted by Computer Science and noted the opportunities for further engagement between UC and Korea University students. Professor Cha said his experience was overwhelmingly positive.

One major New Zealand university reported that nearly 20% of its undergraduates go overseas during their study programme, either on short courses or full semester abroad experiences. Barriers to study overseas include academic, financial, cultural and social constraints. Short duration (three to four weeks) experiences embedded in for credit courses, funded through scholarships or student loans, increase accessibility.

2.6 International growth strategy

UC was developing a new initiative to provide offshore students with a virtual reality (VR) experience of the campus before they come. In July the team developed 360-degree videos which could be viewed using VR headsets. This maybe the first time a New Zealand university has done this and was seen as an attractive recruitment tool, making the best of the Ilam campus and the new buildings. The overall product is called UC on Wheels (UCOW) and was available for recruiters to use at no charge.

The government announcement to enable international student visa holders who are university-level graduates to have more flexible post-study work rights in New Zealand was welcomed. The new policy provided students studying at NZQA levels 4 to 6, and non-degree 7 (undergraduate and graduate) a two-year post-study work visa (if they were studying outside of Auckland). It also allowed three year working visas for students studying at level 7 degrees or above. This was a more generous entitlement than the next most attractive destination (Canada). If students are studying level 8 qualifications (postgraduate) in an area where New Zealand has a long-term skills shortage, their partners might be eligible for an open work visa and children for fees-free schooling. In August, UC had 1,123 doctoral students of whom about 66% were international students (without New Zealand passports).

2.7 International

With successful completion of July intake enrolments, IRO focused on ensuring the highest number of conversions for future intakes. In early August, UC was up 43% on full offers and 32% on conditional offers for the future intakes, compared to same time last year. The IRO hosted a staff member from the University of Leicester, one UC's UK exchange partners, for a week in July as part of an Erasmus Plus staff exchange. This enabled the IRO to share ideas and best practice for student exchange and to further strengthen the relationship with Leicester as a key UK partner.

A group of Study Abroad advisors from various United States universities was hosted on a familiarisation visit to campus in conjunction with ENZ, to promote UC's strengths as a Study Abroad destination. Recruitment activities were under way in Korea and Malaysia throughout July with staff offshore attending events and meeting with prospective students. More than 60 applications were received for the Peking University Summer programme, showing the appeal of this type of international experience. Fourteen students were chosen.

3. CHALLENGE

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

3.1 Marketing

Social media activity continued to be high with good engagement across Facebook, Instagram, SnapChat and Twitter. Student takeover activity on Instagram was strong including club profiles and overseas experience. UCME videos and profiles featured on Facebook. Google AdWords had significant growth as did video views and banner advertising response. Results were 50% up year-on-year.

The major UCME brand campaign was in market. Twenty-six students featured with all colleges and UC7 attributes represented. This campaign was a nationwide initiative with adshels outside schools, billboards, bus backs and online activity (banner advertising and social media). The campaign would run until September.

A series of UCME student profile videos were developed and placed on the UCME web pages. These videos featured on social media and other online platforms. Over 50 videos were completed to date. The web Terminal 4 platform was being upgraded to a new version over a few months. A new search provider was selected, to be tested and implemented over coming months.

A mature market campaign went live, using press and online advertising in Canterbury. The UC GO Canterbury campaign was in market in Auckland and Wellington and used adshels, online and radio advertising. A Facebook 'accommodation applications open' campaign was in market. An Alumni campaign, due in market in September, will use magazines and online channels. The Postgraduate Prospectus and Guide to Enrolment publications were under way.

3.2 Liaison

The largest UC recruitment event, Open Day, was held on 12 July. The event brought over 4,200 visitors to the campus compared to 3,693 in 2017. All contacts with the Open Day interaction were added or updated into the CRM, and the team was busy with follow-up.

The team also prepared for course planning which began in early August. During these visits the team tested changes to the service offered to future students. One was to connect students with the mentoring system to start them thinking about clubs. The aim was to improve the transition to UC and to aid engagement by ensuring students were better connected with UC when they arrive. During the month the team had 84 student appointments. Of these, 24 were adult students and 38 were secondary school students.

College of Engineering outreach events were supported in Auckland and Wellington, with 71 new contacts made in Auckland and 51 new contacts in Wellington (parents and future students).

The College of Science will host its first UC Science Summer School for year 12 students in early December. The College of Engineering developed a residential camp for prospective female engineering students, currently in year 12, to be held in 2019. Over 200 young women have applied for 60 places.

3.3 Admissions

Applications for the October intake for the Business Taught Masters Programmes and the MBA were steady with healthy numbers. Teaching Application process improvements were ongoing with the Student First Programme.

3.4 Contact Centre Shared services

The Contact Centre had a number of staff changes in preparation for the 2019 enrolments period. Staff took part in further training to support the release of the latest enhancements to myUC, and also took part in user acceptability testing for later releases. All staff were involved in testing potential live-chat options for Student Services, and were preparing for the deployment of the Contact Expert upgrade customer service functions. Centre staff embarked on a programme of outreach to the colleges and other central services to improve the quality of service to students and staff.

Staff were busy uploading the 2019 domestic tuition fees to the website, as well as continuing to support the work of the Scholarships team.

3.5 Enrolment

The new mid-year enrolment trial went well, providing the team with invaluable feedback. A student survey (anonymous questionnaire) confirmed that the vast majority of the students that enrolled were happy with their experience, and felt welcomed and supported. Further analysis of the results would inform the International Enrolment in Person 2019, with greater input from across Student Services and colleges.

The Enrolments Team and Helpdesk, with the temporary support of casual staff, managed to get through a very busy July. Some team members trained in different roles to better enable in-house support during peak periods. The focus was on process improvement and enhanced student experience.

3.6 Accommodation

UC Open Day saw record numbers of prospective students and whanau visit the Halls of Residence. Sonoda will be a fully catered first-year option for 2019 and had a substantial number of visits.

Three Open Day presentations were well attended. Accommodation staff addressed a number of related questions at the two parents and whānau sessions.

Halls visits on Open Day:

Hall	No of students
Rochester & Rutherford	680
College House	250
Bishop Julius Hall	360
University Hall	988
Ilam Apartments	140
Sonoda / Hayashi	88
Kirkwood Avenue Hall	86

The accommodation application period began on 1 August, with website and associated collateral updated. It was running about 170 applications ahead of the same time last year.

3.7 Scholarships

Scholarship applications for prospective undergraduate students progressed well, with 2,755 applicants. Applications closed on 15 August.

Discussions were under way with the Information Technology Services (ITS) Team to move processing of the UC Undergraduate Entrance Scholarship to the Scholarships Office. This would allow the ITS Team to focus on core work.

The Scholarships Office made 12 UC Master's Scholarship offers and 26 UC Doctoral Scholarship offers to students this month. The next round of these scholarships opened on 20 August.

The Annual National Scholarships Meeting for Universities was hosted by UC and Lincoln University in late August, in conjunction with the Annual Deans and Directors of Graduate Studies Meeting and Australasian Research Training Administrators Meeting.

3.8 Careers Internships & Employment

Semester Two saw many students consult the team, with continued high levels of satisfaction. Students attended Careers, Internships & Employment (CIE) seminars and workshops which resulted in a lot of activity at the Career Centre.

The annual UC ICT Careers Fair was a great success with 27 employer exhibitors and about 450 students attending. Feedback from students and employers was positive. The UC ICT Fair was hosted by CIE, organised by UC Events, and supported by student groups CompSoc and Women in Technology.

At the 2018 annual UC Careers event for women, Empowering Women's Safety and Wellbeing in Work, three empowering women shared their expertise to help students to thrive in their work, know their rights and enhance wellbeing.

A Careers centre initiative was the recent UC Careers lunchtime series, with invited speakers presenting and leading discussion on career-related topics. Topics included Time Management for your Uni Career, Developing your Career Profile and The Future of Work. The plan was to run another series in 2019.

Information sessions continued to be booked by employers who wished to connect with and present to mainly final and penultimate year students. Almost 70 sessions were hosted this year by CIE. Held on campus, usually in the early evening, they were a great way for students to learn about employment opportunities in their areas of interest.

3.9 Pacific Development

The PDT UCMe XL Programme was held during July, with over 60 Pasifika secondary school students from across Christchurch registered to be part of the three-day programme held at UC. NCEA tutorials were delivered and students attended the UC Open Day as well as getting involved with the nationwide conversation on the Education (NCEA) Review.

The release of exam results saw an increase in student engagements, and Student Advisors worked hard with students and colleges through the Academic Progress Review. Semester Two saw a small increase in Pasifika student numbers, all of whom the PDT attempted to contact to welcome to UC.

3.10 UC Sport and Recreation

The UC Rec Centre continued to be well used with many classes at or near capacity – limited by either equipment or comfort levels of personal space.

UC Sport completed the transition of staff from KD02 into offices in the Rec Centre building. The Athlete Training Centre relocated from the squash wing into the former warehouse next door, in a co-sharing arrangement with the College of Education Health and Human Development's Sport Coaching programme.

4. CONCENTRATE

Enhance research and creative work in chosen areas of endeavor; 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 Deputy Vice-Chancellor

4.1.1 Academic Services Group (ASG)

Last month saw completion of the busiest month of the year. Notable highlights included: Teaching Month, CUAP Round 2 and Mid-Year/Semester One academic progress. Immediate planning for 2019 included the likes of the Summer and Star programmes, the Calendar and outstanding policy development including Academic Integrity, Assessment and Surveying.

4.1.2 Research Funding

R&I began work on the MBIE Endeavour 2019 funding round. An MBIE Endeavour seminar held in July was well attended and included an overview and tips from former applicants and reviewers. R&I worked with academics to develop 52 expressions of interest. UC will host the MBIE Endeavour Round Roadshow on 18 October, 10am-12noon, in the John Britten foyer.

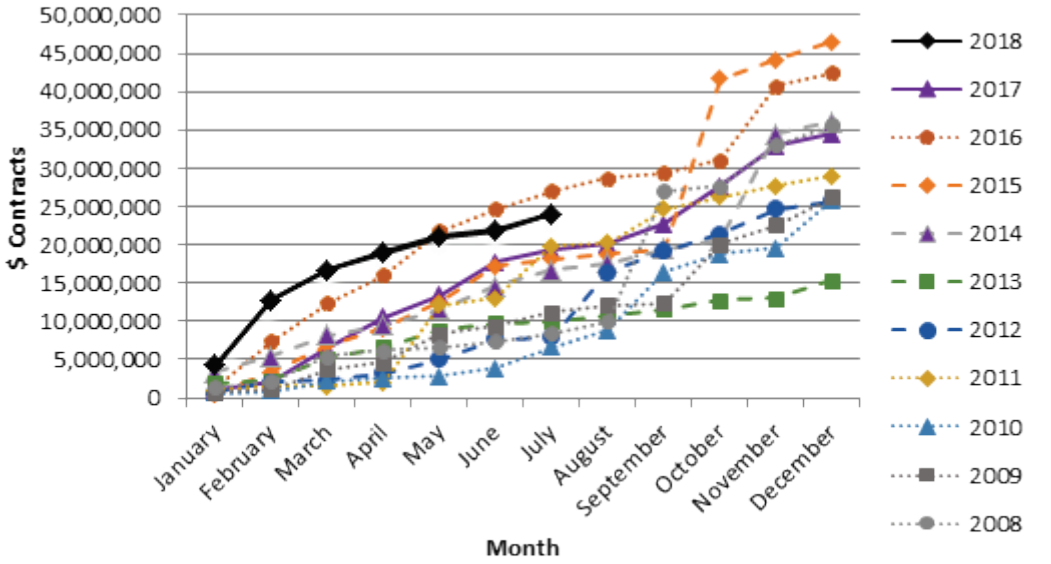
This year the previously named Tech Jumpstart Competition was rebranded Innovation Jumpstart to reflect that innovation is wider than'tech'. Promoted as a non-threatening, safe environment for staff to get their idea in front of people who can help, the benefits of being part of the UC Innovation Community were shared via Intercom, blogs and advertising throughout UC. The competition for five prizes of $20,000 each ended 10 August, and will culminate in the awards night on 4 October.

A series of workshops to support Innovation Jumpstart were held in late July and early August:

- Incubator Astrolab CEO, Brett Oliver presentation
- Intellectual Property seminar by Michael Brown, Principal at AJ Park
- Models for Commercialisation, Adrian Busch R&I Technology Manager

Interest in the workshops and applications for the competition was steady.

R&I was managing 396 research contracts, worth a total of $144.6 million. In 2018 to date, 139 contracts worth a total of $24m were executed, and 30 contracts worth at least $12.5m were pending (i.e. in the process of being executed). UC holds 74 National Science Challenges contracts worth $23.8m and 59 CoRE contracts worth $32m (with 2 NSC/CoRE contracts pending, worth $85,000).



4.1.3 Research Development

UC is involved with other New Zealand research entities developing research strategy and subsequent funding following the 2018 budget announcement of $57m over four years in "data science" and "future food science". This funding initiative is particularly targeted for New Zealand researchers to collaborate with Singapore in a new bilateral 'Enhanced Partnership'.

Similarly, UC was actively involved with MBIE and other research groups developing a New Zealand space strategy which will potentially lead to new MBIE funding from 2019. UC intends to participate in a New Zealand delegation (including UC, University of Auckland, Centre for Space and Science Technology in Southland, and MBIE) to the International Astronautical Congress in October in Germany. It will be an opportunity to build international relationships and be at the "first table" in developing New Zealand's space strategy.

4.1.4 Research Infrastructure

UC contributed to an MBIE-run national survey of Scientific Collections and Databases Review. MBIE invests significant funding to support designated collections and databases, but this had not been reviewed for at least a decade. UC identified over 15 collections and databases, none of which were financially supported by MBIE, ranging from herbariums, English and Māori language corpora, a national vegetation survey database, and Christchurch quake story collection.

UC contributed to the MBIE review of internet connectivity for research in New Zealand, which was running in parallel with REANNZ's review of its product bundling and pricing model.

4.1.5 Postgraduate Research

Student numbers

- In July, doctoral students totalled 1,014.
- There were 811 Masters' students doing their theses.
- 13 new doctoral students enrolled in July, bringing new enrolments to 130 for the year to date. At this rate we should have similar new enrolment numbers to last year.

- In July, 15 doctoral students submitted, bringing the total to 96 for the year to date and 9 successfully completed their theses examination bringing the total to 80 this year. A further 20 Masters' thesis students were examined bringing the total to 147. No students failed.
- Doctoral new enrolments continue to exceed submissions.

Other activities

- Doctoral Information Workshop was held for on 6 August.
- UC Doctoral Scholarship round was finalised. A report would be available soon.
- Postgraduate Expo Information Evening on 8 August in Canterbury Employers' Chamber of Commerce
- UC Thesis-In-Three Finals were held on Tuesday 14 August with the winner of the PhD section going to the Australian competition, and the Master's winner representing UC at the national competition in Christchurch on 20 August.
- Deans Postgraduate Research from NZ Universities held their annual meeting with University Scholarships staff and Postgraduate Office staff hosted by UC, 23-24 August.
- The NZ Universities Masters 3MT (Thesis-In-Three) Competition was held in the John Britten building on 23 August.

4.1.6 Erskine Programme and Ethics

The Erskine Programme held a morning tea for 30 visiting Fellows and their families on 25 July. The event, which was attended by over 100 people, was an opportunity to formally welcome Semester Two visitors to UC. The popular event also provided an opportunity for Fellows from different disciplines to meet and connect.

A further 29 Fellows accepted the offer of a visiting Canterbury, Oxford or Erskine Fellowship for 2019 and another 14 offers were made. This was roughly half the offers we expected to make for 2019; those schools and departments who have yet to make offers were asked to submit nominations to the Erskine Programme Office, especially for Semester One 2019 visits, as soon as possible..

4.1.7 Timetabling

After extensive data collection, the Timetabling unit started producing the 2019 timetable. There were unexpected difficulties this year with timeliness of updates in the Student Management System. At this stage, the draft timetable will be available for review on 10 September, however this date may yet change as we try to absorb delays which occurred during data collection.

5. Te Tari o te Amokapua Māori

Dr Darryn Russell was involved in the Kia Tōpū programme from July onwards. The Kia Tōpū programme is the University of Canterbury's bold vision for an increased focus on research and teaching relevant to the future of food – with the ultimate goal of increasing the University's contribution to feeding people in a sustainable way. Dr Russell continues in his role as te Amokapua Māori as well as contributing to Kia Tōpū.

6. Kaiārahi

The Kaiārahi continued to facilitate embedding BICC in course content and programmes of study. The Kaiārahi worked on many CUAP documents and provided commentary to academic colleagues to ensure the kaupapa were present and developed throughout courses and study programmes. Later this year, a review of roles and responsibilities will be considered, noting increased work for Kaiārahi and the level of demand from colleagues and staff.

Te Ohu Reo continued to receive many requests, including for material to be used in 2019 and 2020 (remember to allow some lead-in time for requests). Many bilingual course headings were created and put in use by colleges. Requests for further course headings are welcome.

7. Tangata Tū, Tangata Ora and other staff professional development programmes

Tangata Tū, Tangata Ora continued to be popular as did Te Reo in the Workplace. The Tangata Tū, Tangata Ora programme held in August 2018 was run as half-day sessions over four days. This timing was designed to provide an opportunity for part-time staff or those unable to attend full-day programme. This also allowed greater opportunity for personal reflection between sessions. When the evaluation of Tangata Tū, Tangata Ora takes place later in 2018, consideration will be given to holding the course over four days, with sessions from 9am to 1pm. Colleges and Service Units ware asked to make contact about tailored courses for 2019. Tangata Tū, Tangata Ora will be offered for two more dates, in September and November.

8. Te Ratonga Ākonga Māori - Māori Student Development Team (MDT)

The academic review process continued to involve MDT student advisors, who were busy providing support and development opportunities for ākonga Māori. A noho marae was held for a smaller group of tuākana at Ngāti Moki Marae, Taumutu. This took place partly due to feedback from senior students and partly to consider, monitor and gauge the impact of positive changes created through this noho. Evaluation results will be analysed and assist in developing the Māori Student Development Team operational plan for 2019.

Te Wiki o te reo Māori will be celebrated nationwide the week of 10-14 September. A programme of events is being created through a collaboration between Aotahi School of Māori and Indigenous Studies, UC Libraries, Te Akatoki Māori Students' Association and Office of the Assistant Vice-Chancellor Māori. The programme will be widely shared throughout UC soon.

9. Māori Recruitment and Outreach

After attending He Pouwhenua, He Puapua, (the National Secondary Schools Kapa Haka competition 2018), the team were considering bringing a UC presence to similar events, such as Te Waipounamu kapa haka finals and finals for Ngā Manu Kōrero. These events would be an excellent opportunity to promote UC to a Māori audience, including high school students, their whānau, teachers, and careers advisors.

A strong message received at He Pouwhenua, He Puapua was the lack of awareness of the University: its existence, location, whether UC has any Māori students or services for Māori students. There was also a lack of awareness of Christchurch; many ākonga located Christchurch at Bluff or co-located Christchurch with Kaikōura. Those that knew about Christchurch only knew about the earthquakes. The team will consider options for building brand awareness and collaborate with Liaison and other SSAC colleagues once the analysis is completed. We also intend to evaluate other events for their potential to connect with high school students and build the UC brand with ākonga Māori, whānau and community.

10. CONNECT

Engagement Data	
Intercom *Themes evaluated:* Academic/Research Diversity Events Funding Governance/VC/SMT Health, fitness and wellbeing Notices Postgraduate Staff achievement/story Student achievement/story Student support/services Staff support/services (excl L&PD) Sustainability Learning and Professional Development Tech Tip UC News/Announcements Campus Transformation	Open rate 41.98 average % (International benchmark = 21.8%) *Themes measured*: the top 10 viewed blogs had these themes • Staff/Alumni achievement (3) • Notices (2) • Campus Transformation • Learning and Professional Development (2) • UC News/Announcements • Events
Insider's Guide (student newsletter) *Themes evaluated:* Competitions / Challenges Events Health and fitness Notices Postgraduate Priority learners Student achievement/story Scholarships / exchanges / careers Staff achievement/story Sustainability UCSA and Clubs UC News/Announcements Wellbeing and student support	Open rate average 51.04% (International benchmark = 21.8%) *Themes measured*: the top 10 viewed blogs had these themes • Wellbeing and student support (7) • Student achievement • Notices • Sustainability
Twitter	(Measured against all New Zealand Universities and Ara) Second for engagement/fan ratio First for Follower Growth rate Total followers: 6515 (134 new followers in July). Same time last year: 5270 followers.
Stakeholder Newsletter	1155 Recipients Open rate 40.6% industry average 16.9% (List ave: 42.6%) Click rate 8.5% industry average 2.2% (List ave: 5.8%)

10.1 Communications

An initial update of Co-curricular Record materials was completed and the brand refresh project moved into the next phase, which included the developing student case studies and updating photography.

Work on an education campaign to increase awareness of cyber security and promote best practice to UC students and staff was under way in collaboration with Learning Resources. Design work started and the first messages were visible in UC channels in August.

A student story was published in staff and student channels as part of the Think first cycle safety campaign. Web statistics showed the article had a high number of views on the student blog.

Work on the UC Phone App continued. A student survey to inform functionality received 800 responses. The report was due to be completed in time for a meeting with the developer at the end of August.

10.2 External Relations

10.2.1 Media

July media coverage of UC-related topics was again overwhelmingly positive. In July, media queries received included parking, plagiarism, UC's REANNZ contract, Russell McVeagh, and the lunar eclipse. Other media coverage of UC-related topics or experts included the Canterbury Roll, Mars Bioimaging, quake lessons for preventing teacher burnout, and the Youth Leadership Summit between the SVA and 28 students from Florida's Marjory Stoneman-Douglas High School.

An analysis of coverage delivered in the 30 days of 1-31 July (Broadcast, Internet, and Print) found 846 items (544 items in the same period last year). This coverage reached a cumulative audience of 14,971,092 and had an advertising space rate of $2,216,757.

10.2.2 External Engagement

Two UC Connect public lectures for July – about the Canterbury Roll (History, Digital Arts) and discovering new particles (Physics, Erskine Fellow) – were well attended. Videos of these UC Connect public lectures are available to view on the UC Connect YouTube channel.

10.2.3 Stakeholder Relations

We worked with MFAT, Education New Zealand and the SVA on the Florida students' visit for the Youth Leadership Summit and coordinated with Police, UCSA, CDHB and other agencies on Good One Party Register. The 13 August UC Community Meeting went well with over 30 attending, and the next UC Community Meeting is scheduled for 10 October.

10.3 Canterbury University Press

Printing of *Bonsai: Best small stories from Aotearoa New Zealand* edited by Michelle Elvy, Frankie McMillan and James Norcliffe was completed and CUP received advance copies. *Never, Ever Give Up? A memoir* by John Hellemans, was signed off for printing. Pre-press work continued on books for the 2018 and 2019 lists.

Three CUP titles were finalists in the 2018 PANZ Book Design Awards: *New China Eyewitness: Roger Duff, Rewi Alley and the art of museum diplomacy* (designer Aaron Beehre), *The Long Dream of Waking* (designer Alice Bonifant) and *Blood Ties* (designers Aaron Beehre and Gemma Banks). *New China Eyewitness* enjoyed great success, winning Best Book, Best Illustrated Non-

fiction, Best Cover and People's Choice. Aaron Beehre is a senior lecturer at UC's School of Fine Arts. The content for *New China Eyewitness,* edited by James Beattie and Richard Bullen (UC Art History and Theory), was derived from the authors' Marsden-funded research.

Invitations were issued for Catherine Knight's Q&A event on 14 August at the University Bookshop (UBS), hosted by UC lecturer Dr Ann Brower. Author Catherine Knight's opinion piece 'New Zealand is Giving Environmentalists a Reason to Be Hopeful' was published for an international readership by the *History News Network* at https://historynewsnetwork.org/article/169390

CUP authors and books featured in the launch of the WORD Christchurch festival programme: John Hellemans, author of *Never, Ever Give Up?* conversed with Nathan Fa'avae, and the editors of *Bonsai* featured in a panel discussion, the launch of the book and a flash fiction workshop. The launch of *Never, Ever Give Up?* by John Hellemans was held at UBS on 21 August.

Several *Bonsai* contributors participated with CUP in a project called 'Stories on the Go' by The Commuting Book, an organisation that aims to promote reading, especially of New Zealand literature. Passengers on buses running between the airport and the central city – a route that carries more than 200,000 passengers a year – were able to access stories from *Bonsai* as they travel.

10.4 Events and Partnerships

The Events and Partnerships team was working on 20 events and activities including reviews from events held in Q2 and the start of Q3. Upcoming events included: Ekea! Year 10 Pathways for Māori, the Christchurch Women in Leadership breakfast, UC Connect public lecture series, the UC Championship and UC Cup finals, an exhibit at the Canterbury A&P Show, Chancellor's Dinner, and UC Bound.

There was a 17% increase in attendance at Ekea! Year 12 Pathways for Māori, with 83 taiohi Māori attending compared to 71 in 2017. Ekea enables Year 12 Māori students to explore UC and discover how their subjects at school can align with a UC qualification. Students came from the Canterbury region and many mentioned in the post-event survey that they were surprised how many opportunities were available to them at UC.

A Postgraduate Info Evening was held at the Canterbury Employers' Chamber of Commerce in early August. This event targeted people seeking professional development, career advancement or career change. 109 people registered and 58 of those attended. To recruit current students into postgrad study a separate event was held on campus in the same week. The Postgraduate Options Week featured a number of sessions about study options in each of the Colleges. Attendance at sessions has been variable.

11. Alumni and UC Foundation

	Income	Distribution
2018 Target	$10.5m	$6.5m
2018 Year to Date	$4.3m	$3.4m

	Donors	Gifts
2018 Year to Date	554	910

11.1 Alumni and Foundation

11.1.1 UCFA (US)

US$275,000 of donations received in the US in July would be transferred to New Zealand soon. The Vice-Chancellor will visit the US West Coast in September to meet alumni and support fundraising efforts. He will also visit Washington University, which has an exchange agreement with UC.

11.1.2 UK Trust

UC staff will again visit the United Kingdom in October, and potential UCE supporters were being cultivated by a UK Fundraiser and former Entrepreneur in Residence.

11.1.3 UCF

The Annual Appeal received 102 donations totalling $26,000 to date, an outbound calling campaign for September was recruiting student callers. The Malaysian/Singapore alumni trip generated $295,000 of donations ($75,000 for UCSA, $220 for the Oh Family Scholarship) in addition to the $1m pledges to support the new Research Endowment being established and launched later in the year. The College of Arts and College of Education, Health and Human Development fundraising workshops were completed.

11.1.4 Stewardship

In July, meetings with College Finance Managers to review funds, draw-down expectations for the remainder of 2018, planning for 2019 budgets and the new posting code 5015 for Research Funding were completed. Twelve scholarships were reviewed as part of Student First project.

11.1.5 Alumni

Malaysian/Singapore alumni events were the best attended yet. Over 200 alumni attended four events, with the high engagement level reflected in the donations received. The UC-Next alumni campaign will be in market in September although alumni were already sharing their profiles. *Chronicle* was distributed to UC alumni and friends. The Parents as Career Educators and Postgraduate Workshops were promoted to alumni. Preparations for a Mt John Alumni trip in September were under way.

12. ENABLERS

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

12.1 Infrastructure

Full details of works are contained in the Appendix.

Business change associated with the Student First Programme took longer than expected with some slippage of work planned to be completed in 2018 moving into 2019. Changes so far have significantly enhanced the experience of prospective students, leading to faster and easier enrolment, especially for international students.

As part of the development of a Health and Wellbeing Precinct –including the Health Centre, UCSA Building and proposed future site of the Recreation Centre – investment in access and transport would be needed to ensure the safe flow of students from Homestead Lane, through the precinct to the heart of campus. That means river crossing and parking needed to be integrated with student movements. Additional wells to support heat exchange technology to service the recreation centre would also require investment.

Council was due to consider a strategy to further reduce the University's carbon emissions. Consideration would be given to progressively move from coal to alternative renewable bio-mass sources of energy to drive space heating across campus and to supplement the central boiler system with groundwater and air-based heat exchange technology. The transition will require investment of tens of millions of dollars and would be gradually introduced as old technologies reached the end of their useful life and new buildings required new services.

Traffic realignment around the Warehouse/K1 Lecture Theatre and parking off Kirkwood Avenue to better manage vehicle/pedestrian interactions was due to commence.

Decommissioning of the compost heap, storage facilities and potting sheds to release half the groundskeepers' yard on Homestead Lane for a proposed hall of residence was being planned.

Work on decommissioning the temporary units on Montana Avenue, formerly home to the Communication Disorders department, was due to commence. Communication Disorders would be relocated to the Psychology Building.

12.2 High Country Leases

No updates to report.

12.3 Staff Matters

12.3.1 HR

Universities New Zealand (UNZ) received a letter from the Minister of Education dated 9 August 2018 highlighting that while 49% of academic staff are women, that "women are under-represented in senior academic roles at Universities with only 26% of professors and deans and 36% of associate professors and heads of departments being women". The Minister said that "I find the current gender gap in senior academic roles at universities very troubling" and asked what actions universities are taking, or planning to take, to close the gender gap in senior academic leadership roles. Executive Director of HR Paul O'Flaherty will prepare a draft response and consider further actions to address unintended bias or barriers to the preparation and promotion of staff, especially women, within the university. UNZ will respond on behalf of all universities but UC will continue to address this matter in respect to our own staff – both academic and general.

Work continued to develop a single IT platform to support one university-wide academic workload model. Defining what constitutes a teaching or teaching-related activity and a standard way of capturing and reporting data were part of the development. Standardisation, consistency and transparency all contributed to a sense of fairness in the allocation of resources but came at the price of reduced flexibility and customisation.

The CUP and bridging and pathway programme responsibilities and staff joined the portfolio of responsibilities under the AVC Academic, and the Health Centre came within the portfolio of the Executive Director of Student Services and Communications.

The UC Club license to occupy the Ilam Homestead was extended for a further four years. The Club raised concerns about late cancellations and no-show bookings and asked for a tighter definition of what constituted a university booking for the purposes of prioritisation and pricing. It was agreed that there would be a charge for late cancellations and no-shows. When booking the Ilam Homestead it will be necessary to advise the Club in a timely manner if the booking is no longer required.

12.3.2 Health, Safety and Wellbeing

The policy relating to Animals on campus and in campus buildings has come into effect. In line with the policy there were about ten staff requests to bring animals into buildings on a regular basis. The policy which allows animals on campus if restrained but bans animals from being in university buildings except in limited circumstances, was implemented after several complaints from staff and students who were allergic to or had phobias about animals, particularly dogs. Few requests met policy criteria for granting permission to have animals in UC buildings. A case could be made for a longer transition period for those staff who requested permission but did not meet the required criteria for an exception to the ban.

13. Financial Outcomes: (Management Accounts to 31 July 2018)

July 2018	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	217,062	208,551	*8,511*	358,865	376,410	*17,545*
Total Operating Expenditure	217,404	215,941	*(1,463)*	366,752	371,400	*(4,648)*
Net Surplus/(Deficit)	**(342)**	**(7,390)**	***7,048***	**(7,887)**	**5,010**	***12,897***
Net Surplus/(Deficit) as a % of Total Operating Income	-0.2%	(3.5%)		(2.2%)	1.3%	
Capital Expenditure	**37,720**	**84,896**	***47,176***	**129,576**	**89,576**	***40,000***
Cash/ Short Term Investments/ Short Term Government Stock	**294,644**	**234,998**	***59,646***	**165,286**	**233,143**	***67,857***
Working Capital	**191,531**	**122,945**	***68,586***	**55,730**	**119,163**	***63,433***

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

Actual Total Operating Income is favourable to budget as at July 2018. This is due mainly to favourable variances to budget in research income excluding PBRF, sundry income, tuition fees, and interest income. This has been partially offset with unfavourable variances in other Government grants. Actual Total Operating Expenditure is unfavourable to budget. This unfavourable variance relates to total personnel expenses and total operating expenses. These unfavourable variances have been partially offset with favourable variances in depreciation.

We had been budgeting for an operating **deficit** as at the end of July 2018 of ($7.390) million, but have returned an operating **deficit** of ($0.342) million. This is a favourable variance to budget of $7.048 million.

Capital expenditure is $47.176 million below budget. $14.301 million of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of $41.091 million. The remaining capital spend (excluding UC Futures), against budget, is favourable by $20.386 million. Significant amounts are subject to 'Final Account' discussions with contractors.

13.1 Cash Flow

The July 2018 cash position of $294.644 million is higher than budget by $59.646 million due largely to higher than expected balances at 31 December 2017, lower operating spend, and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for all mainstream projects.

TEC, who must approve all borrowing under the Education Act 1989, have 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. The University's achievement for 2017 was within the ranges set.

13.2 Working Capital

Working capital[1] of $191.531 million at 31 July 2018 is $68.586 million more than budget, mostly due to the higher cash balance explained above.

Other

The Minister of Education, Chris Hipkins, confirmed the expected 2% increase in the course fee maxima for 2019.

14. COLLEGE SUMMARIES

14.1 College of Arts (Te Rāngai Toi Tangata)

We continued revising the College strategic plan, following an initial planning day with a session involving Heads of Departments identifying a few potentially transformative projects which should be our main focus over the next three years. Discussion fell under eight broad areas: 1. UC Arts Special (Distinctive) Qualities; 2. Research, 3. Teaching; 4. Connection to Community; 5. The relationship between Arts and STEM (SteAm); 6. Kotahitanga (Collegiality); 7. Valuing/Promoting Arts, and 8. Financial Security. The 2019 Operational Plan is due at the end of September, and we aim to complete a draft of the Strategic Plan at the same time. Connected with this, the BA review group has reconvened, and will begin workshopping a number of the ideas developed so far.

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

With the PBRF submission process complete, we have summary figures around submissions from the College, and can make comparisons between the 2012 actual outcomes, and our stocktake predictions for 2018. In the 2012 round we submitted portfolios representing 149.65 academic FTEs. In the 2018 round this has fallen to 98.68 FTEs, a chastening reminder of how much our staffing numbers reduced, post-earthquakes. This is likely to result in lower PBRF income for the College over the next six years, though this is difficult to assess until we know actual results and the size of the fund. In all other respects, however, the comparison is positive. In 2012, 12.3% of submittable portfolios were rated as research inactive. In 2018, we estimate that none of our submissions will be rated R, and we made submissions for all our eligible staff. In 2012, 48.4% of submissions were rated in the A or B categories. In 2018 we are estimating the proportion to be 56.6%. 39.4% of our submissions were in the C category (including CNE) in 2012 compared to 42.8% forecast in 2018.

Our Arts Careers series continues with presentations from industry representatives in: Media and Communications; Art and Galleries; Entrepreneurship; Government, Police and NGOs. These sessions will run between 11 - 24 September. For more examples of the College's wide range of scholarly and cultural activities please see our regular newsletter, *Arts Update*, available at the following link: http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/ .

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

New Head of UC Law School:

After making a significant contribution to the School and College over the past two-and-a-half years, Professor Karen Scott stood down on 1 August as Head of the Law School in order to fulfil her role as Deputy Chair of the PBRF Law Panel. Professor Neil Boister replaced her as Head of the UC Law School and a member of the College Executive team.

Industry and Community Engagement:

- On 25 July, UC Centre for Entrepreneurship (UCE) hosted the Institute of Directors for a student workshop.

- On 9 August, the Business School hosted a meeting of the Christchurch IoD. Over 50 members attended a presentation by Associate Professor Ekant Veer on organisational failure. His key message was that CEOs and Board members need to recognise that organisational failure is part of a learning process and as such, essential to building a successful, growth culture. His presentation was followed by a panel discussion.

- On 16 August, Justice Sir Mark O'Regan delivered the UC Law School's 2018 Supreme Court Lecture, on the Treaty settlements process.

- On 4-5 August, UCE's Marketing Smackdown took place in collaboration with NZ Marketing Association and ChristchurchNZ. Five teams of students competed for cash prizes, tickets to Marketing Association events and a 'Day at the Office' with Strategy Creative. The Challenge was attracting more people to Christchurch.

14.3 College of Engineering (Te Rāngai Pūkaha)

A highlight this month was a visit by the Ngai Tahu Education Manager, Hana O'Regan, and an opportunity to grow the relationship with the College. The PVC invited her to experience what and how we teach across a range of disciplines.

Interest was extremely high in the new residential week in 2019 for female school students, with more students interested than there were places.

A delegation from Henan Polytechnic University in China met Professors Shusheng Pang, Peter Gostomski, Neville Watson, Alex Yip and the Dean International to discuss collaborative education and research. The delegation had strong interests in Chemical/Mechanical and Power engineering, especially renewable energy. A Letter of Intent was signed that would enable student mobility, including study abroad and short course exchange cooperation; and visits by university staff for professional development and other purposes.

Recruitment is under way for the new cohort of ENG ME! Student mentors for 2019, and mentor leaders. This is to ensure the sustainability of the student-led peer-mentoring scheme for all 1,000 Intermediate students, which was successful in its inaugural year this year. Departments and schools were setting up diversity, equity and inclusion change teams. These will build on the foundation laid with Engineering Intermediate this year. The teams will design their own initiatives for use in Semester One 2019.

Work continued in the College on mental health and wellbeing in the workplace, with the aim of providing more information and resources for staff and raising awareness. This work will be a joint pilot scheme rolled out in Engineering and Science initially.

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

Through the leadership of our Kaiārahi Pasifika, Tufulasi Taleni, we had another successful cultural experience for 15 students and 5 staff in Samoa. The focus was to build knowledge and understanding of Pasifika contexts through exposure to culture, language and traditions of fa'a-Samoa (Samoan ways). Throughout the week, students and staff had many opportunities to learn, including preparing a traditional feast, attending church, having fun and sharing a laugh with the kids and adults in the community, and visiting a local school. Acting PVC Professor Letitia Fickel visited the Dean of Education Dr Fagu'ele Suaali'i and other colleagues at the National University of Samoa, to explore continued collaboration.

This month, the College Executive focused on internationalisation, and shifting attention from a focus on international student recruitment. Focusing on the strategic value of internationalisation, we outlined operational outcomes around alignment with the Global Awareness pillar of the graduate profile via curriculum, expanded international experiences for staff and students, and fostering an inclusive teaching-learning climate for both international and domestic students. We also took the decision to establish the position of Assistant Dean International.

Manawa (Health Precinct) is starting to come to life with CDHB and Ara slowly shifting their staff in. Staff relocated and some teaching had taken place. The College will host the monthly all-staff morning tea there in September. We ensured UC's visibility in this new space via a joint media release with Ara, an article on the first students to be taught in Manawa for our website and social media communication.

The College e-newsletter went out during early July to more than 1000. It contained numerous articles, promoted events and provided information on postgraduate course options. This communication strategy has proved very effective, as our e-newsletters continue to receive an open-rate of approximately 70%.

14.5 College of Science (Te Rāngai Pūtaiao)

Work continued on a new undergraduate degree, Bachelor of Science, Research and Innovation, to be delivered jointly with Lincoln University. The proposed new degree will become part of the Kia Tōpū portfolio of new programmes, and includes a major in Food Sustainability, as well as in Climate Change and Urban Sustainability. It is different to a BSc degree in a range of ways, and there have been two rounds of market research to inform the development of the new degree, to clarify the market, and the difference between the BSc market and the new degree's market. The intention is to submit the proposal to CUAP Round 1 2019, for delivery in 2020. Lincoln University, with which we have worked closely on the proposal, is further ahead in its internal approvals and await UC's processes.

The new first year undergraduate BSc core course – the first compulsory course for all BSc students – began well. SCIE101 Pūtaiao, te Pū o Tūku ao *Science Society and Me* is an interdisciplinary course which draws on multiple epistemologies, including bicultural approaches to knowledge. There were 589 students enrolled in its first delivery, so as well as the intellectual challenge of navigating multi-party interdisciplinary course design, it was a logistical challenge to deliver. There was a buzz around the new course, and we look forward to receiving the formal student feedback later this year.

Research progressed well, and we continued to secure more external funding than ever before to support it. Even at this late stage in the year, we continued to secure new research revenue, and revised our EOY forecasts of external research income upwards.

15. Conclusion:

Professor Letitia Fickel stepped down as Acting PVC of the College of Education, Health and Human Development after serving ably for eight months while Professor Gail Gillon was on sabbatical supporting the development of the Child Wellbeing Institute and the rebid of the National Science Challenge 'A Better Start'. Professor Fickel's leadership sustained momentum and focus within the College while facing the uncertainty and delays arising from the late delivery of the Rehua building.

With fewer than six months remaining in the VC role, I've been asked by staff what I want to achieve before leaving. Top of the list is setting UC up for a solid growth in enrolments in 2019, receiving the $50m Crown capital contribution under the UC Futures Programme, closing out the contracts with Hawkins (CETF) and Fletchers (Ernest Rutherford), occupying Rehua, and obtaining Council approval for the Kia Tōpū initiative, the new Hall of Residence, the new Recreation Centre, and the 2019 budget showing a surplus from business as usual revenue relative to business as usual costs.

I would like UC to sign a new Memorandum of Understanding with Ngai Tahu/Ngai Tuahuriri and achieve a mutually agreed outcome from discussions with Lincoln University. I would like the momentum behind the delivery of the Graduate Profile and the Culture Change Programme to be sustained and I would like the delivery of Beatrice Tinsley, UCSA and Locke and Logie building works to be on programme and within approved budgets.

Finally, I would like all staff and students to look forward to 2019 with confidence, excitement and readiness to embrace new opportunities, especially in how and what we teach and research, giving life to our mission to be known as a university where research, teaching and learning take place in ways that are inspirational and innovative.

16. Appendix 1: Building Update

Overall

- **RRSIC1** was awarded Practical Completion on 26 July so UC can complete the necessary outstanding works to prepare moving the remaining research groups into the building.
- **CETF** outstanding works and defect rectification was progressively being delivered by the UC Project Team after the Hawkins contract was terminated.
- **Rehua** approaches completion but Hawkins were continuing to experience programme slippage with the UC Project and Consultant Teams providing as much support as possible to assist in coordination and mitigation strategies to protect occupation date of the building.
- **UCSA Building** experienced some challenges to programme and is due for completion in May 2019.
- Work continued safely on all sites with again no major injuries reported for the last period.

Campus Construction Safety Group

The membership of the Campus Contractor Forum continued to evolve as the Capital Works projects profile changed in number and scale. Generally all site teams continued to demonstrate good H&S practice and responded well to UC's internal and independent H&S Auditing practices. A new initiative was embraced by the Contractor Round Table Forum where contractors and UC staff committed to collectively undertake one H&S construction site review before each Forum meeting on a rotation basis. The group then debriefed with their observations at the Forum meeting. This included site visits to the Rehua and Beatrice Tinsley (RRSIC2) sites.

The Campus Construction Safety Group continued to focus the UC team and contractors on the additional operational campus safety risks.

Current Building Status – Key Progress this Month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1 – Ernest Rutherford Building

As at 26 July, the Engineer to the Contract granted Practical Completion (PC) for Ernest Rutherford. Fletcher continued to work on site undertaking defect rectification and finishing incomplete works. It was expected that the majority of these activities will be completed by the end of the semester 2 break. A work schedule for any remaining outstanding works was requested from Fletcher to be undertaken after the end of the academic year.

Establishment of research continued to be phased into the building, with focus on design of the Cryogenics and the PC2 spaces on level 4 and 5 being fit for purpose.

RRSIC Stage 2 – Beatrice Tinsley Building

An extension of time claim (EOT) was received and the Engineer awarded an extension of time with a revised completion date of 16 May 2019.
The last timber frame was due for erection by mid-August and testing of the façade scheduled for mid-August. The installation of floors and roof were about 50% completed.

Canterbury Engineering the Future (CETF)

Final Account was lodged on 12 March 2018. Agreement on Final Account was expected to continue into August with negotiations with the Receiver progressing towards resolution. UC would progress the completion of the project directly with sub-contractors. The main focus over August was continuing to implement this work in consultation with the College to minimise disruption and to target their operational priorities.

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

Sub-contractor resource levels at the end July were averaging 100 on-site workers per day and reducing as the fitout works were completed.

Despite submitted programmes from Hawkins suggesting earlier completion, it was anticipated that operational occupation via a Certificate of Public Use is likely by late October in preparation for teaching in mid-January 2019. A likely Practical Completion date is February/March 2019. This matter was escalated to Downer EDI senior management by the Vice-Chancellor.

The external facade remains a critical programme and quality risk. Façade defects remained constant at circa 380-400 despite scaffolding being removed on a number of elevations. Hawkins believed that this high number of defects was caused by a lag in updating the documentation.

Scope and quality of intumescent (fire retarding) paint finishes was a major issue, however ongoing inspections to verify the scope and quality of remaining areas, were being undertaken to inform further remedial work. While this additional inspection/remedial work added further pressure to delivery to support the UC teaching date of mid-January 2019, there was an increasing level of confidence the remaining outstanding works were now understood.

Fitout works proceeded across both top floor areas and were close to lockup stage to enable defect repairs to be managed. Ground floor and atrium works progressed well.

Other Buildings/ Projects

UCSA

The Theatre lower mezzanine slab was completed and the Theatre roof slab was partially completed. Waterproofing to the precast panels continued. Steel installation was under way and the roof framing was being installed.

Stormwater and civils works to the northwest swale were completed and connected to the river outlet. Next, these works will progress to the eastern and southern areas of the site.

The first delivery of the Innowood timber cladding arrived with installation due to begin. The railing system installation progressed on the eastern side of the Theatre and the western elevation.

Leighs had submitted a programme that gave Practical Completion at 29 May 2019. This programme incorporated the EOT, subsequent notices of delays and updated programming of the forward works through to completion. UC appointed independent programme reviewers, Woods Harris, to review the programme and resolve any outstanding issues.

Logie and Locke refurbishment

Building works consents secured agreed final amendments to the floor layouts which resulted in some additional design work for power and data cabling but this design work was largely complete.

Further work by the programming consultant and quantity surveyor was undertaken to finalise the construction programme and associated costs. The option to carry out the work in two phases, building by building – Logie followed by Locke – was reviewed by the project team and the College. Commitment to the preferred option was due by mid-August and the final design documents would then be tendered.

Connon Hall seismic strengthening

The design team was appointed to commence the detailed design for strengthening works to be undertaken in Connon Hall in the 2018/2019 summer break, subject to the Business Case being approved by Council in August. CLV confirmed that they will not be undertaking works in the building, and will be concentrating on the upgrade of Alpers and Ngata.

Warehouse Lecture Theatre and Sports Lab Project

Works to the K1 lecture theatre and sports facilities were completed. Occupation was completed, the Code Compliance Certificate received and the final account agreed. The final cost for the project was within budget.

Vacating Kirkwood and Dovedale Villages

All of the Kirkwood and Dovedale units were cleared and services disconnected. Hoardings erection commenced. The units were available for removal and would be removed progressively by Laing Contractors.

Garden Hall

The University signed a Letter of Intent with Southbase for the initial concept design of new accommodation required for 2021. A business case for this direct negotiation was submitted to August Council for approval. The intention is that a Pre-contract Agreement is entered into for a collaborative open-book design process with the Southbase-led design team, concluding with a Fixed Price Lump Sum offer to build the facility for consideration by Council in November 2018. Capital Works appointed a Project Manager and Quantity Surveyor to the project.

Communication Disorders relocation

Tenders for this project closed and the successful tender was within the approved budget. The contract was awarded to Dominion Constructors, which commenced building works. The contractor's programme aligned with the relocation of UC staff into refurbished accommodation after the end of the academic year and the need to remove the existing buildings on Montana Avenue in time to provide vacant possession to FENZ in accordance with the contract.

Projects in planning this month include:

- College of Business and Law growth/accommodation planning
- Recreation Centre business case
- Learning and Teaching Spaces planning for 2019
- Kaikoura Field Station business case
- College of Engineering growth including School of Product Design

16.1 Appendix 2: Upcoming Events Calendar

Date	Time	Venue	Event name	Key goal
Wednesday 12 September	7 - 8pm	C-Block	UC Connect - Law without lawyers: does legal education have a future? Prof John Hopkins	Engage
Wednesday 20 September	7 - 8pm	C-Block	UC Connect - New Zealand's Place in a Changing World	Engage
Wednesday 26 September	5.30pm -	Canterbury Club	Canterbury Club Speaker Series: David Round	Engage
Wednesday 10 October	5 - 6pm	Ernest Rutherford 140	Community Meeting	Engage
Thursday 18 October	7 - 8pm	C-Block	UC Connect - Black Flu: Why should we remember the 1918 influenza pandemic in New Zealand?	Engage
TBC Wednesday 24 October	5.30pm -	Canterbury Club	Canterbury Club Speaker Series: Mark Jermy	Engage
TBC Wednesday 30 October		Canterbury Club	Canterbury Club Speaker Series: Mark Jermy	Engage

16.2 Appendix 3: VC Activities

Past	
26 July 2018	• Spoke at Christchurch and Parkland Youth Leadership Summit
9 August 2018	• Attended Universities NZ Vice-Chancellor's Meetings
13 August 2018	• Hosted a Community Meeting
15 August 2018	• With Chancellor, co-hosted cocktail function for Sir John Hood
17 August 2018	• Chaired UNZ Committee of International Programmes meeting
22 August 2018	• Hosted stakeholder engagement dinner with Professor Ian Wright in Wellington regarding our Kia Topu initiative
Future	
30 August 2018	• Speaking at NZ Women In Leadership in Wellington
12 September 2018	• Attending Advisory Board to the Office of the AVC Māori and NTRC
14 September 2018	• Meeting with Minister Woods and Professor Ian Wright
18 September – 22 September 2018	• Travelling to the USA on UC business
25 September 2018	• Meeting with Guangdong University

16.3 Appendix 4: Enrolment Table

	Headcount						EFTS		EFTS						
	Applications to Enrol						Actual Enrolment		Full Year Enrolled						
	ATE Enrolment Week: 46 (11/08/2018)						Enrolments (11/08/2018)		Actual	Actual	Actual	Actual	Actual	Forecast (as at July)	Budget
	2013	2014	2015	2016	2017	2018	2017	2018	2013	2014	2015	2016	2017	2018	2018
Domestic 1st Year	3,935	4,209	4,248	4,940	5,258	5,460	3,201	3,589	2,886	2,922	2,974	3,254	3,262		
Returning	9,670	9,456	9,306	9,374	9,694	10,026	8,282	8,545	8,495	8,245	8,079	8,104	8,409		
Total	13,605	13,665	13,554	14,314	14,952	15,486	11,483	12,134	11,381	11,167	11,053	11,358	11,671	12,338	12,277
International 1st Year	1,457	1,966	2,414	3,323	3,334	3,925	711	878	304	336	445	607	744		
Returning	527	513	502	630	813	947	663	776	495	439	434	527	674		
Total	1,984	2,479	2,916	3,953	4,147	4,872	1,375	1,653	799	775	878	1,134	1,418	1,719	1,529
									-	-	-	-	-	-	
Total	**15,589**	**16,144**	**16,470**	**18,267**	**19,099**	**20,358**	**12,858**	**13,787**	**12,180**	**11,943**	**11,931**	**12,492**	**13,089**	**14,058**	**13,805**

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 Monday 20 August 2018

The Committee recommends:

1. CAPEX Report to 30 June

   That: Council note the CAPEX Quarterly Report to 30 June 2018.

2. UCTF Quarterly Report to 30 June 2018

   That: Council note the UCTF Quarterly Report to 30 June 2018.

3. Mickle Fund

   That: Council note the Mickle Fund Report.

Ms Catherine Drayton
Chair
Finance, Planning and Resources Committee

22 August 2018

Memorandum | Pukapuka

Financial Services | Te Ratonga Ahumoni
Office: 6th Floor, Matariki
Extension: 93454
Email: keith.longden@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Ki:	Council
CC:	Tārua:	-
From:	Nā:	Keith Longden
Date:	Rā:	21 August 2018
Subject:	Kaupapa:	30 June 2018 quarterly capital expenditure report
Purpose:	Aronga:	For information

I attach the Quarter 2, 30 June 2018 capital expenditure report.

The report shows continuing progress on many projects, but with underspend against the 2018 year to date capital budget of $43.4 million for UC Futures and other projects. Both RRSIC Stage 1 and CETF are in the 'final account' negotiation stages. A number of projects included in the 2018 budget have not progressed as quickly as anticipated during the 2018 budget cycle, resulting in the variance in actual to budget (year to date).

Rehua progress continues to cause concern however the knock-on effects with respect to College of Education, Health and Human Development and the College of Business and Law have now been mitigated. Positively, work on RRSIC stage 2 (Beatrice Tinsley) is underway, with completion planned in May 2019.

Recommendation:

For information.

Ngā mihi,

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

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Quarterly Capital Expenditure Report

FINANCIAL SERVICES

June 2018

Prepared by:	Chu May Chan and Project Managers
Prepared for:	Keith Longden
Date:	22 August 2018
Version:	1.0

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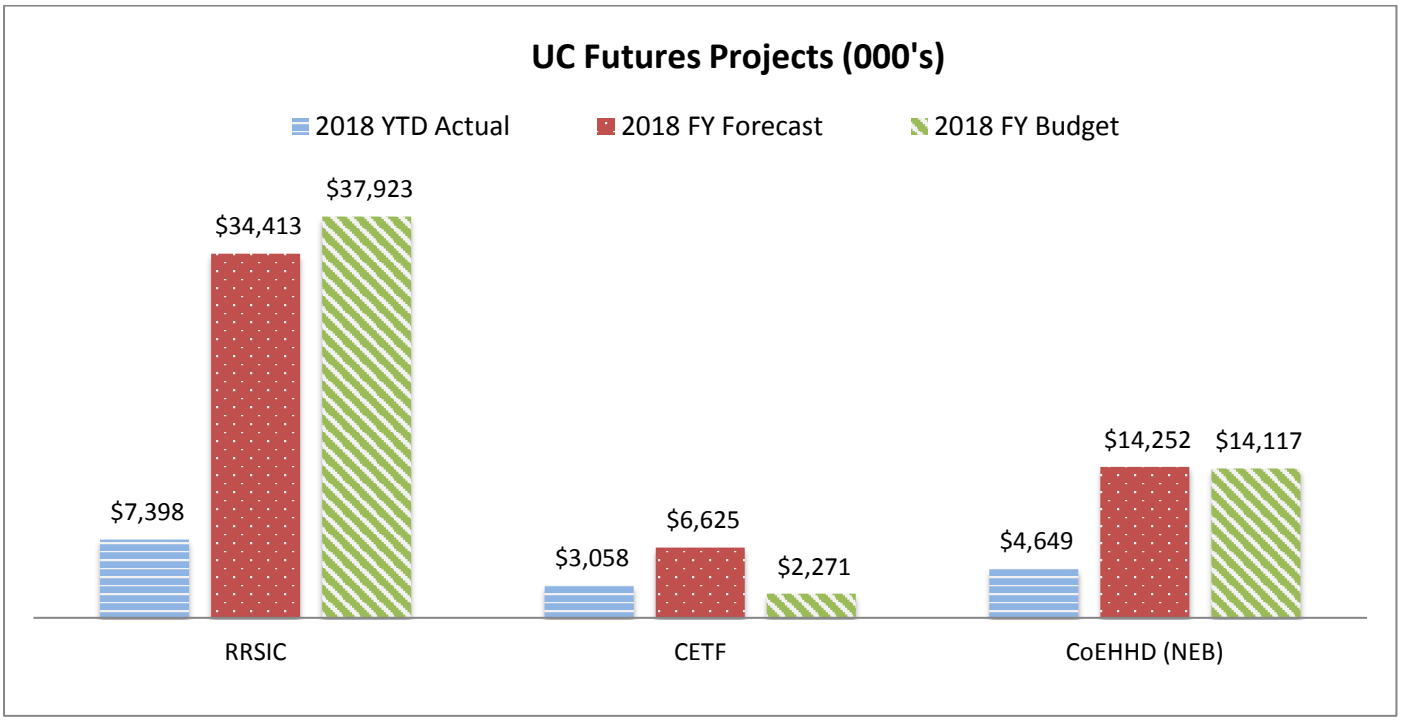
Executive Summary



Overall position – UC Capex

The reconciliation to the 30 June 2018 monthly report is as follows:

$ Capex	2018 YTD Capex Actual	2018 YTD Capex Budget	Variance A v B	2018 FY Capex Budget as per SMT Report
UC Futures	11,953,850	38,270,934	- 26,317,085	54,311,102
Other Projects	16,594,544	33,235,913	- 16,641,370	68,581,173
Colleges + Service Units	3,137,600	3,560,344	- 422,744	6,684,075
Total	**31,685,993**	**75,067,192**	**- 43,381,199**	**129,576,350**

** UC Futures includes RRSIC, CETF and Rehua*

Overall position – Capital Projects (excluding Colleges and Services Units)

	2018 YTD Total Project Actual a = b+c	2018 YTD Opex Actual b	2018 YTD Capex Actual c	2018 YTD Capex Budget d	2018 YTD Capex Variance e = d-c	2018 Budget f	Notes
UC Futures	15,105,276	3,151,426	11,953,850	38,270,934	26,317,085	54,311,102	1
Other Projects	18,638,553	2,044,009	16,594,544	33,235,913	16,641,370	68,581,173	2
Total	**33,743,829**	**5,195,435**	**28,548,393**	**71,506,848**	**42,958,454**	**122,892,275**	

	2018 Total Project Forecast A = B + C	2018 Opex Forecast B	2018 Capex Forecast C	2018 Budget D	2018 Variance E = D-C	Notes
UC Futures	55,291,398	337,250	54,954,148	54,311,102	- 643,046	3
Other projects	67,756,565	6,549,580	61,206,985	68,581,173	7,374,188	4
Total	**123,047,962**	**6,886,830**	**116,161,132**	**122,892,275**	**6,731,142**	

Notes:

1. At the end of Quarter 2, the three UC Futures Projects are $26.3M behind YTD budget. Average monthly spend for RRSIC was $1.31M compared to $4.3M budget, while average monthly spend for CETF was $0.5M compared to $0.8M. The average monthly spend for Rehua was $0.8M, compared to budget of $2.6M.
2. Quarter 2 spend on other projects have been $16.6M under budget. Some of the projects have not progressed as quickly as was anticipated during 2018 budget cycle. Specifically, programme delays have affected the UCSA Redevelopment, Arts Precinct – Locke & Logie and Co-location of Communication Disorders projects. The business case for the Recreation Centre is currently being developed, while spend other projects is planned to begin in the latter half of the year.
3. UC Futures projects have a forecast below budget. The RRSIC and CETF are in a difficult position to predict cash flows due to projects waiting for negotiations and final account settlements.
4. There are no major changes to other projects' forecasts for 2018 when compared to budget.
5. Based on 2018 spend to date, for financial reporting, the forecast has been reduced by $20M.
6. Minor capital sectors (ITS, Library, Engineering Services and Campus Services) are all confident in achieving annual capital spend budget.

Capital Projects – In flight (excluding UC Futures projects)

	Capital Projects $000's	YTD Capex	Project To Date	Forecast Total Project Cost	Approved project (excl contingency)	Variance	Contingency	Total approved project budget (incl cont.)
Top Projects								
1	Student First Programme	1,649	8,365	21,800	21,800	(0)	-	21,800
2	UCSA Building	3,962	10,046	28,599	27,945	(654)	400	28,345
3	Arts Precinct - Locke & Logie	223	830	6,150	7,195	1,045	343	7,538
4	Co-location of Communication Disorders	88	235	5,003	4,200	(803)	206	4,406
								-
Buildings and services								-
5	UC Wellness Precinct Infrastructure	1,309	3,261	3,856	3,437	(419)	435	3,872
6	Clearing the Villages	1,239	1,533	2,922	3,334	412	-	3,334
7	Te Papa Hauora (Health Precinct)	1,051	1,258	1,638	1,611	(27)	53	1,663
								-
Technology and Business								-
8	Identity Access Management (Stage 1 & 2)	311	740	3,850	4,435	585	636	5,070
9	Windows 10 and Office 2016 upgrade	120	226	780	950	170	-	950
	Total Open Projects	**9,952**	**26,495**	**74,599**	**74,907**	**308**	**2,072**	**76,979**

5 Year Forecast

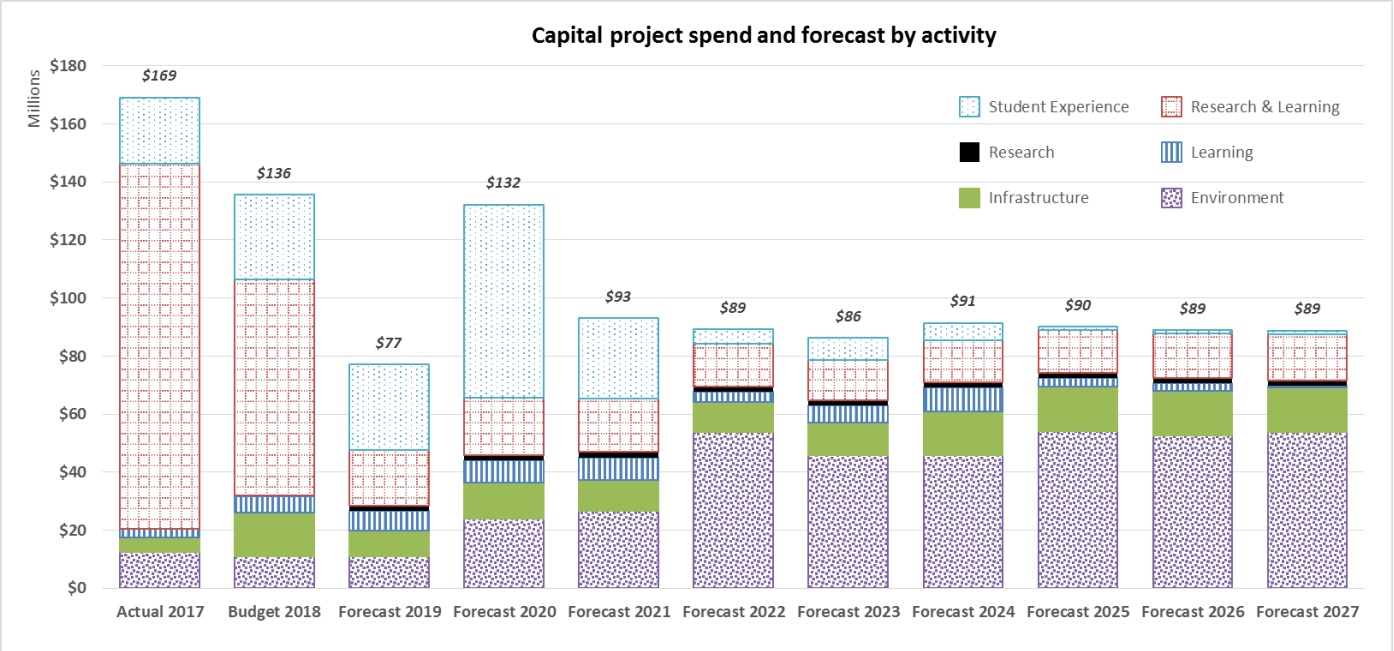
Capital Projects $000's		Total Project Forecast						
		Prior Years	2018	2019	2020	2021	2022	Total
Top Projects								
1	Student First Programme	5,556	5,863	6,139	4,243	-	-	21,800
2	UCSA Building	6,083	14,372	7,784	359	-	-	28,599
3	Arts Precinct - Locke & Logie	607	3,455	2,088	-	-	-	6,150
4	Co-location of Communication Disorders	53	4,248	702	-	-	-	5,003
Buildings and services								
5	UC Wellness Precinct Infrastructure	1,945	1,841	70	-	-	-	3,856
6	Clearing the Villages	71	2,851	-	-	-	-	2,922
7	Te Papa Hauora (Health Precinct)	244	1,327	66	-	-	-	1,638
Technology and Business								
8	Identity Access Management (Stage 1 & 2)	428	2,791	631	-	-	-	3,850
9	Windows 10 and Office 2016 upgrade	-	780	-	-	-	-	780
	Total Open Projects	**14,988**	**37,528**	**17,481**	**4,602**	**-**	**-**	**74,599**

UC Futures

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

Capital Projects $000's		YTD Capex	Project To Date	Total approved project budget (incl cont.)	Original approved budget	Variance (current approved - original BC)	Forecast Total Project Cost
RRSIC							
	Rutherford Regional Science and Innovation Centre	5,349	185,707	227,820	212,500	3,500	224,292
CETF				-		-	
	Canterbury Engineering the Future	2,165	159,870	168,850	142,800	20,700	163,458
Rehua				-		-	
	College of Education, Health and Human Development Relocation Project	4,440	70,105	83,732	55,000	24,332	79,708
	Total UC Futures	**11,954**	**415,682**	**480,402**	**410,300**	**48,532**	**467,459**

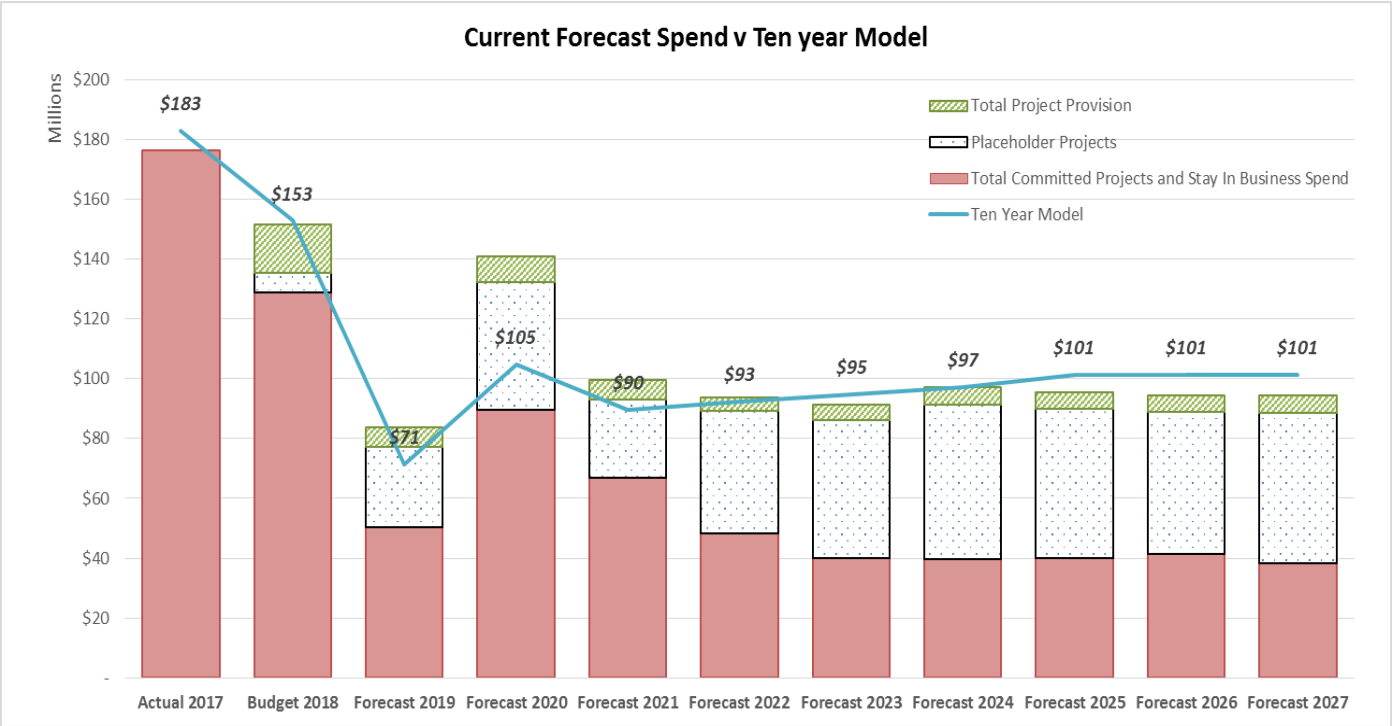
Summary of current project forecast spend



The graph above outlines the forecast capital project spend by activity from 2017 to 2027. Actuals for 2017 and the current year budget have been included for comparison purposes. Forecasts from 2019 to 2028 are based on the current version of the Long Term Capital Plan (v18.3). Please note that as part of the budget process, the Long Term Capital Plan is currently under review and this projection is likely to change next quarter.

The activity categories used in the above graph are:

Category name	Description	Example projects included
Student Experience	These are projects that affect the student experience. It includes all 'student-facing' IT projects, as well as accommodation projects.	• Student First Programme • UCSA Building project • Recreation Centre
Research & Learning	These are projects that affect both research and learning. Generally, buildings that include research and learning activities are included.	• All UC Futures projects (CETF, RRSIC, Rehua) • Arts Precinct – Locke & Logie • Library
Research	These are projects that primarily affect research activities.	• Research Computer Cluster
Learning	These are projects that primarily affect learning activities.	• eLearning programme • Warehouse conversion lecture theatre
Infrastructure	These are infrastructure projects; these include IT and non-IT infrastructure.	• Fire main upgrade • Identity and Access Management • Data storage
Environment	These are projects that affect the natural environment; these include restoration projects and campus masterplan projects.	• Education Gym demolition • Campus Master Plan projects – plaza, river bridge, etc.



The graph above outlines the current forecast spend, as outlined in the Long Term Capital Plan, as compared to the amount allocated in the Ten Year Model for capital projects. Actual project spend (capital and operational expenditure) in 2017 and current year budget is included in the graph for comparison purposes. The next version of the Long Term Capital Plan will align with the Ten Year Model.

Post Implementation Reviews

A programme of reviews for 2017 was approved by the Audit and Risk Committee in May 2017. The following table summarises the progress of PIRs endorsed by the Audit and Risk Committee. There are no changes from last quarter for reviews of buildings and IT projects.

Review order	Description	Reason for priority	PIR progress
1	Geography staff	Size, risk	PIR in progress
2	Kirkwood Hall	First complete non-earthquake remediation project.	PIR report provided to ARC in October 2017
3	Single themed review – benefits realisation and management	Understanding current practice at UC.	Planning in progress.
4	CETF	Included in UC Futures plan	Practical completion achieved in February. Initial discussions around the PIR are in progress.
5	Electrical link (and recladding)	Size, risk	Project recently completed. Planning to begin.
6	Relocation of CoEHHD (Rehua)	Size, risk	TBC - Project not yet completed.

Capital reports and business cases have been prioritised over PIRs for the parental leave period.

Annex 1 – Detailed project financials

Capital Projects - Expenditure Schedule
as at: **June 2018**

	Project name	Project number	PM	Prior yrs CAPEX	Prior Yrs Opex	Costs to end of previous financial year	2018 Project costs from General Ledger: June 2018 YTD CapexCosts	June 2018 YTD OpexCosts	Life to date Actual costs	2018 Project $: 2018 Project Forecast spend	2018 Capex Budget per Oracle Does not change	2018 Expected Variance	Project Figures: Total Authorised Project $ Value	Authorised Project Contingency	Authorised Project Cost	Expected Project Cost	Variance	Project Cash Flow Forecast (capex + opex): Balance brought forward from previous years	2018	2019	2020	2021	2022	Oracle Budget Figures: 2018 Capex Budget per Oracle Does not change	2018 Variance
Summary																									
a	Project Capex - Open			11,947,860	3,040,100	14,987,960	9,952,315	1,554,864	26,495,139	37,527,905	37,504,594	(23,311)	74,906,549	2,071,995	72,834,554	74,598,589	(1,764,035)	14,987,960	37,527,905	17,480,801	4,601,923	-	-	37,504,594	(23,311)
b	Minor Capital			45,433,126	30,488	45,463,614	4,339,501	-	9,188,379	25,385,999	25,338,999	(47,000)	5,479,626	-	5,479,626	4,848,877	630,748	45,463,614	25,385,999	21,327,251	30,875,019	33,885,246	30,570,851	25,338,999	(47,000)
c	Approvals in Principle			1,039,766	2,324,701	4,404,233	2,592	52,948	4,459,774	8,131,623	6,250,000	(1,881,623)	-	110,550	994,950	55,351,623	(55,351,623)	1,885,541	8,131,623	17,992,001	58,037,764	38,980,878	31,615,100	9,050,000	918,377
	Project Capex - Closed			205,860,306	16,036,549	221,896,855	2,300,135	436,197	224,633,187	3,395,113	3,371,655	(23,458)	191,022,966	7,120,802	183,902,164	254,108,857	(18,364,522)	250,144,141	3,395,113	600,000	100,000	-	-	3,371,655	(23,458)
	Total			**264,281,058**	**21,431,839**	**286,752,663**	**16,594,544**	**2,044,009**	**264,776,479**	**74,440,640**	**72,465,248**	**(1,975,392)**	**271,409,141**	**9,303,347**	**263,211,294**	**388,907,946**	**(74,849,431)**	**312,481,256**	**74,440,640**	**57,400,053**	**93,614,706**	**72,866,123**	**62,185,951**	**75,265,248**	**824,608**
(a) Project Capex																									
	Largest Project Approvals																								
	Student First Programme	DVSMS	Jenny C	3,045,807	2,509,821	5,555,628	1,649,099	1,159,860	8,364,588	5,862,610	4,162,030	(1,700,580)	21,800,000	-	21,800,000	21,800,320	(320)	5,555,628	5,862,610	6,139,211	4,242,871	-	-	4,162,030	(1,700,580)
	UCSA Building	B1785	Gareth J	5,976,109	107,300	6,083,409	3,961,718	1,143	10,046,270	14,372,155	18,721,811	4,349,656	27,945,000	400,000	27,545,000	28,598,935	(1,053,935)	6,083,409	14,372,155	7,784,319	359,052	-	-	18,721,811	4,349,656
	Arts Precinct - Locke & Logie	B1989	Richard G	586,621	20,035	606,656	222,645	742	830,044	3,455,488	2,658,560	(796,928)	7,195,025	342,620	6,852,405	6,150,026	702,379	606,656	3,455,488	2,087,882	-	-	-	2,658,560	(796,928)
	Co-location of Communication Disorders	B1970	Sonia B	20,430	32,997	53,426	88,187	93,828.65	235,442	4,248,000	3,978,000	(270,000)	4,200,000	206,000	3,994,000	5,003,426	(1,009,426)	53,426	4,248,000	702,000	-	-	-	3,978,000	(270,000)
	Largest Project Approvals Total			**9,628,967**	**2,670,153**	**12,299,120**	**5,921,649**	**1,255,574**	**19,476,344**	**27,938,253**	**29,520,401**	**1,582,148**	**61,140,025**	**948,620**	**60,191,405**	**61,552,708**	**(1,361,303)**	**12,299,120**	**27,938,253**	**16,713,412**	**4,601,923**	**-**	**-**	**29,520,401**	**1,582,148**
	Buildings and Infrastructure																								
	UC Wellness Precinct Infrastructure	B1983	Gareth J	1,871,336	73,770	1,945,106	1,308,714	7,600.00	3,261,420	1,840,858	948,104	(892,754)	3,437,000	435,000	3,002,000	3,856,074	(854,074)	1,945,106	1,840,858	70,110	-	-	-	948,104	(892,754)
	Clearing the Villages	Bvillages	Sonia B	6,586	64,375	70,961	1,239,298	222,854.36	1,533,113	2,851,048	2,663,048	(188,000)	3,334,260	-	3,334,260	2,922,009	412,251	70,961	2,851,048	-	-	-	-	2,663,048	(188,000)
	Te Papa Hauora (Health Precinct)	B1982	Alan P	12,560	231,802	244,362	1,050,971	(37,454.62)	1,257,878	1,327,090	1,502,090	175,000	1,610,540	52,700	1,557,840	1,637,731	(79,891)	244,362	1,327,090	66,279	-	-	-	1,502,090	175,000
	Buildings and InfrastructureTotal			**1,890,482**	**369,947**	**2,260,429**	**3,598,983**	**193,000**	**6,052,411**	**6,018,996**	**5,113,242**	**(905,754)**	**8,381,800**	**487,700**	**7,894,100**	**8,415,814**	**(521,714)**	**2,260,429**	**6,018,996**	**136,389**	**-**	**-**	**-**	**5,113,242**	**(905,754)**
	Information Technology																								
	Identity Access Management (Stage 1 & 2)	L0275	Stephen S	428,411	-	428,411	311,486	-	739,896	2,790,656	2,870,951	80,295	4,434,724	635,675	3,799,049	3,850,067	(51,018)	428,411	2,790,656	631,000	-	-	-	2,870,951	80,295
	Windows 10 and Office 2016 upgrade	L0279	Vincent J	-	-	-	120,198	106,290	226,488	780,000	-	(780,000)	950,000	-	950,000	780,000	170,000	-	780,000	-	-	-	-	-	(780,000)
	Information Technology Total			**428,411**	**-**	**428,411**	**431,683**	**106,290**	**966,384**	**3,570,656**	**2,870,951**	**(699,705)**	**5,384,724**	**635,675**	**4,749,049**	**4,630,067**	**118,982**	**428,411**	**3,570,656**	**631,000**	**-**	**-**	**-**	**2,870,951**	**(699,705)**
	Project Capex - Open Total			**11,947,860**	**3,040,100**	**14,987,960**	**9,952,315**	**1,554,864**	**26,495,139**	**37,527,905**	**37,504,594**	**(23,311)**	**74,906,549**	**2,071,995**	**72,834,554**	**74,598,589**	**(1,764,035)**	**14,987,960**	**37,527,905**	**17,480,801**	**4,601,923**	**-**	**-**	**37,504,594**	**(23,311)**
(b) Minor Capital																									
	Library - Information Resources	LIBS	Anne S	13,972,156	-	13,972,156	1,847,244	-	1,847,244	5,066,755	2,546,755	(2,520,000)						13,972,156	5,066,755	2,737,850	2,877,390	3,027,785	3,188,035	2,546,755	(2,520,000)
	Library - Others	LIBA	Anne S	-	-	-	-	-	-	333,700	333,700	-						-	333,700	123,700	123,700	217,200	104,000	333,700	-
	Engineering Services - Minor Capital	ENGS	Rob O	14,833,471	-	14,833,471	1,030,236	-	1,030,236	5,034,237	5,034,237	-						14,833,471	5,034,237	4,531,061	10,800,000	11,016,000	11,236,320	5,034,237	-
	Engineering Services - H&S Campus Safety	ENG H&S	Rob O	-	-	-	-	-	-	-	-	-						-	-	-	-	-	-	-	-
	ITS - Equipment	ITSM	Andy K	8,686,702	11,988	8,698,691	284,029	-	284,029	7,689,697	6,362,697	(1,327,000)						8,698,691	7,689,697	4,890,733	8,002,454	10,696,757	8,530,348	6,362,697	(1,327,000)
	ITS - Network Storage	L0030	Andy K	4,830,377	18,500	4,848,877	-	-	4,848,877	-	3,800,000	3,800,000	5,479,626	-	5,479,626	4,848,877	630,748	4,848,877	-	-	-	-	-	3,800,000	3,800,000
	Campus Services	CMPS	Michael O	2,364,654	-	2,364,654	402,993	-	402,993.20	477,535	477,535	-						2,364,654	477,535	388,377	396,144	404,067	412,148	477,535	-
	Capital Works - other	CWRKS	Brian P	-	-	-	775,000	-	775,000	-	-	-						-	-	-	-	-	-	-	-
	Campus Services - Fleet	CMPS F	Michael O	745,765	-	745,765	-	-	-	-	-	-						745,765	-	-	-	-	-	-	-
	UC Enhance & Humanise Campus	B1985	Rob O	-	-	-	-	-	-	100,000	100,000	-						-	100,000	100,000	100,000	100,000	100,000	100,000	-
	College / Unit Minor Capex (Including Teaching & Research Equip	BAU Col	-	-	-	-	-	-	-	6,684,075	6,684,075	-						-	6,684,075	8,555,530	8,575,331	8,423,437	7,000,000	6,684,075	-
				45,433,126	**30,488**	**45,463,614**	**4,339,501**	**-**	**9,188,379**	**25,385,999**	**25,338,999**	**(47,000)**	**5,479,626**	**-**	**5,479,626**	**4,848,877**	**630,748**	**45,463,614**	**25,385,999**	**21,327,251**	**30,875,019**	**33,885,246**	**30,570,851**	**25,338,999**	**(47,000)**
(c) Approvals in Principle - Still to be Business cased																									
	Data storage	L0274		-	-	-	-	52,948	52,948	3,800,000	-	(3,800,000)	-	-	-	3,800,000	(3,800,000)	-	3,800,000	-	-	-	-	-	(3,800,000)
	CMP - Sport and Recreation Centre	B1993		-	-	-	-	-	-	250,000	5,000,000	4,750,000	-	-	-	47,000,000	(47,000,000)	-	250,000	3,100,000	30,000,000	13,650,000	-	5,000,000	4,750,000
	Research Computer Cluster (New in 2017 and ongoing requireme	L0272		-	-	-	-	-	-	250,000	250,000	-	-	-	-	1,750,000	(1,750,000)	-	250,000	300,000	400,000	500,000	300,000	250,000	-
	Cyber Security Programme	L0271		-	-	-	-	-	-	801,623	1,000,000	198,377	-	-	-	2,801,623	(2,801,623)	-	801,623	500,000	500,000	500,000	500,000	1,000,000	198,377
	Dovedale Accommodation Stage 2 (Education Gym)	B1991	Sonia B	-	23,465	23,465	2,592	-	26,057	530,000	-	(530,000)		-	-			23,465	530,000	-	-	-	-	-	(530,000)
	LTCP Future Projects (yet to be formally approved)	Placeholder		-	1,478,926	2,518,692	-	-	2,518,692	2,500,000	-	(2,500,000)	-	110,550	994,950	-	-	-	2,500,000	14,092,001	27,137,764	24,330,878	30,815,100	2,800,000	300,000
	Approvals in Principle - Still to be Business cased Total			**1,039,766**	**2,324,701**	**4,404,233**	**2,592**	**52,948**	**4,459,774**	**8,131,623**	**6,250,000**	**(1,881,623)**	**-**	**110,550**	**994,950**	**55,351,623**	**(55,351,623)**	**1,885,541**	**8,131,623**	**17,992,001**	**58,037,764**	**38,980,878**	**31,615,100**	**9,050,000**	**918,377**

Note:

This report is as at 30 June 2018. The Long Term Capital Plan v19.2 is currently under discussion by CAM during August, and the following updates will be incorporated into the above table next quarter:

- Movement of the Research Computer Cluster project into IT business as usual.
- A restructure of the accommodation line items to reflect the recently approved strategy, with the Dovedale accommodation stage 2 being replaced by the Heritage Garden Hall project.

Memorandum | Pukapuka

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Ki:	Council
From:	Nā:	Keith Longden
Date:	Rā:	22 August 2018
Subject:	Kaupapa:	UC Trust Funds investment performance – Eriksens' report 30 June 2018
Purpose:	Aronga:	For information

The UCTF Monthly investment report to 30 June 2018 is attached.

The Fund has outperformed against the required return rate of NZ CPI + 4.5% in all of the time horizons measured (see page 3 of Eriksens' report). In an improvement on the previous report, the Fund outperformed the Morningstar Conservative benchmark over each time horizon, but underperformed against the Morningstar Balanced benchmark (the latter consistent with previous reports).

Some of the private equity investments are yet to revalue for this quarter. Equity market recoveries anticipated in the last report have occurred in Australia and New Zealand, but not further afield, while pressure on the NZD has mitigated market gains in foreign currency assets.

Global concerns over oil prices and local NZD movements remain a problem.

Recommendation:

For information.

Ngā mihi,

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

UNIVERSITY OF CANTERBURY TRUST FUNDS

QUARTERLY REPORT 30 JUNE 2018

10 JULY 2018

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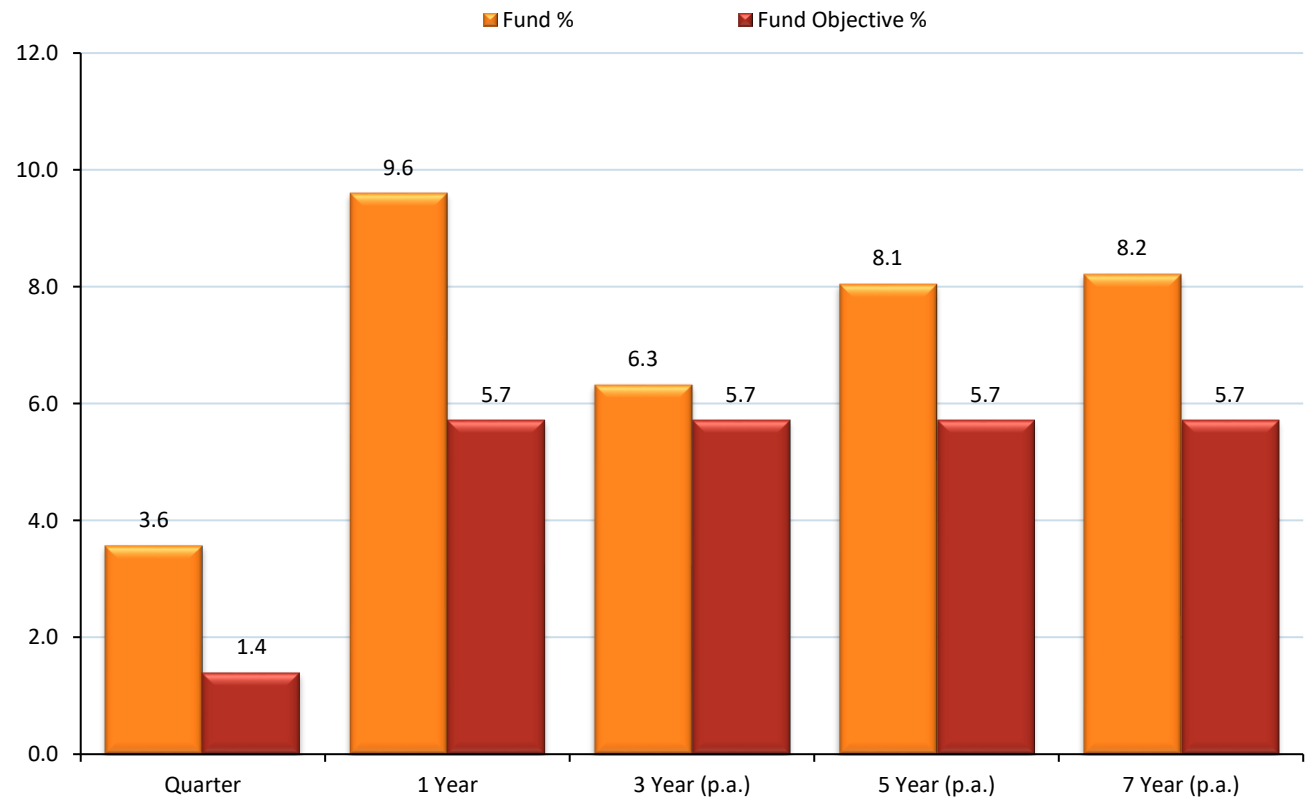
EXECUTIVE SUMMARY

- The Fund outperformed the objective of NZ CPI plus 4.5% per annum over each time horizon.
- The Fund outperformed the weighted average benchmark over the one and seven-year horizons but underperformed in the over three and five-year horizons. It met the weighted average benchmark over the quarter.
- The Fund outperformed the Morningstar Conservative benchmark over each time horizon. It underperformed the Morningstar Balanced benchmark over each time horizon.
- The best performing assets over the quarter were diversified income funds, global equities and two of the trans-Tasman equity funds.
- There were two calls for further investment in private equity in June. The increase in invested capital from these calls totalled approximately $290,000. Many of the newer funds are experiencing the typical 'J' curve.
- The current proportion of growth assets is 53.0%. Income assets make up the remaining 47.0% of assets. These are within the target asset allocation ranges. There is one growth asset manager slightly above its allowable range.

FUND RETURN VS FUND OBJECTIVE



INTRODUCTION

This is the quarterly investment report to the University of Canterbury Trust Fund by Eriksens Global. This report is based on the SIPO dated July 2017.

All performance figures are time-weighted returns shown net of fees and gross of tax, and include gains and losses associated with conversion back to NZD.

Past performance is not necessarily a guide to future performance and care should be exercised not to make decisions based on past performance only.

The target allocation as per the SIPO is split 50%/50% between growth and income assets.

MARKET PERFORMANCE

Financial market behaviour over the past year is summarised in the table below:

Index	1 Month %	3 Month %	1 Year %
Global Equities			
MSCI Emerging Markets	-2.5	-3.5	10.5
S&P 500 (US)	0.5	2.9	12.2
Nikkei 225 (Japan)	0.5	4.0	11.3
FTSE 100 (UK)	-0.5	8.2	4.4
DAX (Germany)	-2.4	1.7	-0.2
CAC 40 (France)	-1.4	3.0	4.0
Trans-Tasman Equities			
S&P/NZX 50	3.3	7.5	17.5
S&P/ASX 300	3.2	8.4	13.2
Bonds			
S&P/NZX NZ Government Stock	0.6	1.1	4.2
S&P/NZX A Grade Corporate Bonds	0.4	1.1	4.5
Barclays Global Aggregate Bonds	0.2	0.2	2.2
FTSE World Government Bonds	0.4	0.2	2.7
Oil			
West Texas Intermediate Crude Oil	10.6	14.2	61.1
Brent Crude Oil	1.9	13.7	63.0
NZD Foreign Exchange			
AUD	-1.2	-2.6	-4.0
EUR	-3.5	-1.1	-9.7
GBP	-2.7	-0.3	-9.0
JPY	-1.6	-2.3	-8.8
CNY	-0.2	-1.0	-9.6
USD	-3.5	-6.1	-7.5

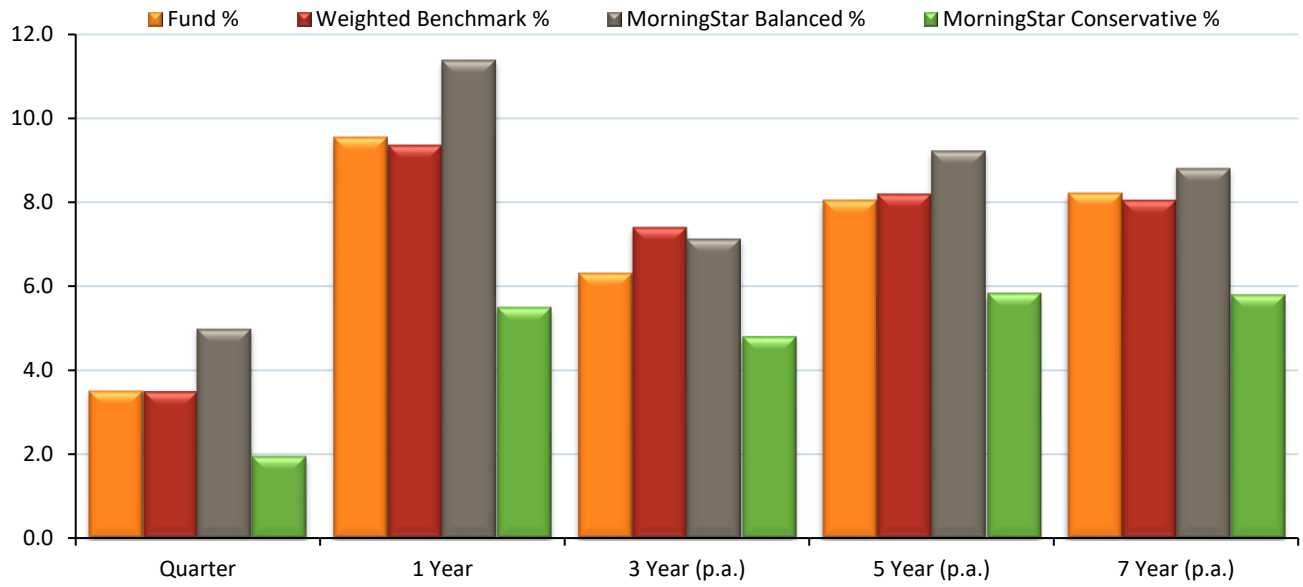
Source: Nikko Asset Management

We make the following key observations:

- Strong returns from Australia and New Zealand Equities
- Negative returns from European and Emerging Market Equities
- Weaker NZD across the board
- Significant increase in oil prices over last 12 months
- Bond returns continue to remain positive but low

FUND PERFORMANCE

FUND RETURNS VS WEIGHTED BENCHMARK AND CATEGORY AVERAGES



QUARTERLY MANAGER VALUE ADDED

The quarterly outperformance (underperformance) for each of the underlying investments in the portfolio, as compared to their respective benchmarks (see Appendix) in the following chart.

FUND RETURNS SUMMARY

	Quarter %		1 Year %		3 Year (p.a.) %		5 Year (p.a.) %		7 Year (p.a.) %	
Global Equities										
Manager 1 *	**10.2**		**21.8**		**9.0**		**12.4**			
Value Added	*1.8*	✓	**1.7**	✓	*0.6*	✓	*(0.5)*	×		
Manager 2 * ^	**8.7**		**27.5**		**11.7**		**15.8**			
Value Added	*0.3*	✓	**7.4**	✓	*3.3*	✓	*2.9*	✓		
Global Diversified Growth										
Manager 2	**1.3**									
Value Added	*0.1*	✓								
Manager 1 *	**3.7**		**8.2**		**2.6**		**3.6**			
Value Added	*1.9*	✓	**1.1**	P	*(4.8)*	×	*(3.7)*	×		
Trans-Tasman Equities										
Manager 1	**5.1**		**16.2**		**11.9**		**12.8**			
Value Added	*2.7*	✓	*6.2*	✓	*1.9*	✓	*2.8*	✓		
Manager 2 * ^^	**8.3**		**13.2**		**2.9**		**6.4**			
Value Added	*(3.0)*	×	*(4.5)*	×	*(4.7)*	×	*(1.8)*	×		
Manager 3	**4.0**		**17.8**							
Value Added	*2.1*	✓	*10.0*	✓						
Self-Managed Equities	**1.0**		**22.8**		**26.1**		**30.9**			
Value Added	*(6.5)*	×	*5.3*	✓	*10.1*	✓	*15.9*	✓		
Alternative Investments										
Private Equity ~ **	**0.1**		**7.6**		**13.5**		**14.6**		**16.0**	
Value Added	*(8.4)*	×	*(14.5)*	×	*(7.1)*	×	*(5.0)*	×	*(2.9)*	×
Residential Property	**0.0**		**(3.1)**		**(5.6)**					
Value Added	*(9.1)*	×	*(12.6)*	×	*(12.2)*	×				
Diversified Income										
Manager 1 **	**3.6**		**(6.0)**		**(10.3)**		**(5.6)**		**(6.3)**	
Value Added	*3.4*	✓	*(8.2)*	×	*(14.6)*	×	*(11.1)*	×	*(12.2)*	×
Manager 2 *	**3.8**		**4.6**		**2.8**					
Value Added	*2.2*	✓	*(1.8)*	×	*(3.7)*	×				
Manager 3	**3.2**		**5.1**		**5.3**					
Value Added	*1.9*	✓	*(0.2)*	×	*(1.6)*	×				
Manager 4	**2.3**		**5.5**		**5.5**					
Value Added	*1.1*	✓	*0.9*	✓	*0.6*	✓				
Fixed Interest & Cash										
Fixed Interest Manager 1	**1.0**		**4.3**		**4.4**		**5.0**		**5.4**	
Value Added	*(0.1)*	×	*0.1*	✓	*0.3*	✓	*0.4*	✓	*0.6*	✓
Cash Manager 1	**0.6**		**2.2**		**2.6**		**2.9**		**3.1**	
Value Added	*0.1*	✓	*0.2*	✓	*0.3*	✓	*0.2*	✓	*0.4*	✓
Fixed Interest Local Authority Stock	**1.3**		**4.0**		**4.2**		**4.4**		**5.1**	
Value Added	*0.6*	✓	*1.1*	✓	*1.1*	✓	*0.8*	✓	*1.6*	✓
In-house Cash	**0.7**		**2.7**		**2.7**		**2.7**		**2.8**	
Value Added	*0.2*	✓	*0.7*	✓	*0.3*	✓	*0.0*	✓	*0.1*	✓
Manager 1 *	**3.6**		**9.6**		**6.3**		**8.1**		**8.2**	
Value Added	*0.1*	✓	*0.3*	✓	*(1.1)*	×	*(0.1)*	×	*0.2*	✓

~ Weighted average * Before taxes and including gains and losses associated with conversion back to NZD

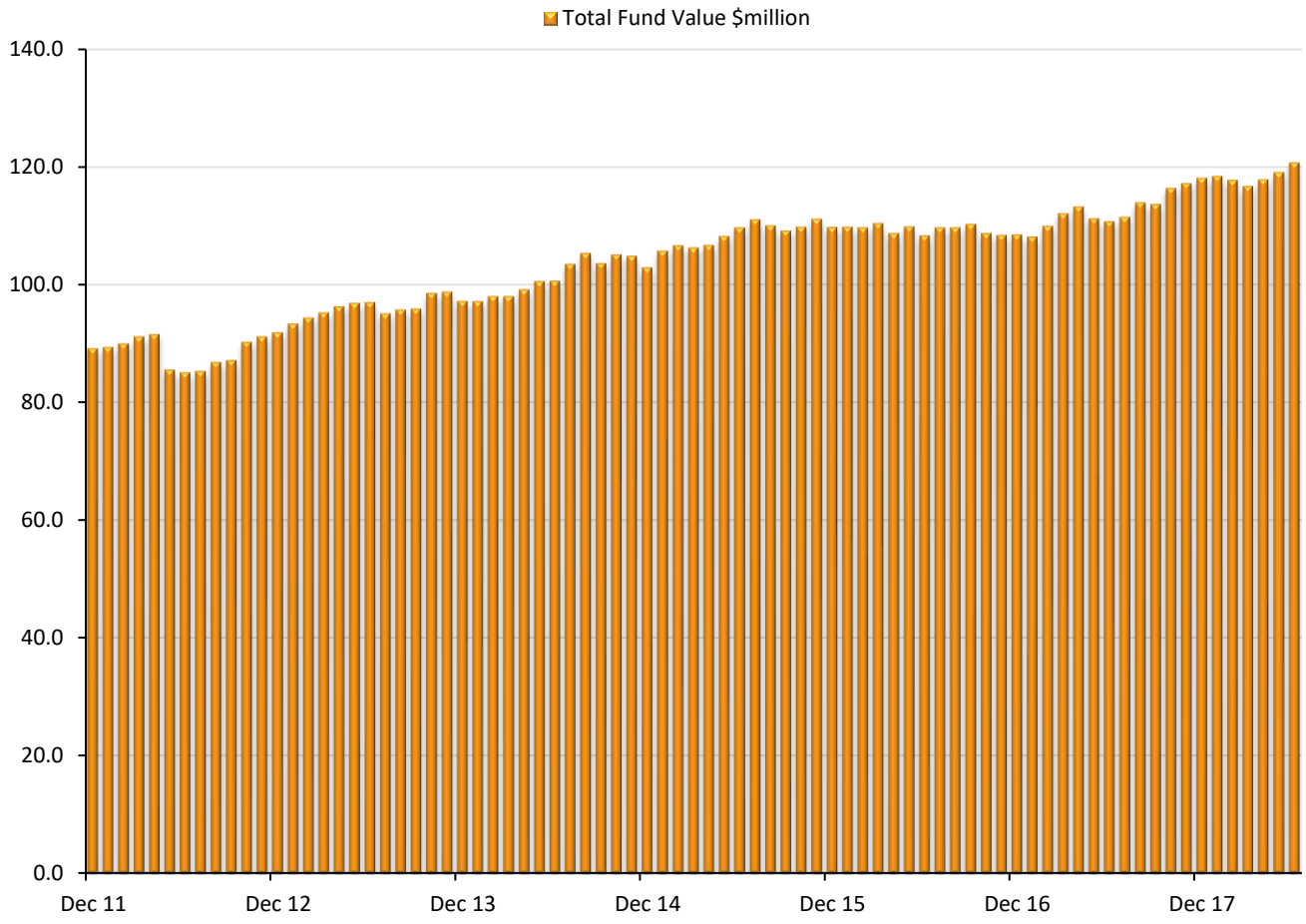
** Investments are valued quarterly # Versus the weighted average benchmark

^ Prior to March 2015 this fund was Australian dollar denominated and non-PIE

^^ Prior to March 2015 this was the manager's Australian active equity investment

FUND GROWTH

The market value includes all assets held by the Fund including cash managed in-house.



ASSET ANALYSIS

Global Diversified Growth Manager 1	Quarter %	1 Year %	3 Year (p.a.) %	5 Year (p.a.) %
NZD	**3.7**	**8.2**	**2.6**	**3.6**
Benchmark	1.8	7.1	7.4	7.3
Value Added	*1.9* ✓	*1.1* ✓	*(4.8)* ✗	*(3.7)* ✗
AUD	**1.1**	**4.0**	**4.2**	**5.5**
Benchmark	1.8	7.1	7.4	7.3
Value Added	*(0.7)* ✗	*(3.1)* ✗	*(3.2)* ✗	*(1.8)* ✗

	Quarter %	1 Year %	3 Year (p.a.) %	5 Year (p.a.) %
Manager 9	**3.8**			
Benchmark	1.9			
Value Added	*1.9* ✓			
Manager 4	**1.9**	**6.7**	**4.6**	
Benchmark	8.5	22.1	20.6	
Value Added	*(6.6)* ✗	*(15.4)* ✗	*(16.0)* ✗	
Manager 11	**1.5**			
Benchmark	8.5			
Value Added	*(7.0)* ✗			
Manager 1	**0.0**	**9.4**	**27.3**	**26.3**
Benchmark	8.5	22.1	20.6	19.6
Value Added	*(8.5)* ✗	*(12.7)* ✗	*6.7* ✓	*6.7* ✓
Manager 6	**(1.6)**			
Benchmark	8.5			
Value Added	*(10.1)* ✗			
Manager 10	**0.0**			
Benchmark	8.5			
Value Added	*(8.5)* ✗			
Manager 8	**3.4**			
Benchmark	8.5			
Value Added	*(5.1)* ✗			
Manager 2	**0.0**	**(66.7)**	**(61.1)**	**(43.0)**
Benchmark	8.5	22.1	20.6	19.6
Value Added	*(8.5)* ✗	*(88.8)* ✗	*(81.7)* ✗	*(62.6)* ✗
Manager 5	**0.0**	**(0.4)**		
Benchmark	8.5	8.5		
Value Added	*(8.5)* ✗	*(8.9)* ✗		
Manager 12				
Benchmark				
Value Added				
Manager 3	**0.0**	**13.3**	**17.3**	
Benchmark	8.5	22.1	20.6	
Value Added	*(8.5)* ✗	*(8.8)* ✗	*(3.3)* ✗	
Manager 7	**0.0**	**62.7**		
Benchmark	8.5	22.1		
Value Added	*(8.5)* ✗	*40.6* ✓		
Total Private Equity	**0.1**	**7.6**	**13.5**	**14.6**
Benchmark	8.5	22.1	20.6	19.6
Value Added	*(8.4)* ✗	*(14.5)* ✗	*(7.1)* ✗	*(5.0)* ✗

ASSET ALLOCATION

	Asset Value $	Allocation %	Target & Range %	Status
Global Equities				
Manager 1	8,662,632	7.2	5 < 7.5 < 10	✓
Manager 2	9,388,014	7.8	5 < 7.5 < 10	✓
Sub-Total	**18,050,646**	**15.0**	**10 < 15 < 20**	✓
Global Diversified Growth				
Manager 2	2,657,494	2.2	2 < 6 < 10	✓
Manager 1	13,553,134	11.2	6 < 9 < 12	✓
Sub-Total	**16,210,628**	**13.4**	**10 < 15 < 20**	✓
Trans-Tasman Equities				
Manager 1	7,345,376	6.1	2 < 4 < 6	×
Manager 2	5,234,599	4.3	2 < 4 < 6	✓
Manager 3	1,809,601	1.5	0 < 1 < 5	✓
Self-Managed Equities	2,172,683	1.8	0 < 1 < 5	✓
Sub-Total	**16,562,259**	**13.7**	**5 < 10 < 15**	✓
Alternative Investments				
Private Equity*	12,524,035	10.4	0 < 9 < 20	✓
Residential Property	630,000	0.5	0 < 1 < 5	✓
Sub-Total	**13,154,035**	**10.9**	**0 < 10 < 20**	✓
Growth Total	**63,977,567**	**53.0**	**42.5 < 50 < 57.5**	✓
Diversified Income				
Manager 1	2,075,940	1.7	0 < 2 < 4	✓
Manager 2	9,336,028	7.7	4 < 7 < 10	✓
Manager 3	7,494,415	6.2	2 < 5 < 8	✓
Manager 4	10,910,825	9.0	2 < 6 < 12	✓
Sub-Total	**29,817,208**	**24.7**	**10 < 20 < 30**	✓
Fixed Interest & Cash				
Fixed Interest Manager 1	20,012,702	16.6	13 < 19 < 25	✓
Cash Manager 1	3,446,168	2.9	0 < 3 < 10	✓
Local Authority Stock	2,057,235	1.7	0 < 8 < 10	✓
In-house Cash	1,416,442	1.2		
Sub-Total	**26,932,547**	**22.3**	**20 < 30 < 40**	✓
Income Total	**56,749,755**	**47.0**	**42.5 < 50 < 57.5**	✓
Total Fund	**120,727,323**	**100.0**		

*Eleven different private equity investments

The total asset value of the private equity investments can differ from the value Trustees Executors reports. This is due to different methodologies used. Using our methodology, we include the value of any new investments made by the private equity managers in between the managers' valuation dates, but do not include calls for management fees or working capital as these are considered to be sunk costs.

ECONOMIC COMMENTARY

The Trump administration demands to end all imports of Iranian oil have put pressure on prices as some key buyers, namely India, South Korea and Turkey look to source oil from elsewhere.

The effects of the restricted supply pool are evident with oil prices still rising. However, it is unlikely that major importers will be able to switch suppliers entirely – at least by the proposed deadline of November.

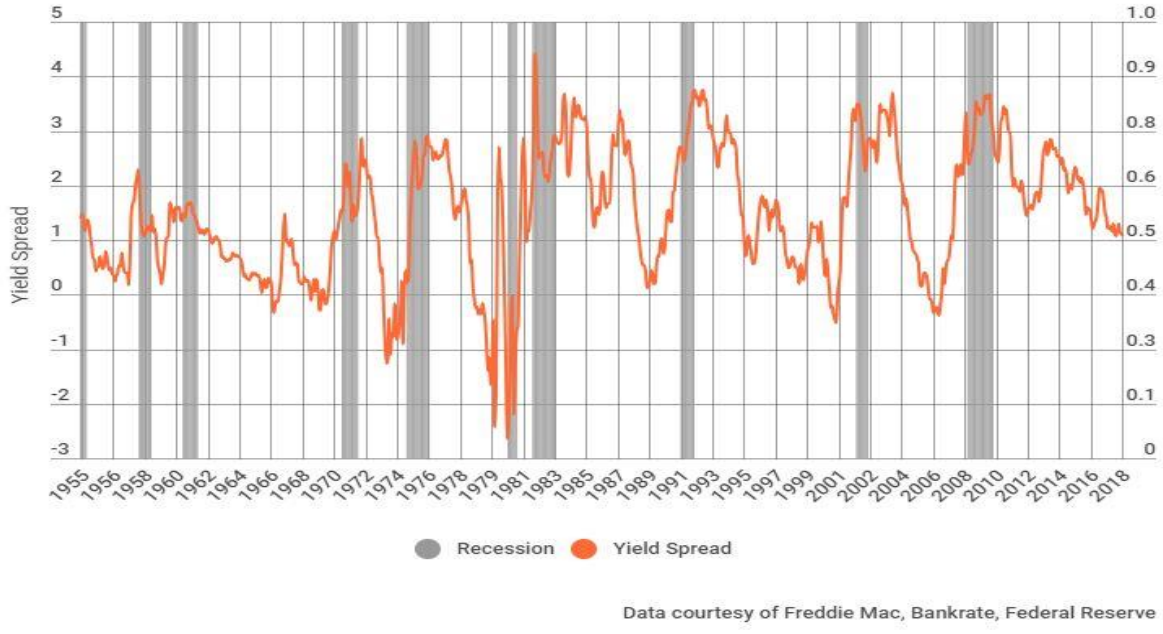
Saudi Arabia has been roused to up their daily oil production by 2 million barrels to ease the price pinch. King Salman of Saudi Arabia has 'agreed'- according to the US President's twitter.

Here in New Zealand, we are seeing our dollar depreciate. International trade uncertainty is one catalyst of this. During times of uncertainty, demand for riskier assets diminishes and the Kiwi dollar is viewed as a relatively 'risky' currency compared to many larger economies with more liquidity in their currency market from more transactions. The Mycoplasma Bovis scare isn't helping either.

This month, Reserve Bank Governor Adrian Orr released a statement that the OCR would remain unchanged at 1.75%. Also given acceptable inflation and employment levels, we can expect growth-supportive monetary policy for some time.

The effects of oil prices, petrol taxes and a weaker currency will flow through to domestic prices. CPI inflation is expected to rise to meet the target midpoint of 2%. However, escalating trade tensions between the US and China are beginning to give investors cause for concern as they could lead to even higher inflation disrupting the global economy. Market players are looking at rate hikes by the US Federal Reserve to quell this inflationary pressure. The ripple effect will eventually hit us, resulting in the RBNZ raising the OCR.

The expectation of higher short-term interest rates is supported by the US 10-2 yield spread curve which is at its lowest point since the 2008 recession. Bond investors are becoming increasingly more comfortable accepting lower yields for longer term bonds. Historically, significant troughs in the yield spread have been followed by an economic slowdown. This was the case in both 2001 and 2007 (although it is not always the case).



Data courtesy of Freddie Mac, Bankrate, Federal Reserve

The past does not always offer accurate predictions of the future, but there is some evidence in support of less optimistic economic forecasts going forward. The changes in investor sentiment and outlook over this calendar year are particularly relevant.

Last year the world enjoyed synchronised growth, low inflation and stable low interest rates which supported economic expansion. Oil prices below $60 a barrel was considered sustainable and reasonable.

This year the price of Brent Crude has reached $75 a barrel, interest rates in the US are projected to continue to rise steadily and inflation is starting to rise. This is worsened by the beginning of trade wars which can only increase consumers costs. They also raise geopolitical tensions and may derail global trade.

Rising interest rates put borrowers and their bankers under pressure. Royal Commissions in Australia and substantial fines by regulators are also damaging the returns and outlook for financial institutions. In the short term the higher oil prices boost energy stocks but climate change and disruptive technology are becoming increasingly effective in obtaining capital.

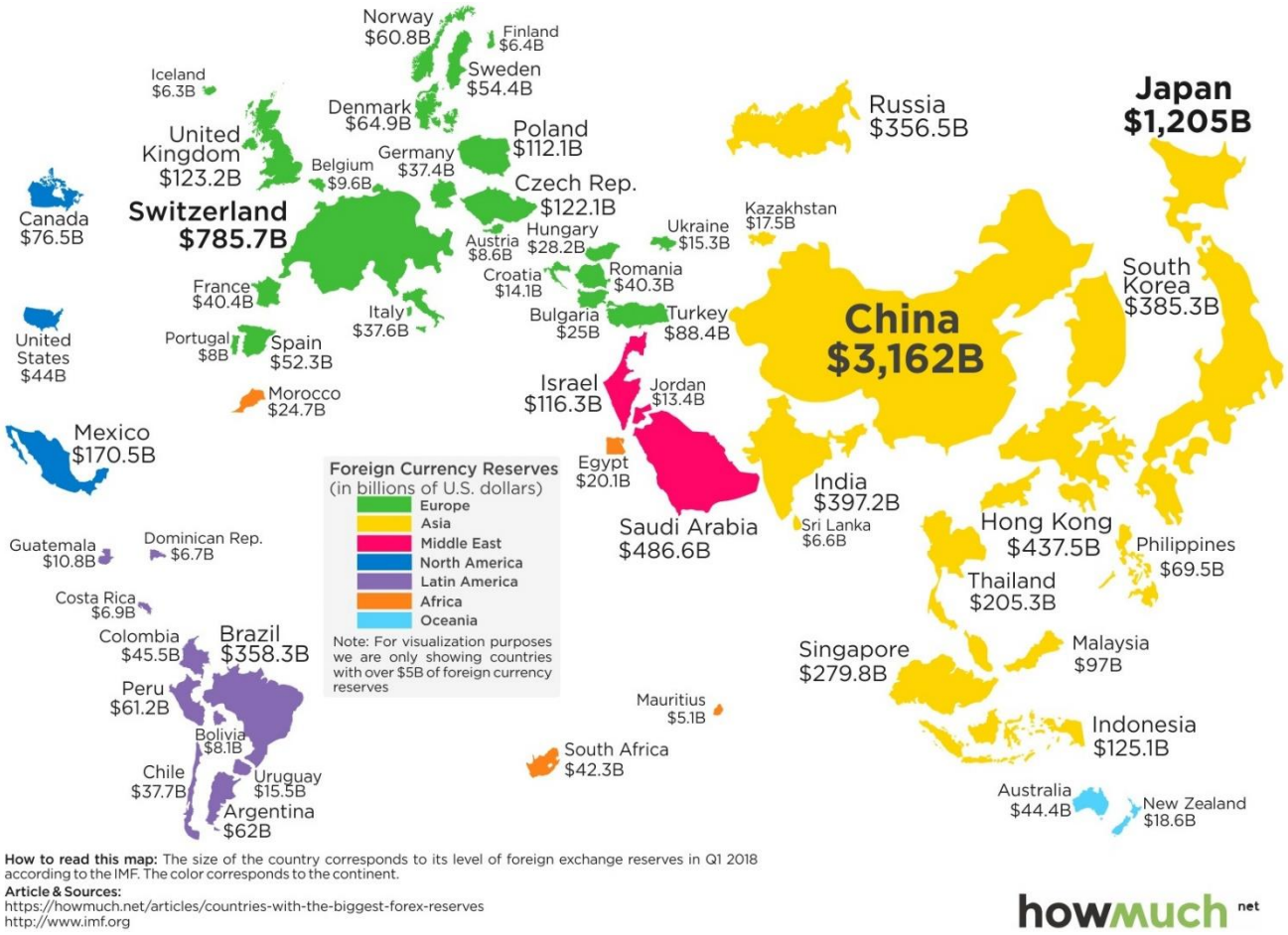
New Zealand equity markets performed particularly well this quarter. The NZX 50 returned 7.5% to June, with the ASX 300 marginally ahead at 8.4%. Effectively we have enjoyed a year's performance in the last three months.

In this current climate of low interest rates and weaker currency in Australia and New Zealand, overseas buyers have pushed up share prices. Our equity market offers attractive dividend yields at relatively lower price to earnings ratios. In other words, you get more bang for your buck. The inflow of foreign capital will help companies grow while people are buying. Conversely, it would be potentially harmful to equity markets should they sell their positions. However domestic inflows from the SGC (compulsory Super in Australia) and Kiwisaver are also supporting local markets.

Japan and US had relatively flat returns. On the other end of the spectrum, both Emerging Market and European equity markets experienced negative returns. This makes Emerging Market equities more attractive. The other assets attracting hot money are the tech stocks listed in the US and China like the FANG stocks (Facebook, Amazon, Netflix and Alphabet) which trade on the NASDAQ.

Looking at foreign currency reserves, exporting power houses China and Japan hold the most foreign currency, with $3.16 and $1.21 trillion each respectively. Why do these countries hold foreign currency reserves in the first place? Here are seven reasons, as originally noted by The Balance:

1. for Forex reserves allow a country to maintain the value of their domestic currency at a fixed rate
2. Countries with floating exchange rates can buy up foreign currencies or financial instruments to reduce the value of their domestic currency
3. Forex reserves can help maintain liquidity during an economic crisis
4. Reserves can provide confidence to foreign investors, showing that the central bank has the ability to take action to protect their investments
5. Foreign currency reserves give a country extra insurance in meeting external payment obligations
6. Forex reserves can be used to fund certain sectors, like building infrastructure
7. They also provide a means of diversification, which allows central banks to reduce the risk of their overall portfolios



What may appear surprising is that major economies like the US and Europe hold a significantly smaller stash of reserves. This is because the US dollar and the euro are the most common reserve currencies used in international transactions. As a result, countries such as the United States do not need to hold as many reserves. The top 5 currencies held by Central Banks (as at 2017 Q3) from their foreign currency holdings were:

1. US Dollar (63.5%)
2. Euro (20.0%)
3. Japanese Yen (4.5%)
4. British Pound (4.5%)
5. Canadian Dollar (2.0%)

Interestingly, the Japanese yen has decent acceptance as a reserve currency. This is partially because Japan is an export powerhouse, sending $605 billion of exports abroad.

Liquidity is tight, hence offshore owners selling foreign bond assets (their reserves) could push up bond yields which are needed to attract other buyers. This is one possible cause of a correction.

APPENDIX: BENCHMARKS

Manager	Benchmark
Global Equity Manager 1	MSCI World (NZD) Net Dividends Re-Invested Unhedged
Global Equity Manager 2	MSCI World (NZD) Net Dividends Re-Invested Unhedged
Global Diversified Growth Manager 2	NZ OCR + 3% p.a.
Global Diversified Growth Manager 1	Australian CPI (Trimmed Mean) + 5% p.a.
Trans-Tasman Equities Manager 1	NZX50 Index (excluding imputation credits)
Trans-Tasman Equities Manager 3	NZ OCR + 6% p.a.
Self-Managed Equities	NZX50 Index (excluding imputation credits)
Trans-Tasman Equities Manager 2	ASX 200 Index (gross)
Private Equity Manager 1-6 and 8-11	S&P/NZX 50 Gross Index + 4.0% p.a.
Private Equity Manager 7	8% p.a. net of fees
Residential Property	Morningstar NZ OE Unlisted & Direct Property Index (NZ Non-PIE)
Diversified Income Manager 1	Bloomberg Barclays Global Aggregate Index
Diversified Income Manager 2	Bloomberg AusBond Bank Bill Index + 4.5% p.a.
Diversified Income Manager 3	NZ OCR + 3.5% p.a.
Diversified Income Manager 4	New Zealand CPI + 3% p.a.
Fixed Interest Manager 1	Bloomberg NZBond Govt 0+ Yr Index
Local Authority Stock	S&P/NZX NZ Short End 1Y 2Y 3Y NZD
Cash Manager 1	Bloomberg NZBond Bank Bill Index
In-house Cash	NZX 90 Day Bank Bill Index

Memorandum | Pukapuka

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Extension: 93454
Email: keith.longden@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Ki:	Council
From:	Nā:	Keith Longden
Date:	Rā:	22 August 2018
Subject:	Kaupapa:	Doctor AFJ Mickle Student Loan Fund update
Purpose:	Aronga:	To provide information

Background

The Doctor AFJ Mickle Student Loan fund was established in 1937 as a result of a bequest by Mrs AME Mickle, widow of Doctor AFJ Mickle, medical practitioner of Christchurch, of a one-eighth share in her estate to establish a "Special Trust Fund to be known as the Doctor AFJ Mickle Student Loan Fund for the purpose of assisting to continue their studies at the Canterbury University College any deserving students of ability and good character who would otherwise by reason of their financial circumstances be unable to do so or be seriously handicapped in doing so."

Although the bequest was made in 1937, the fund had not been used regularly and has been accumulating since then. In 2013, the University Council reviewed the regulations of the fund which provided wide discretion to the University Council in respect of how it made the money available for loans to students in financial need. On 31 July 2013, the regulations were amended to reflect the University Council's desire for greater flexibility in relation to the amounts loaned and the interest that could be charged.

To gain access to this loan, students complete an application with the University of Canterbury Student Association (UCSA). The UCSA has been delegated the administration of the loan, vetting student applications before providing this to Financial Services. Financial Services remains responsible for approving, making payment and collecting loan repayments.

Loan status update

This memorandum is to provide Council with an update of the Doctor AFJ Mickle Fund as at 30 June 2018.

In summary, 5 loans have been granted to students between 1 January and 30 June 2018 bringing the total number of loans since 2013 to 66 loans. Loans granted over the last six months have a total value of $56,110. No loans were declined over the past six months, although one loan has not been paid out as the student has left UC since submitting their application.

Since 2013, 27 loans worth $103,083 have been fully repaid, and 13 loans with an outstanding balance of $56,369 are overdue. Loans continue to be assessed as recoverable; therefore none have been written off as unrecoverable. We remain in contact with all students where a loan is due and have either formally deferred repayment due to extended studies or have entered into regular payment agreements. Seven loans have been declined over this period.

Loans summary (as at 30 June 2018)					
	Number		Loan value granted		Value outstanding
Not yet due	26	$	206,342	$	195,327
Overdue	13	$	56,369	$	51,224
Fully repaid*	27	$	103,083	$	0
Total	66	**$**	**365,794**	**$**	**246,551**

*Three loans, with a value granted of $8,778, were fully repaid in the last six months.

Total granted by year					
	Number		Loan value granted		Value outstanding
2013	5	$	10,350	$	-
2014	13	$	53,860	$	28,402
2015	18	$	88,286	$	47,774
2016	17	$	119,600	$	89,973
2017	7	$	37,588	$	36,388
2018	6	$	56,110	$	55,680
Total granted	**60**	**$**	**365,794**	**$**	**246,551**

The movements in the reserve fund balance as at 31 December 2017 are as follows:

Dr Mickle Fund		
Opening balance (31 Dec 2016)	-$	859,033
Investment income	-$	87,410
Increase in debtors	$	8,104
Closing balance (31 Dec 2017)	**-$**	**938,339**

Summary demographics of total loans granted to students:

Number of loans granted in total	
Undergraduate	27
Postgraduate	39
Total	**66**

Number of loans granted in total	
International	23
Domestic	43
Total	**66**

Colleges	No of students
Arts	17
Business & Law	9
Business & Law/Arts	1
Education, Health and Human Development	12
Engineering	12
Science	15
Total	**66**

The Fund continues to receive new applications of varying amounts from both domestic and international students studying in a mix of programmes and levels, showing student awareness of the fund.

Recommendation: Receive this update of status of Doctor AFJ Mickle Student Loan Fund.

Ngā mihi,

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

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 Monday 20 August 2018

The Committee recommends:

1. Health and Safety Report

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

2. Work Placements, Health and Safety

   That: ***Council note the Work Placements Health and Safety Report.***

3. Appeals, Discipline and Grievance Report, 2017

   That: ***Council note the Appeals, Discipline and Grievances 2017 report.***

Peter ballantyne
Chair
Audit and Risk Committee

22 August 2018

Audit and Risk Report

To:	UC Council, via Audit and Risk Commitee
From:	Steve Hunter - Health and Safety Manager
Date:	August 2018 (Y18)
Subject	Health and Safety at UC

Introduction

The intent of this August Y18 report is to provide assurance to Council that satisfactory arrangements are in place for managing Health and Safety risks across the University of Canterbury, along with statistics providing data outlining the direction UC is tracking.

Summary

There are no significant unmitigated Health and Safety risks to report to Council.

Since the March Audit and Risk (A&R) report, statistics show we are tracking positively with numbers of health and safety incidents/events. Our main reported events are slips and trips. These are continuously reviewed by relevant managers and health and safety representatives, and by the Health and Safety team.

The Health and Safety team's primary focus lies with significant risks which, although not many in number, represent the greatest risk to the university. We continuously review risk assessments and procedures to ensure UC meets all legislative requirements in order to reduce the risk of injury and/or harm.

An external Health and Safety assessment requested by the VC and carried out in April Y18 revealed that UC has a number of initiatives that will continue to have a positive impact on Health and Safety for the organisation. However, there are areas for improvement, several of which are being addressed (see page 2 of this report, and attachment).

Previous Audit and Risk meetings have requested that UC benchmark with other Universities in order to determine "where we sit" as an organisation. After lengthy discussions with other Universities this is unfolding as an exercise bearing little fruit due to differing performance measuring methods. Self-benchmarking over a 3-5 year period is underway and is the best directional statistic available at present.

Health and Safety statistics now have a stronger focus on Lead Indicators such as Council Tours, SMT Safety Tours, percentage of staff receiving inductions in the first two weeks of employment, and investigation closure periods with corrective actions carried out. Leading Indicators reduce the risk of missing opportunities for continuous improvement.

The reporting of statistics that do not change over periods produces little meaningful information. Such data is monitored in the background by the Health and Safety Manager/Team until significant changes occur.

Focus is placed on the following indicators which will help drive improvements within the organisation:

- Evidence of management commitment, for example the number of Council/SMT visits, inspections or meetings which have a Health and Safety theme
- Evidence of workers' involvement such as via Safety Observation schemes and reporting
- Number of risk assessments completed and/or reviewed
- Health and Safety inspections and audits completed
- Number of completed actions from those audits/inspections along with manager participation

Construction projects by nature remain high risk but are generally being well controlled.

Health Centre statistics are not included in this report. These will be discussed with our new Wellness Director.

For future reports, ACC statistics, which are available annually, will be provided to each March Audit and Risk Committee Meeting.

Report

Content:

1. Legislative Updates
2. Audits including external systems
3. Health and Safety Team Update
4. NZ Universities Health and Safety Managers meeting
5. Health Safety and Wellbeing Priorities
6. Health Monitoring
7. Training
8. Governance Tracking and Reporting
9. Construction/Refurbishment Contractors Update
10. UC Statistics

1. Legislative Updates

- Health and Safety at Work (Hazardous Substances) Regulations removed previous exemptions that applied to tertiary education establishments. A Universities working group with Worksafe engagement is providing a Guidance Document (Under final review with WorkSafe).
  The Health and Safety Team along with relevant managers are reviewing systems and training.
  A business case is in progress focussing on further developing a current UC Chemical Management System.

- Health and Safety at Work (Asbestos) Regulations state that asbestos in the workplace must be identified so far as is reasonably practicable. UC has an

Asbestos Management Plan in place as a regulatory requirement. It should be noted that a UC team attended a recent national Universities Facilities Management meeting in Wellington. Feedback was that UC is further ahead than other Universities in asbestos management.

Information only:

A WorkSafe enforcement update:

Following second breaches for similar incidents, Worksafe have accepted Enforceable Undertakings from NZ Hot House Limited (Horticultural Company) and Airtech Limited. The Worksafe Chief Operating Officer said in some circumstances the enforceable undertakings represented an effective way of dealing with Health and Safety breaches without going through the courts. These actions by Worksafe display a collaborative rather than legislative solution towards companies who are willing to work with rather than work against the system.

An enforceable undertaking is an enforcement pathway that is permitted under Part 4 of the Health and Safety At Work Act (HSWA). It can be taken following a contravention of the Act.

It is one of a number of enforcement pathways that are available to WorkSafe with decisions made in line with the Enforcement Policy.

2. Audits/Assessments

As previously mentioned, UC employed an external assessor to carry out a Health and Safety systems audit aligned to Safe Plus, the new ACC Workplace Safety Management Practices (WSMP) audit tool replacement. **(Please see attached report).**

A summary of actions in response to the report's recommendations is:

- Further formalising of Council Walkabouts and Managers safety walks are underway
- A Health and Safety induction for managers outlining their responsibilities is available
- The relocation of the Health and Safety team is still an outstanding matter
- A longer term strategic Health and Safety planning exercise is underway
- RMSS, UC's Health and Safety Information System, is under review
- A legal opinion has been obtained on Person Conducting a Business or Undertaking (PCBU) overlapping duties (See no.5, page 5)
- Risk Registers are being entered into RMSS
- Health monitoring protocols have been reviewed and are ready for distribution
- Formalised Health and Safety training for managers is under development
- Designated investigators (Incident Cause Analysis Method) training is under consideration

These responses will be fed, in more detail, into the audit tracking process.

SafePlus

- SafePlus assessments are scheduled to be carried out August/September Y18 by an external Worksafe approved provider. Initially, the National Centre for Research on Europe, and the Mechanical Engineering, Psychology and Geography departments will be involved.

SafePlus replaces previous ACC WSMP assessments with more emphasis placed on responsibilities and engagement of leaders.

3. Health and Safety Team Update

Y18 to date has proved challenging for the Health and Safety team with changes to Hazardous Substances Regulations affecting current and future UC operations. Universities must now comply with certain exemptions which previously fell outside of tertiary organisations.

Part of the new Hazardous Substance regulations require that Hazardous Substance Bulk Storage areas have Test Location Certificates in place. An external approved provider (QEC) attended UC to carry out a preliminary assessment on 35 such storage facilities within the campus. We are awaiting the final report which will identify corrective actions.

It should be noted that where an area fails to meet the requirements of the regulations within 15 days of inspection, the auditors (QEC) have legal responsibility to notify Worksafe. However, we have an excellent relationship with Worksafe who are themselves coming to terms with these new regulations and relying on collaboration with professional organisations such as UC in order to lead the way, rather than taking an enforcement approach.

UC has initiated an internal Hazardous Substance Use and Handling management system project. Findings from the QEC report will be considered within project outcomes.

Attendance by the Health and Safety Manager at the Y18 Australian Universities Safety Association (AUSA) conference and the NZ Universities Health and Safety Manager Forum (in conjunction with the HR Directors Forum) indicates a robust culture exists within UC senior management. This should be viewed as an excellent Lead Indicator. These events are essential in becoming/remaining at the cutting edge of national and international university health, safety and wellbeing initiatives.

4. NZ Universities Health and Safety Managers Meeting

All NZ universities were represented at this meeting held on 20 July in Wellington.

Topics included:

- Structure of H&S Units – Ratio of Health & Safety personnel to Staff/Students. We are currently collectively considering this as a benchmarking statistic. Figures produced by each University are undergoing further analysis in order to provide like-for-like data.
- Health & Safety Management Systems – There are a number of management systems used within NZ Universities. Each one has merits and areas for significant improvement. Knowledge shared within this group will provide useful information about any potential replacement management system.
- Top 10 Critical Hazards – Universities are to share these in readiness for a forthcoming November meeting.
- Staff and Student Wellness/Wellbeing – There is no clarity across Universities where the overall responsibility for this sits e.g. Occupation Health Nurses, Health & Safety, Human Resources, Student Services.

Future planning: H&S Managers meet again in November Y18 for further discussions with a nominated attendee to represent the group at the next HR Directors Forum.

5. Health Safety and Wellbeing Priorities

- Wellbeing including Mental Health remains a potentially hidden risk. Dedicated National and UC teams have been formed in order to provide procedures and support pathways for those in need.

- Work Integrated Learning and Field Trip procedures are under review. As mentioned, we now have a clear legal definition of overlapping PCBU responsibilities. This definition is essential in developing such procedures. As outlined in my previous reports, procedures are in place within UC but these are not documented into an easily accessible database. This is under review.

6. Health Monitoring

UC currently provides Health Monitoring to a significant number of staff, some of which may or may not require such testing as defined under the Act. An updated UC protocol is now prepared for distribution which will provide more clarity regarding such monitoring. The updated protocol now provides a baseline testing foundation, allowing fluctuation in results to be more accurately monitored and provides a recipient with a better understanding of their health.

Note: Because of the long period between exposure to a Health hazard and harm occurring, UC should not rely solely on Health Monitoring. A combination between Health Monitoring and Exposure Monitoring gives more insight into the effectiveness of controls in a workplace.

Y17 Health Monitoring Statistics:

Type of Test	Reason	#Staff Y17	# Staff Y18
Spirometry Testing/Audiometry	Staff exposed to hazardous dusts/fumes and Staff exposed to excess noise	140	174
Skin Checks	Staff exposed to UV	52	Scheduled September Y18

7. Training

The following training has taken place:

- New Hazardous Substance Regulation Lab Manager training has commenced.
- Red Cross - First Aid Training provide NZQA Unit Standards for successful course attendees.

- Safety in Action - Health Safety Representative Training attendee's receive a relevant NZQA Unit Standard.
- Risk Management
- Fire extinguisher training
- Evacuation training
- Field Activities training

8. Governance Tracking and Reporting

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

- Council Safety walkabouts. These are helpful in raising culture from ground level upwards and are extremely well received. Council conversations between students and staff display a healthy supportive culture and commitment to Health, Safety and Wellbeing;

- Quarterly and Annual Health and Safety reports are studied by Council and any questions/issues raised are fed back to the Human Resource Director and if required, the Health and Safety Manager for further comments/direction;

- Council and SMT support of a dedicated Health and Safety team with associated members (Health and Safety Representatives etc) along with regular well-attended Health and Safety Committee meetings shows commitment towards maintaining compliance and developing culture;

- Health and Safety systems and procedures are under constant review;

- Incidents/Events/Occurrences are recorded within RMSS. Investigations are carried out where required with agreed corrective actions with reports distributed to appropriate staff. When correctly reported, trends discovered at the earliest opportunity reduce our lag performance indicators;

- External Audits take place throughout the year and provide the University with unbiased reports and actions on any gaps indicated;

- Health and Safety procedures within UC will benefit from a more consistent approach between areas. This is under constant review;

- UC shares Health and Safety learnings with other universities and beyond, by way of regular attendance at National Human Resources, National Health and Safety Manager Meetings and Australasian Universities Conferences;

- Success is celebrated with posts in community newsletters, annual Health and Safety Awards and a personal email from the Health and Safety Manager.

9. Contractor Update and Statistics

The Health and Safety team continue to co-ordinated external audits of the remaining major UC construction sites. Grant Craig, Senior Health and Safety Consultant, continues to actively engage with construction/refurbishment projects on a regular basis, attending toolbox talks, site visits with UC Project Managers etc.

The following is a review of the last report quarter:

- CETF: Civil and Mechanical Wings, Now handed over to the University for teaching. Deferred works are now starting under Capital Works' control and are to take approximately three months to complete.

- Rehua: This period has reported the lowest ever level of medical treatment injuries and near misses. This coincides with the finishing trades now operating in the building along with a significant decrease in numbers of contractors on site. A previous poor level of housekeeping improved considerably. Indications were that construction completion, as reported in the last PCG update, may take priority over Health and Safety. This has proved not to be the case. The latest external audit showed a focus toward the painting contractors and how they dealt with their material on site. Hawkins addressed this before the audit results were furnished to us.

- Rutherford. Practical Completion Certificate obtained.

- Dominion: Old Von Haast. The demolition is completed and removal is now well underway. Construction is underway. The contractors' focus on Health and Safety is well entrenched in the planning of their high and low risk work. This contractor has exceeded expectations with this demolition. The process has been smooth, non-invasive to everyday activities of the University, and with minimal concerns from our community. We have engaged a contractor who considered our environment while trying to complete a complex demolition. The planning, communication, and desire to work closely with UC on Health and Safety was first rate. An external audit showed no issues on this well-functioning site.

- Leighs: Construction is continuing well on the new UCSA build. This site is managed very well with no outstanding issues.

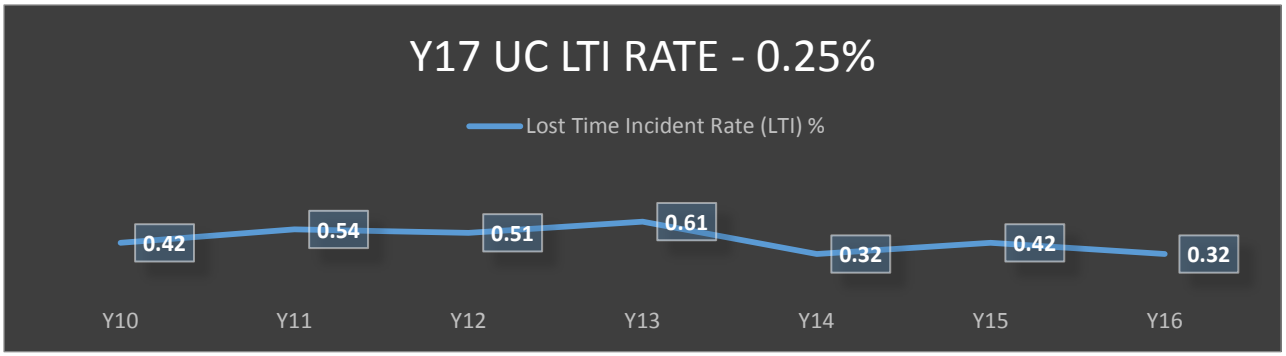
As we progress through 2018, we will continue to have construction/refurbishment throughout campus. We acknowledge the ongoing risk that this poses to the University community. However we think it is important to recognise the significant time and energy invested by the University to ensure the safety of staff and students during this time. Some key contributors to this include;

1. Campus Construction Safety Group
2. Contractor Round Table Forum
3. Project Control Groups
4. Project Working Groups
5. Health and Safety Committees
6. External Auditing

UC Statistics

Lost Time Injuries (LTIs) are useful for self-benchmarking. However the figures do not show the severity of such incidents. UC currently sits on 0.25% which is the lowest since Y10

Y17 Lost Time Incident (LTI)* Rate



**Number of Lost Time Incidents divided by University Employee Headcount x 1,000,000*

Leading Indicators 1 May- 31 July

Leading Performance Statistics (Completed)	Same Period Y17	Same Period Y18
Council Safety Tours	1	1
External Audits	7	3
SMT Safety Tours	0	2
Training Sessions	9	7
H&S Committee Meetings	12	8
H&S Representatives	81	79
Safety Observations (New Statistic)	0	10
Ergonomic Assessments	39	36
Health Monitoring	226	174
Flu Vaccinations	1417	1288

Note: All Safety Observations are recognised as Lead Indicators. External Audits are down on the previous period. This is due to adopting Worksafe SafePlus Audits scheduled for August/September Y18.

Lagging Performance Indicators 1 May 1 – 31 July

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

Lagging Performance Statistics (Reported))	Same Period Y17	Same Period Y18
Total Occurrences employees	64	67
Total Occurrences non-employees	25	7
Total Occurrences	89	74
Total Occurrences Rec Centre	4	4
Lost Time Occurrences	4	5
Days Lost	29	30
UC Average Days Lost	7.1	6
Illness	6	1
Injury	35	26
Near Miss	16	14
Discomfort & Pain Reported	12	14
Notifiable to Worksafe Incident	0	0
Total Occurrences	93	78
Worksafe Investigations	0	0

Appendix 1

University of Canterbury

Te Whare Wānanga o Waitaha

Health and Safety Assessment Report

9-12 April 2018

Completed by:
Martha Rowbotham
(ACC Approved Senior Auditor/
SafePlus Accredited Assessor/GradNZISM)

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Executive Summary

This health and safety assessment has been undertaken using the structure of ACC's Workplace Safety Management Practices audit standard together with a number of health and safety leadership performance requirements extracted from the SafePlus Assessment Tool.

During the assessment a number of UC initiatives were identified that will continue to have a positive impact on health and safety for the organisation. These include (but are not limited to):

- Demonstrable health and safety commitment by the University Council.

  Formalised Council walk-rounds are carried out and feedback suggests that these are well received. Accompanied by a member of the health and safety team council members carry out walk-rounds of ongoing construction activities and colleges.

  Development of a UC Council Charter where the Council accepts its responsibility as the governing body of the University i.e. PCBU.

- New position description template provides greater clarification of health and safety accountabilities.
- VC Awards recognise health and safety achievement/innovation.
- Review of procurement processes underway, which will include formalising the process of consultation with health and safety in risk identification and management.
- New managers' orientation developed.
- Worker engagement and participation structure.
- Emergency planning.
- Strengthened contractor management; in particular establishment of monthly contractors' forum.

Summary of recommendations explained fully under 'key findings'.

1.1 Consider reconvening SMT walk-rounds as a specific KPI forming a leading health and safety performance measure.

As part of this process it is recommended that SMT receive a tailored health and safety briefing prior to the visit to provide information about incident/accident trends and high risks.

1.2 Consider undertaking a benchmarking exercise with other NZ Universities to assess whether adequate health and safety resources are at present available within the health and safety team.

1.3 It is preferable that the health and safety team is located in a part of the University where they are visible and easily accessible.

1.4 It is important to ensure that the PD&R process is consistently applied to monitor the health and safety performance of people in charge of others. It may be helpful to articulate health and safety measures of success for each level of management so that performance expectations are clearly understood.

2.1 Consider reviewing the health and safety planning process so that there is a longer term strategic plan based on UC's vision for health and safety cascading to annual health and safety improvement plans that each College/School/Department develop to align initiatives to UC's strategic goals and targets.

The development a health and safety improvement plan and achievement of objectives could be a leading KPI for managers linked to PD&R.

Objectives will ideally have a greater weighting on leading indicators which focus on injury prevention. Statistics such as LTIFR (lost time injury frequency rates) do not give a full picture of performance.

3.1 It is important that risk information is visible to SMT and the health and safety team so that due diligence can be exercised i.e. having processes that ensure hazard/risk information is received and considered.

An inability to fully optimise and utilise RMSS for centralised risk information management leaves UC exposed to risks arising from the lack of completeness, consistency and visibility of hazard information across the organisation.

3.2 Initiatives underway to strengthen the consideration of health and safety risks when procuring goods works and services is supported. In particular consultation with the health and safety team to ensure subject matter expertise is utilised.

3.3 Based on hazard exposure pre-employment testing is recommended. Pre-employment testing would allow the UC to know whether the potential employee is predisposed to developing a work-related injury or illness as a result of exposure to particular hazards. Results would provide baseline data from which to compare subsequent test results.

It is recommended that managers assess risks to any new/existing staff members are exposed to and determine any health monitoring requirements in conjunction with the Health and Safety Manager.

4.1 It is recommended that health and safety capability is built across all levels of management through health and safety training relevant to the role and level of accountability.

5.1 It is recommended that a full review of RMSS is conducted with the view to assessing its ongoing effectiveness to meet UC needs e.g. an electronic health and safety reporting system should be able to automatically generate management notifications based on the level of actual/potential risk so that high risk events are brought to the attention of senior management in a timely manner.

An electronic reporting system should have the capability to generate reminders for signing off corrective actions and closing investigations. If investigations are not completed and signed off in a timely manner the system would generate escalating notifications to senior managers.

An electonic system should also be able to facilitate robust data interrogation so that the Health and Safety Team, SMT and others can generate meaningful analytical reports.

5.2 It is recommended that UC considers having a network of designated investigators who are trained in root cause methodology such as ICAM (incident causation analysis method). This would enable the Health and Safety Team focus on its coaching and support role and build internal capability.

5.3 Explore opportunities to benchmark incident/injury data with other NZ Universities through Universities NZ, the sector voice for NZ's eight universities which provides a multi-layered opportunity for information- sharing and benchmarking.

8.1 It is recommended that UC review the Protocol: Contractor Management to include UC as the PCBU consults, cooperates and coordinates with other PCBU's on health and safety activities where there are overlapping duties.

8.2 It is important that the "lessons learnt" post contract evaluation initiative is followed through on.

Key Findings

Health and safety activity for UC is coordinated and supported by the Health and Safety Team comprising the Health and Safety Manager (reporting to the Executive Director HR), Health and Safety Advisors (2), Health and Safety Coordinator and Administrator on short term contract. Activity is supported by a network of Departmental Safety Officers and elected Health and Safety Representatives (HSR's). Each member of the Health and Safety Team has an assigned portfolio i.e. construction activity, hazardous substances and RMSS (Risk Management Safety Solutions).

The health and safety framework (toolkit) consists of policies, procedures and flowcharts held on the health and safety page of the staff intranet.

UC has identified the hierarchy of health and safety responsibilities in accordance with the Health and Safety at Work Act 2015. The University Council is ultimately responsible for the health and safety of all members of the University and as such is the PCBU ('having the primary duty of care'). As people making decisions that affect the business, SMT members are considered "officers" (requiring them to exercise 'due diligence').

1. Employer commitment to safety management practices (governance & leadership)

A clear commitment to health and safety is being shown by the University Council through regular walk-rounds and the development of a Health and Safety Charter (currently under review). The Audit and Risk Committee of the UC Council and SMT are provided with quarterly reports which contain a number of leading and lagging health and safety performance indicators.

SMT has historically carried out walk-rounds but these have ceased in its previous form. It was noted that there were individual examples of members of SMT carrying out walk rounds but that this is no longer a formalised expectation.

It is recommended that these be reconvened since it is not only a way to show leadership commitment to health and safety it also provides an opportunity for leadership to gain an understanding of the nature of health and safety issues (see recommendation 1.1).

Good health and safety governance requires the PCBU and Officers to ensure that there are sufficient resources available to support health and safety activity. It would be beneficial to undertake a benchmarking exercise with other NZ Universities to assess whether adequate health and safety resources are at present available within the health and safety team (see recommendation 1.2).

Visibility of the health and safety team is another factor that will influence their ability to build relationships and be available for support and advice. Currently the team is located in an area of the University that limits their visibility and accessibility (see recommendation 1.3).

Health and safety accountabilities are identified in position descriptions and form a component of the annual PD&R (performance development & review) process. While there were a number of excellent example of completed PD&R's with comment on health and safety performance/initiatives the consistency of reviewing health and safety performance at all levels of management needs to be monitored (see recommendation 1.4).

Recognition of health and safety excellence/innovation is made through the Vice-Chancellor's Health & Safety Award.

Recommendations

1.1 Consider reconvening SMT walk-rounds as a specific KPI forming a leading health and safety performance measure.

As part of this process it is recommended that SMT receive a tailored health and safety briefing prior to the visit to provide information about incident/accident trends and high risks.

1.2 Consider undertaking a benchmarking exercise with other NZ Universities to assess whether adequate health and safety resources are at present available within the health and safety team.

1.3 It is preferable that the health and safety team is located in a part of the University where they are easily accessible.

1.4 It is important to ensure that the PD&R process is consistently applied to monitor the health and safety performance of people in charge of others. It may be helpful to articulate health and safety measures of success for each level of management so that performance expectations are clearly understood.

2. Planning, review and evaluation

Assurance processes are in place to ensure UC maintains compliance with legislative requirements and this is overseen by UC's Risk Manager and the Risk Assurance & Policy Unit in conjunction with external legal advice where required. Health and safety policies and procedures were appropriately updated to take account of the updated health and safety legislation.

Health and safety performance is reviewed at least quarterly; with the first quarter report serving as the "Report of the Year" summarising performance over the previous year. The report includes an overview of legislative updates, health and safety team updates/priorities, RMSS, health monitoring, training, governance tracking and reporting, ACC statistical benchmarking, contractor's update/statistics and UC statistics (combination of leading and lagging indicators).

UC's health & safety action plan December 2017- December 2018 outlines objectives within the framework of the health & safety toolkit. This plan is currently under review to strengthen the inclusion of injury prevention initiatives. For this to be effective it will be important for statistical data to be robust. Also, a greater level of benchmarking with other universities would help to identify critical or high risk areas.

Health and safety objectives are identified at a College/School level as part of their operational plan. While there were good examples of health and safety planning at a College/School level there were also examples where plans were outdated.

Health and safety planning enables the implementation of activities to meet the organisation's strategy and policy and also drive continuous improvement through the analysis of current performance, risks and priorities.

It is recommended that the planning process is reviewed under a framework of a UC strategic health and safety plan and annual health and safety operational plan which should form the basis of College/School plans so that all parties are working together towards the same goals and objectives (see recommendation 2.1).

Recommendations

2.1 Consider reviewing the health and safety planning process so that there is a longer term strategic plan based on UC's vision for health and safety cascading to annual health and

safety improvement plans that each College/School/Department develop to align initiatives to UC's strategic goals and targets.

The development a health and safety improvement plan and achievement of objectives could be a leading KPI for managers linked to PD&R.

Objectives will ideally have a greater weighting on leading indicators which focus on injury prevention. Statistics such as LTIFR (lost time injury frequency rates) do not give a full picture of performance.

3. Hazard identification, risk assessment and management

Protocol: Risk Management reflects requirements outlined in the Health and Safety at Work Act 2015. Definitions, responsibilities and processes for hazard identification, risk assessment, application of hierarchy of controls, maintaining a hazard register and hazard review are outlined. A number of supporting guidelines are in place that provide information on reporting and managing asbestos, preparation for safe field activity, disposal of hazardous waste and managing biological hazards.

Within UC's risk management framework risk information is consolidated into a UC strategic risk register. As an identified strategic risk health and safety is reported to Council Audit and Risk Committee.

Each work area is required to hold a risk register. Currently these are being transitioned into RMSS but the majority however are still held by individual Colleges and Service Groups.

This results in reduced visibility of the quality of risk registers which is an important health and safety assurance activity (see recommendation 3.1).

Hazards can be reported either on the hazard assessment and control form or hazard risk assessment and management form (field activities). A sample of field activity plans demonstrated that these are well thought out and contain detailed information including risk assessments and planning for potential emergencies.

The procurement policy which governs procuring goods, services and works is currently under review. It is recognised that Procurement is currently working to categorise services and identify risks associated with each category. Part of this improvement initiative is to also formalise the process of consultation with health and safety in risk identification and management (see recommendation 3.2).

Procedures are in place for obtaining and using PPE (personal protective equipment). Individual work areas are required to hold a PPE register, identify training needs associated with PPE and monitor the person using the equipment and ensure appropriate PPE maintenance.

Protocol: Health Monitoring is under review. Health monitoring services are contracted to an external service provider. With consent results are provided to the health and safety team to ensure obligations regarding monitoring exposure to a health hazard is discharged.

To ensure robust analysis of these results it is recommended that baseline testing (in relation to hazard exposure) is conducted at pre-employment (see recommendation 3.3).

Recommendations

3.1 It is important that risk information is visible to SMT and the health and safety team so that due diligence can be exercised i.e. having processes that ensure hazard/risk information is received and considered.

An inability to fully optimise and utilise RMSS for centralised risk information management leaves UC exposed to risks arising from the lack of completeness, consistency and visibility of hazard information across the organisation.

3.2 Initiatives underway to strengthen the consideration of health and safety risks when procuring goods works and services is supported. In particular consultation with the health and safety team to ensure subject matter expertise is utilised.

3.3 Based on hazard exposure pre-employment testing is recommended. Pre-employment testing would allow the UC to know whether the potential employee is predisposed to developing a work-related injury or illness as a result of exposure to particular hazards. Results would provide baseline data from which to compare subsequent test results.

4. Information, training and supervision

UC's orientation for new staff appropriately includes health and safety content. This is followed by a work area orientation that provides more locally-focussed information. The Health and Safety Manager has developed an orientation presentation for new managers which reinforces responsibilities and components of the health and safety toolkit, including wellbeing.

Core health and safety training is centrally funded through the Health and Safety Service such as first aid, fire warden, fire extinguisher, risk management and health and safety representative. Individual training records are maintained on PeopleSoft. An annual training calendar is produced by HR detailing courses (including specialist and technical training programmes) which are open for attendance to all staff.

External trainers are required to provide formal recognition for attendees such as NZQA Unit Standards. A post-training course feedback process is currently being developed to assess the quality and relevance of training provided by external trainers.

Other than the recently developed orientation for new managers there is currently no formalised re-orientation or health and safety training for managers. In holding leaders and managers accountable for health and safety it is important that they are supported in this duty (see recommendation 4.1).

Recommendations

4.1 It is recommended that health and safety capability is built across all levels of management through health and safety training relevant to the role and level of accountability.

5. Incident and Injury reporting, recording and investigation

Documented processes for incident/injury management are in place that include:

- Managing and reporting an event.
- Reporting notifiable events to WorkSafe NZ.
- Event investigation and checklist for event investigators.
- Discomfort pain and injury information including hyperlinks to ACC's habitatwork programme.

UC uses RMSS (Risk Management Safety System) to report injury, illness, discomfort & pain, near miss, incident and serious harm. The system has the capacity to record reports involving students, visitors, contractors, volunteers or people on work experience.

Events are entered into RMSS using an individual log in. The Health & Safety Coordinator receives an email advising about the reported event at which time the event is reviewed, manager notified, level of escalation determined and level of investigation determined. This is placing high demand on the Health & Safety Coordinator and the Health and Safety Team which impacts on the time available to support other health and safety activities.

Managers can access the RMSS Dashboard and search for any reported events applicable to their College or Service Unit but this requires proactive log in. These notifications are not automated by the current system.

Evidence and feedback suggests that RMSS is "not fit for purpose" in that this system is complex (not intuitive), labour-intensive for the Health & Safety Coordinator and the Health and Safety Team and has limited analytical capability. Due to the fact the system is supported through Australia there are significant delays in response to queries. The result is that system-based reporting is not reliable for health and safety performance evaluation and therefore there is increased risk that health and safety incidents or near misses are not actioned appropriately and trends/learnings from these are not used to drive safer practices (see recommedation 5.1).

The level of investigation is determined by the Health and Safety Team. In general, investigation is led by a member of the team in conjunction with relevant parties and subject matter experts. To build internal investigation capabiltiy it is recommended that UC considers having a network of designated investigators who are trainined in root cause methodology such as ICAM (incident causation analysis method).

Open investigations are tracked weekly by members of the Health and Safety Team and any open investigations are reported on. Again, this is an activity that should be inherent in an electronic reporting system. A variety of reports should be able to be generated in an efficient manner including system generated reminders for signing off corrective actions and closing investigations.

RMSS facilitates data collation and limited opportunity for analysis. With the ability to interrogate data more thoroughly, there would be an opportunity to identify and target injury prevention activities. As outlined by the Business leaders' Health & Safety Forum "What is safety leadership?" A guide for Chief Executives October 2014; "safety leadership comes down to what leaders *think, say, do and measure".*

Collated data is presented to the Council Audit & Risk Committee via the quarterly report, SMT, Heads of Departments and the UC Health & Safety Committee. ACC benchmarking data is included in the quarterly report in relation to weekly compensation claims – through Universities NZ there is an opportunity to explore benchmarking incident/injury/illness statistics across NZ's eight universities (see recommendation 5.3).

Recommendations

5.1 It is recommended that a full review of RMSS is conducted with the view to assessing its ongoing effectiveness to meet UC needs e.g. an electronic health and safety reporting system should be able to automatically generate management notifications based on the level of actual/potential risk so that high risk events are brought to the attention of senior management in a timely manner.

An electronic reporting system should have the capability to generate reminders for signing off corrective actions and closing investigations. If investigations are not completed and signed off in a timely mananer the system would generate escalating notifications to senior managers.

An electonic system should also be able to facilitate robust data interrogation so that the Health and Safety Team, SMT and others can generate meaningful analystical reports.

5.2 It is recommended that UC considers having a network of designated investigators who are trained in root cause methodology such as ICAM (incident causation analysis method). This would enable the Health and Safety Team focus on its coaching and support role and build internal capability.

5.3 Explore opportunities to benchmark incident/injury data with other NZ Universities through Universities NZ, the sector voice for NZ's eight universities which provides a multi-layered opportunity for information sharing - benchmarking.

6. Employee Participation in health and safety management

Developed in accordance with the Health and Safety at Work (Worker Engagement Participation & Representation) Regulations 2016, the Combined Unions & UC Agreement on Worker Participation in Health and Safety outlines how UC as PCBU and unions will ensure workers have reasonable opportunity to be actively involved in the management of health and safety.

The UC Health and Safety Committee meets quarterly with membership comprising senior leaders, elected health and safety representatives, student/employee representative, Health and Safety Manager and TEU/PSA Organiser.

College/Service Unit Health and Safety Committees are held quarterly with membership comprising a member of SMT, elected health and safety representatives, member of the Health and Safety team and student/employee representative. Meeting minutes are held on the staff intranet.

7. Emergency planning and readiness

UC's Risk Manager has responsibility for emergency management policy and planning. UC's Emergency Management Plan provides the framework for risk reduction, readiness, response and recovery. The plan has incorporated learnings from the earthquakes 2010 and 2011.

Emergency plans are developed using the CIMS (coordinated incident management system) framework. Emergency flipcharts are displayed around the campus outlining actions for a wide range of potential emergency scenarios.

The framework for business continuity planning is developed for individual Colleges and Service Units and a programme of health checks are in place to ascertain progress in business continuity planning.

Approved (section 21C of the Fire Service Act 1975) evacuation schemes are in place for each building (example for the Ernest Rutherford building).

UC is assigned status of Service Centre which means that in the event of an emergency that impacts the city, the University will be responsible for looking after itself including the activation of the Incident Management Team (IMT) which meets monthly.

Evacuation drills are held six monthly and a schedule of these drills is held by the Building and Compliance Officer.

8. Ensuring the health and safety of employees and others in the workplace

Significant improvements have been made to strengthen contractor management such as consultation, setting minimum safety standards, Council walk-rounds and feedback via the 'Highlight Report'.

Protocol: Contractor Management has been developed to align with the Health and Safety at Work Act 2015. Definitions, responsibilities and processes for induction and evaluation of contractor safe work practices, prequalification, UC Agreement, submission of a health and safety management plan and performance monitoring are outlined. It is timely that this protocol is updated to detail how UC as the PCBU consults, cooperates and coordinates with other PCBU's on health and safety activities where there are overlapping duties (see recommendation 8.1).

A contractors' forum has been established which meets monthly to discuss a wide range of health and safety topics, including induction, sign in/access requirements, development of an SSSP (site-specific safety plan) reporting asbestos, hazardous substances and health and safety culture. Feedback indicates that this forum has matured over the last 18 months so that learnings from near miss incidents and initiatives are part of the agenda.

Health and safety accountabilities are included in contracts where these exist and where they do not the contractor's signed induction confirmation serves to confirm acceptance of accountabilities.

Induction is established requiring two-yearly renewal. A hazard assessment form is completed on commencement of the work and all trades involved in the work must read and sign that this information has been provided. Communication is also facilitated through daily start-ups.

Monitoring of contractor health and safety performance occurs through monthly observations and quarterly audits carried out on nominated sites by an external auditor.

An annual review of regular contractors is carried out by Engineering Services. Capital Works is about to start post-contract evaluation of contractor health and safety performance by way of a "lessons learnt approach" – this is an important step in the contractor management process that should feedback into contractor selection and approval (see recommendation 8.2).

Recommendations

8.1 It is recommended that UC review the Protocol: Contractor Management to include UC as the PCBU consults, cooperates and coordinates with other PCBU's on health and safety activities where there are overlapping duties.

8.2 It is important that the "lessons learnt" post contract evaluation initiative is followed through.

Acknowledgements

A number of people took part in this health and safety assessment and I would like to acknowledge the level of participation and information sharing:

Members of the Health & Safety Team
Jan Evans-Freeman Pro Vice-Chancellor College of Engineering
Professor Ian Wright Deputy Vice-Chancellor
Jacqui Lyttle Risk Manager
Paul O'Flaherty Executive Director HR
Charmaine Atherfold College RSIC Project Manager
Julie Stafford People and Planning Manager
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Pat Keogh Compliance Officer
Gary Bush Supervisor Engineering Services
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Gill Ellis Technician School of Physical & Chemical Sciences.
Shelley Ranson Strategic Procurement Manager

Memorandum | Pukapuka

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Ki:	University Council
From:	Nā:	Catherine Moran
Date:	Rā:	22 August 2018
Subject:	Kaupapa:	Internships across UC _Health & Safety
Purpose:	Aronga:	Briefing for Audit and Risk

In response to recent media coverage surrounding internships, reviewed the practices around work placements. The aim was to understand UCs practices and highlight areas of best practice and determine where practice can be enhanced.

Across UC, in any one year, Colleges will have approximately 3800 students engaging in a work placement for academic credit or as a completion requirement. For the purposes of this exercise, field trips are excluded.

Nature of work placements across UC

Work placements fall across those that are a requirement for the qualification, in most cases in accordance with professional accreditation standards (e.g. Engineering work experience), and those that are not required to complete the qualification but are offered as part of the qualification offerings (e.g. PACE 295 (Arts Internship)). Work placements across UC are offered at both undergraduate level and post-graduate level. The post-graduate work-placements have grown since the introduction of 180-point Masters programmes with work experience being part of research project in the qualification.

The internship procedures vary slightly across the nature of the placement. In particular, the following information was collected about Health and Safety:

Professional Qualifications

The professional qualifications were identified as meeting the following parameters with regard to Health and Safety: Pre-placement briefings, handbooks or information packets, and post-internship reports were included for all professional programmes. All programmes had a contact person.

Professional work placements differed in that some were employment arrangements and in some cases arranged by the student while others were non-employed (e.g. Teacher Education Professional Practice and Communication Disorders). There was greater clarity regarding line of Health & Safety responsibility when it was not an employment relationship.

Non-professional qualifications
There are a number of programmes whereby students are not required to carry out an internship or work placement and/or the internship is not part of external accreditation requirements. For those qualifications (for instance in the College of Business and Law and College of Arts), UC agreement forms which include Health and Safety forms, Internship Agreements, and Confidentiality forms are used. In addition there is a group meeting and briefing and/or workshop for the students prior to the placement.

Regardless of the nature of the internship, none of the health and safety procedures reported explicitly included a briefing on sexual harassment or contained content to that effect. Neither was there specific mention of a whistle-blower line made available to the student. Many Colleges did report ensuring the student had a UC contact that they could reach during their placement to report problems or issues. None of the Colleges reported any complaints filed by students in the last two years.

Outcome

This stocktake and brief report is the first step in having a comprehensive overview of our procedures with work placement, particularly around Health and Safety. While there are clear processes, there is potential for enhancement. In particular:

1) UC Health and Safety briefings and information include a reference to the whistle-blower line so that students can safely report incidents independently if desired;
2) Review the Health and Safety procedures around work experiences which are ones of employment to ensure there is evidence of overlapping responsibility.
3) In order to have consistency, share practice, and identify parameters, it is recommended that placement coordinators, CIE and, HR liaise to consolidate our information. This will be led by the AVC A.
4) With the growth of work placements, particularly across the non-professional qualifications, central coordination be considered to support the Colleges, share best practice and ensure it is incorporated across all areas. A working group, convened by the AVCA, will explore this.

Ngā mihi,

Catherine Moran
Te Amokapua Akoronga

Memorandum / Pukapuka

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	SMT, Audit and Risk Committee and UC Council
From:	Bruce White, Acting University Registrar
Date:	1 August 2018
Subject:	**2017 APPEALS, DISCIPLINE AND GRIEVANCES REPORT**
	For Information

The Academic Appeals and Grievances Policy was adopted in December 2010. The role of the Grievance and Academic Process Coordinator (GAPC) encompasses appeals and student progression, recognising the close relationship between the processes for academic and other student complaints. In 2017 the role was held initially by Liana Foster until May when she went on maternity leave. Louise Knewstubb covered the role for the remainder of that year. The position sat within the portfolio of the DVC (Academic).

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

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

Student discipline issues – Proctor investigations
Student discipline issues are investigated through the University Proctors, of which there were three in 2017. Their role is outlined in the Discipline Regulations, which refer to breach of University regulations and instructions, and conduct prejudicial to the interests of UC and its students. They report to the University Registrar.

Proctors have the role of investigating complaints and dealing with minor breaches through their own powers. If there is a serious breach of discipline the Proctor refers the case to the Discipline Committee for action. If there is new evidence, a significant breach of process or a manifestly unjust decision the student can appeal decisions of the Discipline Committee to the University Council Appeals Committee, which also hears appeals against the decision of the Academic Appeals Committee under the same criteria. One appeal was brought to the Council Appeals Committee in 2017.

There were 70 notified investigations by the Proctors in 2017. Of the 70 cases breaches of discipline fell into three main categories: academic dishonesty (37, 10 of which were decided to be unfounded or extenuating circumstances existed), harassment (7, 4 of which were dismissed) and behavioural issues (26, 4 of which were dismissed). Proctor investigations generally involve individual students but several in 2017 involved groups of students, and in one case an entire laboratory class.

Proctor Investigations

	Academic		Harassment		Behavioural		Total cases
	Upheld	**Dismissed**	**Upheld**	**Dismissed**	**Upheld**	**Dismissed**	
2015	25	20	4	0	14	0	63
2016	26	29	3	0	9	0	67
2017	27	10	3	4	22	4	70

In 2017 the behavioural issues were dealt with through education of the student code of conduct, discipline regulations and harassment policies, letters of apology, reprimands and fines. One case was referred to the Discipline Committee which resulted in suspension. That student's enrolment was subsequently cancelled due to academic inability to complete his course of study.

Proven cases of academic dishonesty resulted in fines, loss of credit and an entry on the Discipline Register in case of any future breaches. Two cases were referred to the Discipline Committee which found both students to be guilty.

A system of instant fines had been introduced in 2013 for students bringing mobile phones into examinations. The table below shows a slight decrease in incidents in 2017 compared with the 2016 high, with the number of incidents being fairly constant overall.

Cell-phone breaches

	Mid-Year 2015	End of Year 2015	Mid-Year 2016	End of Year 2016	Mid-Year 2017	End of Year 2017
Cell phone in pocket	5	3	3	9	3	7
Cell phone made a sound during the exam	8	8	12	10	11	6
Not recorded	0	0	0	0	0	4
Total	13	11	15	19	14	17

It should also be noted that any instances of a student carrying or using a mobile device, (which from 2016 included watches), in an examination are routinely referred to a Proctor, along with other examination breaches of suspected copying, unauthorised notes, and writing after time was called.

Examination Incidents Referred to the Proctor

	Mid-Year 2017	**End of Year 2017**
Unauthorised notes	2	5
Suspected copying	9	5
Unauthorised calculator	1	0
Writing after time was called	1	1
Computer exam - Suspected of looking at unauthorised page, e-mailing or connecting to the web.	3	0
Total	**16**	**11**

Attached are reports from:

Report 1: The GAPC on workload in 2017
Report 2: The GAPC on appeals to the Academic Appeals Committee and on Discipline Committee hearings
Report 3: The Registrar on University Council Appeals Committee.

Grievance and Academic Processes Coordinator 2017 - Report to Council

The role of the UC Grievance Coordinator (UCGC) was established in 2010 to provide a central point of contact for all grievances/complaints. The role of the UCGC has evolved over recent years – responding to complainants initially in a timely manner and then at regular intervals; triaging complaints; investigating and coordinating a response from the University or escalating as necessary. 2014 saw the title changed to Grievance and Academic Progress Coordinator (GAPC) and the responsibility for the function transferred to the portfolio of the Deputy Vice-Chancellor (Academic). This change recognised the close relationship between the processes for academic and other student complaints and that issues raised can be addressed in a timely and effective manner.

In 2017 there were 41 complaints received and dealt with by the GAPC. 39 were resolved within the same year. Two cases were resolved in 2018.

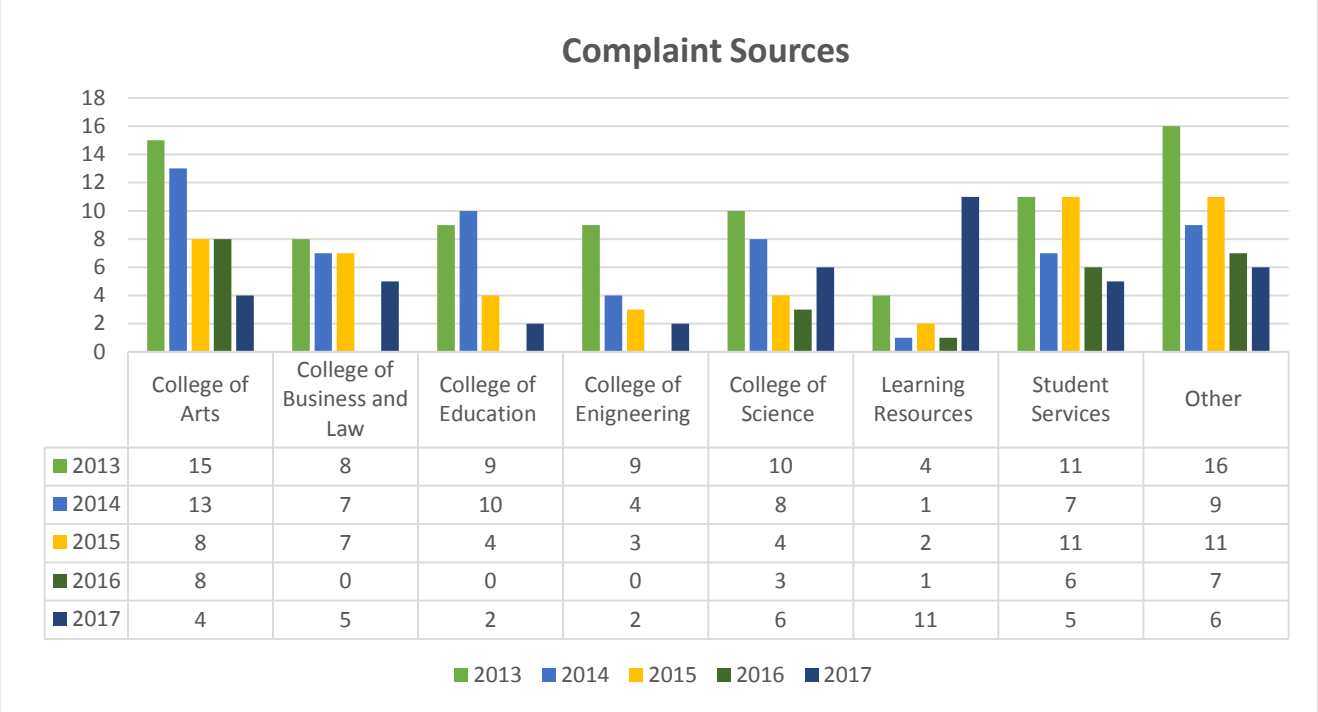
There is an increasing trend of students seeking advice from the GAPC, to discuss their concerns, and to seek information on the possible pathways to resolve their issues. Students are also referred to the UCSA Advocate for independent advice, assistance, and support.

The analysis of the registered complaints is shown in in the table below.

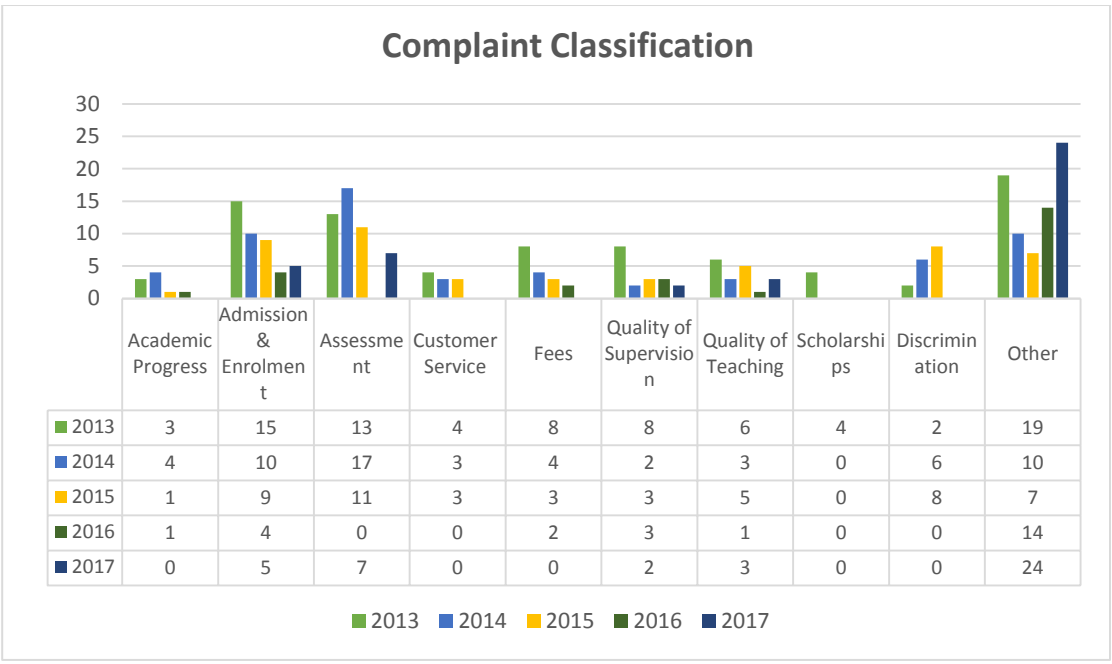
	2017	**2016**	**2015**	**2014**	**2013**	**2012**
Total Complaints	41	25	50	69	83	117
Number resolved within the year	39	22	49	59	82	100
Number of complaints unresolved at year end	2	3	1	10	1	17

Of the 39 complaints that were resolved within 2017, around 90% were resolved without resort to formal appeal. This has increased from around 60% in 2015. For the purposes of reporting, this means that these complaints were resolved by the GAPC by:

- Investigating the complaint and communicating regularly and in a timely manner with the complainant;
- Discussing the findings/evidence of the investigation with the member of staff making the decision;
- Negotiating, recommending or mediating a course of action or outcome that is acceptable to both UC and the complainant; and
- Formalising the decision and ensuring that records are kept in compliance with legislated practice.



	College of Arts	College of Business and Law	College of Education	College of Enigneering	College of Science	Learning Resources	Student Services	Other
2013	15	8	9	9	10	4	11	16
2014	13	7	10	4	8	1	7	9
2015	8	7	4	3	4	2	11	11
2016	8	0	0	0	3	1	6	7
2017	4	5	2	2	6	11	5	6



	Academic Progress	Admission & Enrolment	Assessment	Customer Service	Fees	Quality of Supervision	Quality of Teaching	Scholarships	Discrimination	Other
2013	3	15	13	4	8	8	6	4	2	19
2014	4	10	17	3	4	2	3	0	6	10
2015	1	9	11	3	3	3	5	0	8	7
2016	1	4	0	0	2	3	1	0	0	14
2017	0	5	7	0	0	2	3	0	0	24

“Other” complaints included those from students concerned with the Student Rec Centre, University Accommodation and UCIC. There were six harassment complaints (one sexual harassment), two Postgraduate printing charges complaints and seven complaints about the cost of parking on campus.

Report to Council, 2017

Section 1: Academic Appeals

81 appeals from 75 students were submitted in 2017. Of these, six students withdrew their appeals, one was declined due to a lack of sufficient grounds to proceed, three were referred back to the Dean or HOD, 49 were upheld by the Chair of the Special Considerations Committee and 17 were heard by the Academic Appeals Committee.

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

Decision appealed against	Withdrawn	Upheld	Declined	Total Heard
Declined reconsideration of grade	2	1	3	4
Termination of PhD	0	1	2	3
Declined admission application	0	0	1	1
Removed from qualification on failure	0	0	1	1
Declined special consideration	4	3	3	6
Termination of Masters	0	0	1	1
Declined extension request	0	0	1	1
Total 2017	6	5	12	17
Total 2016	22	11 (44%)	14 (56%)	25
Total 2015	0	3 (30%)	7 (70%)	10
Total 2014	2	6 (40%)	9 (60%)	15
Total 2012	3	6 (50%)	6 (50%)	12
Total 2011	5	5 (31%)	11 (69%)	16

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

In 2017, the University received 3529 Special Considerations applications. 80% of applications were approved, 9% were declined as they did not meet the criteria, and 11% were withdrawn as they did not provide any evidence. Students were sent reminders to provide supporting evidence and were provided with additional time to submit this.

Table 2: Total number of applications received and reviewed by the Special Considerations Committee in 2017 between 1 January and 31 December 2017

	Number of Applications
Backdated Discontinuations	**330**
Approved	211
Declined	46
Withdrawn by Admin	73
Impaired Performance	**3199**
Approved	2602
Declined	284
Pending Application (01/03/2018)	8
Withdrawn by Admin	305
Grand Total	**3529**

Section 2: The Review of Student Academic Progress

Following the abolishment of Faculties, the Academic Administration Committee ceased use of Faculty Exclusions and Impending Faculty Exclusions for the 2016 End-of-Year Review of Academic Progress. Instead, Qualification Exclusions have been used, which is reflected in the sharp decline of Faculty Exclusions and Impending Faculty Exclusions, and steep increase in Qualification Exclusions. In addition, the Committee began reviewing all non-thesis postgraduate students during the 2016 End-of-Year round. The transcripts of 137 Postgraduate students were reviewed, resulting in 10 Postgraduate Qualification Exclusions and 32 Postgraduate Warning letters.

Table 3: Academic progress decisions approved by AAC in 2017 (mid-year and end-of-year)

Type	Commerce		Arts		Education		Engineering		Law		Science		Grand Total
	Mid	End	Mid	End	Mid	End	Mid	End	Mid	End	Mid	End	
Qualification Exclusion	8	60	6	70	2	13	14	29	0	31	0	14	247
Impending Qualification Exclusion	19	3	14	7	13	4	10	1	8	4	0	4	87
Qualification exclusion (did not meet with Dean after IXQ)	4	5	8	1	4	4	8	1	4	22	0	22	83
Restriction/ Condition	11	12	0	5	9	2	0	1	0	8	0	15	63
University Exclusion	4	3	0	9	0	0	0	0	0	1	2	7	26
Impending University Exclusion	1	0	4	1	1	0	0	0	0	1	2	0	10
University Exclusion (did not meet with Dean after IXU)	0	0	4	1	0	0	0	0	0	0	0	1	6
Grand Total	130		130		52		64		79		67		522

Note: All numbers are after the hearing of reviews.

Table 4: Number of University, Faculty and Qualification Exclusions, 2013 – 2017

Category	2013	2014	2015	2016	2017
Number excluded from the University	25	22	22	25	26
Number excluded from individual Faculties	255	170	152	37	-
Number excluded from a Qualification	61	89	82	253	247
Number received an impending University exclusion	6	14	15	24	10
Number received an impending Faculty exclusion	62	98	81	66	-
Number received an impending Qualification exclusion	12	27	25	45	87

Note: All numbers are after the hearing of reviews.

Section 3: Discipline Committee Hearings

Three cases was heard in 2017 by the Discipline Committee. A summary is provided below.

Table 5: Discipline Committee Hearings, 2017 cases

Category	Guilty	Not Guilty
Used other student logins to pretest quiz results	1	
Breaching non-contact agreement	1	
Academic dishonesty in Master's thesis	1	

Louise Knewstubb
Grievance and Academic Processes Coordinator
2017

Memorandum / Pukapuka

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	University Council
From:	Bruce White, Acting University Registrar / Pouroki
Date:	1 August 2018
Subject:	**UC COUNCIL APPEALS COMMITTEE**

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

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

In 2017 there was one matter referred to the Appeals Committee. Two requests for cases to be heard by the Committee were declined on the basis that no new evidence had been provided.

A breakdown of the appeals from 2010 - 2017 follows for information:

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

2017 Appeal Case

	Grounds for the appeal	**Decision**
4 April 2017, reconvened on 23 August and again on 30 August	Appeal of the decision of the Academic Appeals Committee decision, to uphold the decision of the Chair, Special Considerations Committee to decline her application for backdated discontinuations for courses enrolled in 2002.	Appeal declined on the grounds that there was insufficient evidence and no breach of university process.

TE POARI AKORANGA

ACADEMIC BOARD

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

RECOMMENDATIONS TO THE COUNCIL
FROM A MEETING OF THE ACADEMIC BOARD
HELD ON FRIDAY 10 AUGUST 2018

The Academic Board met on Friday 10 August 2018 and recommends:

1. **That the Council note the report from the Academic Board including advice on the Kia Tōpū Programme Business Case.**

Professor Ian Wright
Chair
Te Poari Akoranga – Academic Board
14 August 2018

UNIVERSITY OF CANTERBURY

REPORT OF THE ACADEMIC BOARD MEETING HELD ON

FRIDAY 10 AUGUST 2018

TE POARI AKORANGA

The Academic Board reports for information the following matters that have been considered since the July 2018 meeting of the Board:

1. BUSINESS FROM THE CHAIR

The James Logie Memorial Collection is seeking a new member for the Collection Committee. The member is to be from the Board or nominated by a Board member. The Chair also expressed his thanks to Associate Professor Michael Hayes for his work on the Committee.

The working party reviewing the Academic Board will report at the next meeting.

2. THE VICE-CHANCELLOR'S REPORT

The Vice-Chancellor took his report as read and noted an ongoing discussion at a recent UNZ VC meeting on the composition of the tertiary sector.

In questions and comments from the floor:

- An objection was made with respect to the University's association with World Vision through the Emerging Leadership programme and concerns about that organisation. The Vice-Chancellor agreed to consider the objections.
- Noted that the University has now settled with EQC.
- What are the plans for restoring the Dovedale and Kirkwood sites with the removal of the temporary teaching facilities? They will be returned to grassed fields, access to remove the temporary plantings are being considered, but are dependent on the contractor removing the buildings permitting access.
- Finally, the handover for Rehua is still scheduled for mid to late September.

3. KIA TŌPŪ PROGRAMME BUSINESS CASE

The Deputy Vice-Chancellor prefaced the discussion by noting the letter of invitation from the Chancellor to provide timely advice to the Council on the proposed Kia Tōpū business case. He also, upon enquiry by the TEU, outlined the consultative process to date on the proposal. Specifically noted: prior work relating to the UC/Lincoln University collaboration; individual College qualification developments in Science, and Business and Law related to Kia Tōpū; the "primary sector / food" strategy workshop event of 22 June that was open to a large number of the academic community; the presentation of the same proposal to both the Research, and Learning and Teaching Committees in the prior week.

The Vice-Chancellor then gave a brief history of the initiative, noting in particular that significant work in the field of "Agri-business" is already undertaken at the University, but not necessarily in an overtly observable or cohesive away. In the work towards the business case, ideas about the target audiences and industries have been surfaced, and that the proposal is about the strategic direction of UC and contributing to a crucial part of the New Zealand economy. Lincoln University is aware of UC's thinking, and success of the programme will be coupled with our ability to collaborate and partner both internally and externally. The three

themes that are presented in the business case strongly emerged through the open planning day. The strategy outlined is a 5-year plan forecasted to be $30M over this time or 2% of Op Ex. However, actual expenditure will be set on annual budgeting cycles. The proposal will be funded through a Research Centre styled structure, and academic programme development will follow the normal University processes.

In questions and comments from the floor:

- The proposed business case has not been circulated to Colleges. Can this go to Colleges for feedback?
- What is the likely impact to existing departments and units as a consequence of the changing priorities associated with the proposal? Concern including potential for cannibalisation and job security.
    - In response it was noted that this was a fair question, but it is not possible to formulate an accurate schedule of impact at this stage. If the proposal is approved then an understanding of these issues will become apparent as more detailed plans are developed, probably on the annual budgeting cycle.
    - The comment was accepted as useful advice.
- Is anything be deprioritised?
    - Not explicitly as the proposal is to fund the programme from planned budget surplus from 2019 onward and also by controlling the growth rate.
- There was concern that the Staff communications on the proposal could be interpreted that the proposal is "a done deal".
    - This was not the intension, rather it was important to let all staff, include those unable to participate in the planning session, to be aware of the work.
- What is the possible split in the proposed budget between Research and Teaching activities? Is there a mechanism through this to manage the risk?
    - Revenue generated from the proposal will need to come from teaching (SAC and fees) or external research grants. If either form fails then this will undermine the whole programme. It should be noted that the budget is made on the basis of a number of assumptions, which can be contested.
    - It was noted that this a somewhat unusual proposal from the University, to fund upfront an academic activity prior to clearly demonstrated (and achieved) revenue streams; more frequently we build first and then fund additional staff after student enrolments have occurred.
    - It was also noted that MBIE have set aside significant funds, in the order of $50M, for data sciences and future foods over the next five years.
- It was noted that there is a projected growth of 1700 EFTS over 10 years, or the equivalent to a new College. Such growth will require a step change, however, there is some concern that the proposal lacks articulation of such changes within our qualification offerings.
    - Agreed and a fair observation, the details of which need to be worked up should the proposal be approved. The point of the next stage is develop such detail.
- So where do the numbers come from?
    - The EFTS numbers are the desired target and the surrounding work, e.g. number of new qualifications, is an estimate of what is necessary to achieve such numbers.
- Is the EFTS growth caption for figure 2 therefore misleading?
    - Agreed that this should be relabelled.
- Will there need to be significant capital outlay for 1700 new EFTS?
    - This is not yet planned and would depend on both the growth rate and where the growth occurs.

- Has any market research been undertaken?
    - Not as yet, this is part of the business case. However, preliminary work has involved looking at TEC enrolment data, and some awareness of offerings in the Australasian market.
    - The planned market research is likely to consist of two phases, formulating clear opportunities, and testing these against prospective students. Assistance in formulating this approach would be desirable.
- A member agreed that we have a "Chicken and Egg" type problem. There are excellent questions that need addressing, but also a need to agree to move forward to address the questions. There is a real opportunity for the whole University to be a part of this work and internal collaboration will be important.
    - The Vice-Chancellor reiterated that this would be a continuous development process and acknowledged that a central fund to help overcome the EFTS workload model, that could be a barrier to collaboration, was likely.
- PhD scholarship funding was tightened as part of the University's response to the financial situation arising from the Christchurch 2010/11 earthquakes, and this hasn't been reintroduced.
    - A whole number of budget areas were reprioritised as a consequence, with a return to normal business operations there is no automatic return to the previous funding model as we have ended up in a different "normal" state. Nevertheless, the proposal will look at issues such as PhD growth.
- A member noted that the proposal has the opportunity to ensure a holistic approach is taken and there is room for, and importance for, the Arts and Humanities to be a part of this work.
- What are Lincoln University's thoughts on the proposal?
    - The proposal is about what UC can do for its benefit. Obviously Lincoln would and are concerned about students switching institutions. They have be informed of our thinking. However, Lincoln noted that our proposal is more complementary to their offerings and this is more likely to have an impact on other North Island universities. Overall they saw this as good for the Canterbury region and an opportunity to collaborate.
- Where are we "now" in capability with respect to the proposal?
    - There is already much of the work done at UC, with perhaps 90 academic staff already working in aspects of the themes. The intent is to grow this significantly.
- Could micro-credentialing play a part of this?
    - The proposal is not predicated on this, nor does it preclude it. It was noted, however, that there are some concerns about the depth and integration of learning associated with micro-credentials.
- Next steps were discussed.
    - The proposal and draft report of this meeting would be sent to the Colleges.
    - A member suggested that the proposal be supported in principle and provision made in the 2019 budget to work up the proposition.
    - The meeting agreed to this advice.

4. RESTRICTED CREDIT / CONCEDED PASS

The Academic Registrar introduced his memorandum proposing changes to the regulations for the awarding of restricted credit. He noted that the proposal had been discussed three times at the AAC and that feedback from Colleges had been sought and considered. Questions and comments from the floor included:

- Why was the term 'conceded pass' proposed? This is commonplace in other universities;

- A conceded pass would contribute to the graduating requirement but would not fulfil a pre-requisite requirement. The GPA calculation will include all attempts, but the conceded pass can be restricted form the record depending on its intended purpose.
- Law already uses a similar method – both attempts are recorded in the GPA but only the second attempt gives credit.

5. DRAFT KEY DATES POLICY

The Academic Registrar spoke to a new draft policy which was intended to set down some key principles for producing further iterations of the annual key dates, acknowledging that there are many competing demands to be taken into consideration. The following points were made:

- The clause covering the last day to add a course should make explicit that this applies to all courses including whole year and cross year courses;
- The last date to submit examination scripts for publication caused some stress to academic staff so it would be helpful if it were included in the policy in future;
- There was currently little acknowledgement that a number of staff were teaching in terms that are longer than the seven weeks stated in the policy. For example staff in the College of Education, Health and Human Development might be teaching as many as 11 consecutive weeks to align with school terms; this should be noted in the policy.
- That Easter Tuesday is not an official holiday and should be renamed as the Tuesday after Easter Monday.
- That minor corrections be made to the nomenclature of the School of Business, Executive Development and that the acronym ISO be spelt out in full.

6. ELSEVIER AGREEMENT

The Executive Director of Learning Resources prefaced the discussion by outlining the purpose and history of the discussion. The University Librarian noted that a consortium of 48 universities in Australia and all NZ universities had written to Elsevier to note that they will not be renewing their licence agreements and wish to negotiated more reasonable terms. It was noted there was a risk that negotiations could break down and we could lose access to the resources. However, it was also noted that German institutions that had taken similar action had not lost access after 18 months and without resolution of their contract. The figures in the report related to UC. Finally, it was noted that some 74% of Elsevier's revenue related to academic publishing.

In questions and comments from the floor:

- Could any savings be directed into other publication services such as access or sponsoring open access services?
- There was a note of support for the decision to take action. What support was being offered to Pacific universities?
- What about academics removing their services to act as reviewers for Elsevier?
    - First we must be careful and mindful of unintended consequences and unfortunate collateral damage.
- Can we collect information on academic's membership of editorial boards and participation as reviewers.

Dr Andrew Bainbridge-Smith
Secretary
Te Poari Akoranga – Academic Board
14 August 2018