

EMBARGOED UNTIL 4pm WEDNESDAY 29 MARCH 2017

Wednesday 29 March 2017

4.00pm

Council Chamber, Matariki

Refer to  
Page No.

1. APOLOGIES:
2. CONFLICTS OF INTEREST  
Every Member has an obligation to declare any material interests relevant to any University of Canterbury activities and to ensure that any conflict arising from the material interests is noted and managed appropriately
3. MINUTES (1 March 2017) 1-6
4. MATTERS ARISING

PART ONE: REPORTS

- 5.



10.2	Employment Committee Council and Chancellor Evaluation	To protect the privacy of natural persons To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(a) 7(f)(i)
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I also move that the Deputy Registrar, UC Directors and the University Council Coordinator be permitted to remain at this meeting because of their knowledge of the various matters being discussed. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

11. REPORT FROM THE PUBLIC EXCLUDED SESSION

12. GENERAL BUSINESS

13. NEXT MEETING –Wednesday 29 March 2017





Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
9. 9.3	<b>From the Audit and Risk Committee</b> Annual Report 2016	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

*and that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matters to be discussed be permitted to remain at this meeting. This knowledge will be of assistance in relation to the matters discussed, and is relevant*

*published in the UC Policy Library.*

Carried

**Council Work Plan 2017**

An updated copy of the Work Plan was tabled and Mr Field noted the changes since the plan was last tabled. This was a dynamic document that provided information on the programme of work for Council in the coming year. It was noted that the fossil fuel petitioners would be





Moved

**That: the Academic Board Report be noted.**

Carried

Moved

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

Carried

**PUBLIC EXCLUDED  
MEETING**

Moved

**That: the public be excluded from the following parts of**

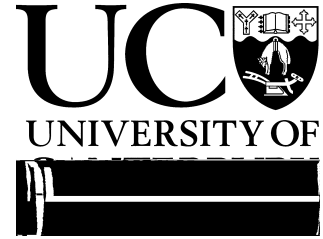
2017

9.4

# Memorandum

Vice-Chancellor's Office

Email: [chancellor@canterbury.ac.nz](mailto:chancellor@canterbury.ac.nz)



<b>To:</b>	Council Members
<b>From:</b>	Dr John Wood, CHANCELLORS MEETINGS

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

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

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

Dr John Wood  
**Chancellor**



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

## **VICE-CHANCELLOR'S REPORT TO**



1.

## 2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

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

UC is in the process of signing the contract to demolish the Von Haast building and construct its lighter airier timber-framed replacement with Dominion C2(hi)-u4(x)-h C







## **Study Abroad and UC Exchange**

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

### **3. CHALLENGE**

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

#### **3.1 International**

##### **3.1.1 Recruitment**

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

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

The 2017 International Student Welco(s)-1(i)--39.06 -ketet(e)4(el(i)-2(vi)ts)-1(pe)-d (a)4(l(2(ngve(e)4(c)4 300n  
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2016/7 Budget and forecast is not calculated down to year at UC. Enrolment week data is based on data snapped at the end of each week and compared to the same week in prior years. The Saturday date will differ slightly between years, ie Sat the 11th of November one year and then Sat 9th the next. ATE data is based on student headcount and based on the students citizenship status rather than fee type. Enrolments data is based on EFTS and the students fee type (Domestic or International).

### **3.3.4 Scholarships**

Highlights for the Scholarships team in February included the retreat for the UC Emerging Leaders' Scholarship recipients which included a photoshoot of recipients for promotional posters that will be sent to schools in May. Further regulation updates to key 2018 scholarships have been progressed through the approval process. The team also undertook an information-gathering visit to AUT to review its set-up of CommunityForce for scholarship administration. The Scholarships Team has set up 700 UC Funds of Scholarship for 2018 and stipends for new scholarship recipients.

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### **3.3.7 UC Sport**

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

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

### **3.3.8 Student Success**

#### **UniLife Programme**

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

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

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

### **3.3.9 Welcome Centre**

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

### **3.3.10 Disability Resource Service (DRS)**

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





#### **4.1.4 Research Reputation**

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

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

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

#### **4.1.5 Postgraduate Research**

The Post-Graduate Scholarship Committee has



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

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

#### 4.3 Office of the AVC Maori

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In January and February, four tailored programmes were provided for the Colleges of Arts and Engineering. One general programme, arranged via Learning and Development, was provided in

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

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

### 5.5 Stakeholder Relations

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

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

### 5.6 Alumni and Development

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

#### 5.6.1 UC Foundation

	Income	Distribution
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Upcoming alumni events include:

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

## 5.7 Events and Partnerships

### International Welcome S1

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

### Community Meeting

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

### Orientation Day

Annual event to welcome new UC students D Q G W K H L U Z K — Q D X W R H A K H 8 Q L Y H to the community, help them connect with other students, faculty and staff and provide information around the support and services available to them at UC.

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

### February 22 Anniversary

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

### Kirkwood Avenue Hall Opening

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

### Crusaders v Brumbies

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

### Canterbury University Press

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

## **6. ENABLERS**

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

### **6.1 Staff Matters**

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

### **6.2 Health and Safety**

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

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

### **6.3 Workload models**

The Director of Human Resources will be working with PVCs to

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

February 2017	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)*	Budget Full Year \$000
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\* A variance enclosed in brackets indicates an UNFAVOURABLE financial variance e.g. income is less than budgeted income OR expenditure is greater than budgeted expenditure.

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

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

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

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

### 7.1 Cash Flow

The February 2017 cash position of \$292.190m is lower than budget by \$5.008m. We are holding adequate short term cash reserves to meet expected capital costs for the CETF and RSIC.

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

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

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

## 7.2 Working Capital

Working capital<sup>1</sup> of \$174.923m at 28 February 2017 is \$36.761m less than budget, mostly due to the lower cash balance and lower current liabilities. To take advantage of higher bank deposit rates relative to Government Stock yields, short dated Government Stock was sold and proceeds placed on term deposits with maturity dates beyond 12 months leading to a reduction below budget of forecast working capital even although capital spending was below budget for the year-to-date.

## 8. Conclusion:

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

## 9.

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

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

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

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

### 9.3 College of Engineering (Te R ŋai P kaha)

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

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

#### **9.4 College of Education, Health and Human Development (Te R ŋai Ako me te Hauora)**

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

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

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

#### **9.5 College of Science (Te R ŋai P taiao)**

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

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

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

## **10. Appendices**

### **10.1 Building Update**

#### **Overall**

All campus projects are now very busy with numbers of tradespersons on both Rehua and CETF still increasing and RRSIC One now peaking out at around 300 persons. Work is continuing safely

**RRSIC Stage 2**

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

### **Other Buildings/ Projects**

#### **UCSA**

- x An early enabling works package consisting of ground works, soil cement stabilisation, and construction of the gravel raft has been awarded. These works will be completed by June 2017 before handover to the main contractor.
- x

### **Postgraduate apartments at Dovedale**

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

### **St Nicholas Hall (Kirkwood Avenue Halls)**

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

### **Head leases and standalone houses**

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

### **Upgrade of Existing Residential Halls**

- x The design solutions in order to achieve Council policy of 67%+ NBS strengthening have been completed and final costings and an associated program of works have been presented to the Rcn 43 T(m)atiunc c-10(m)(i)-tis.



## 10.2 Appendix 2: Upcoming Events Calendar:

Date	Time	Venue	Event name
Q2			
Wednesday 5 April	7 - 8pm	Undercroft 101	UC Connect public lecture: Why the real working world matters in our virtual digital age. Presented by Associate Professor Colleen Mills
Sunday 2 April	2 - 3.30pm	Horncastle Arena, Christchurch	Tactix v Northern Stars

Wednesday 5 April  
(rain day: Thursday)

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











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

Carried



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

The Committee recommends:

1. Health and Safety Report

That: Council note the Health and Safety Report.

2. Treasury Management Framework

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

Peter Ballantyne  
Chair  
Audit and Risk Committee

20 March 2017



# Memorandum

Human Resources

Subject:	Health and Safety
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## Purpose

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

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

## Key Performance Indicators (pages 4 to 6)

This is a summary of the 2016 results as of the 31<sup>st</sup> December 2016.



## Contractor Update

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

- x There have been fluctuations on the sites throughout the year. Improvement was observed in the H&S management of CETF from the start of the year, with a steady decrease in the number of issues raised by both UC staff and external auditors during visits across the year. RSIC on the other hand had a dip in performance during the middle of the year but demonstrated improved performance later in the year.
- x There has been a low level of medical treatment injuries recorded on RSIC given the number of man hours on site. This is consistent with the perception that this is a well managed site with good sub-contractor supervision and a positive H&S culture.
- x NEB have recorded a high number of first aid injuries given the number of workers, whereas CETF report no medical treatment injuries in spite of a sizable workforce and significant hours on site.
- x There is a substantial difference in near miss reporting between sites. RSIC records realistic numbers at 142, CETF and NEB 21 and 2 respectively. This suggests



<b>Lagging Performance Indicators (as of Dec 31<sup>st</sup> 2016)</b>	<b>2016</b>	
Total Occurrences employees (excluding Rec Centre)	172	↯
Total Occurrences non -employees (excluding Rec Centre)	73	↯
Total Occurrences (excluding Rec Centre)	245	↯
Total Occurrences from the Rec Centre	71	↯
Lost time occurrences	8	↗
Days lost	167	↯
UC Average Time lost rate (days)	2 0.9	↯
UC Incident Rate	.32%	↯
Illness reported	14	↯
Incident reported	35	↯
Injury reported	116	↯
Near Miss reported	51	↯
Discomfort & Pain reported	48	↯
Rec Centre Event	52	↯
Serious Harm Incidents	6	↯
Total Occurrences	316	↯
Worksafe NZ Investigations	0	↗
<b>Leading Performance Indicators (as of December 31<sup>st</sup>2016)</b>	<b>2016</b>	
Health & Safety Tours completed by Council	4	↯
x Departments - 2		
x Construction Sites - 2		











Appendix 2

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

Appendix 2

<p>How do you ensure that your organisations health and safety targets are challenging, realistic and aren't creating unintended consequences</p>	<p>H&amp;S Inductions completed at College/ departmental level            Departmental Safety officers - High risk areas            Targets are developed through gap analysis identified via operational &amp; systems compliance audits            Targets developed in consultation with key staff from Colleges/ service units. Targets are also reviewed through the course of the year and recalibrated where required.</p>	<p>Ensure all staff have an opportunity to feed into their local H&amp;S plan            Encourage reference to the UC H&amp;S plan when developing local H&amp;S plans to provide guidance on overarching priorities            A complication in developing meaningful targets is that the population includes difficult- to-quantify amounts of visitors using UC campus as a public space.</p>
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## Appendix 2

health and safety  
responsibilities and  
accountabilities

## Appendix 2

are communicated and effectively implemented

Actions from incidents investigated by the central H&S team are monitored for completion

Appendix 2

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

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



Appendix 3



Appendix 4

College/ Service Unit	School/ Department	Risk Rating	Event Manager	Risk Manager	Compliance Manager
Business & Law	Aotahi	Low	***	!!!	!!!
	HACA	Low	***	***	!!!
	* Fine Arts	High	***	!!!	!!!
	Lang, Social & Political Sciences	Low	***	!!!	!!!
	Confucius	Low	***	!!!	!!!
	All	Low	***	***	***
	Centre for Eval & Monitoring	Low	***	!!!	!!!
	Ed Plus	Low	***	!!!	!!!
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## Appendix 5

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



# Memorandum

## Financial Services | Te Ratonga Ahumoni

Office: 6<sup>th</sup> Floor, Matariki

Extension: 93454

Email: [keith.longden@canterbury.ac.nz](mailto:keith.longden@canterbury.ac.nz)

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

### Introduction

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

From 1 March 2017, Kiwibank has had its long

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

### **Other changes**

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

### **Summary**

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

### **Recommendation**

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

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

## Appendix

### Proposed changes to Treasury Management Framework

#### Approved Counterparties

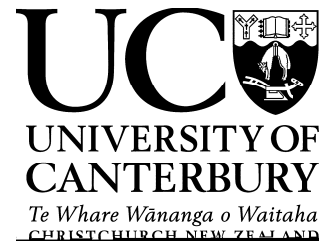
The UC Council approved counterparties, their long term credit ratings, and their associated exposure

Counterparty	S & P Rating	Moody's Rating	Maximum \$Exposure	Maximum %Exposure of Total Funds
ANZ	AA-	Aa3	<del>\$200M</del> <u>\$150M</u>	65%
ASB	AA-	Aa3	<del>\$200M</del> <u>\$150M</u>	65%
BNZ	AA-	Aa3	\$150M	





**TE POARI AKORANGA  
ACADEMIC BOARD**



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

The Board recommends:

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

Dr Hamish Cochrane  
**Chair**  
**Te Poari Akoranga – Academic Board**

10 March 2017

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

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

**1. ■**

A member raised a question about changes to the

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college collaboration and interactions with the business community and the Defence Forces.

A note that in the last scholarship round 6 of the 10 UC named doctoral scholarship recipients have connection to M-øri.

Of the 101 summer scholarship students 71 returned to enrol at UC in postgraduate studies. Consequently, the programme will run again this year.

There have been a very large number of research proposal applications (95 Marsden, 9 major MBIE and 14 SMART ideas). He expressed his thanks to staff involved in these.

A brief note on the recent announcement re the purchase of Hawkins Construction, a major contractor at UC.

A brief note on press coverage on a protest about a lecture on campus.

A brief note on the recently announced QS Subject rankings, and that he and the Deputy Registrar would be undertaking work to see what could be done to improve our standings in this area.

Questions from the floor included:

It was noted in the report a commentary around the Postgraduate Certificate in Tertiary Teaching. This is not a review of the qualification but rather a broader picture of staff engagement with all forms of academic development.

A question was asked about the report from the Office of the Auditor General on the relative efficiency of tertiary institutions, and the concern raised over the methodology used by the OAG. The Acting Vice-Chancellor stated that if the University did not raise its objections then it could be misinterpreted that the report and methodology were agreed to and appropriate. A request was made to see the UC submission.

A question was raised on the academic workload model. This was still in discussion between the PVCs and HR, but there would be involvement of the TEU.

#### **4. REPORT FROM THE ACADEMIC ADMINISTRATION COMMITTEE**

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

#### **5. REPORT FROM THE COLLEGE OF BUSINESS AND LAW**

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

Work on the Live Trading Room – thanks to all involved to make this space available.

While enrolment numbers across the College have increased, there is still concern about the relatively flat new to UC domestic numbers.

As noted earlier the College is working more closely with the College of Arts as a consequence of the work done on the Centres for Asia Pacific Excellence.

The Centre for Entrepreneurship has been working to produce teaching resources in the space of the generic UC graduate attribute of Employable, Innovative and Enterprising.

The ICT Grad School is now up and running in its two locations in Christchurch and

in Dunedin.

**6. IMPLEMENTATION OF THE DISTINGUISHED ERSKINE FELLOW PROGRAMME**

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

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