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The Chancellor and Vice-Chancellor met with the Chair of the Lincoln Transformation Board along with the Chair of the TEC and Chancellor of Lincoln. An update was provided on the work of the Board and the expectation that they would provide the Lincoln Council with advice on vision, mission and achievability in October. It was clear that Lincoln is seeking to remain autonomous and sustain multiple relationships with Crown Research Institutes, businesses and a range of tertiary institutions to address its small scale while maintaining its focus. Further review of its teaching programmes and research focus seem likely to be recommended.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

In July, UC finalised the review of the International Growth Strategy, a document which outlines our overall plans to increase both full-fee international students and international students as a whole. International students are any students without New Zealand or Australian citizenship or permanent residency and they include students paying a full-fee and doctoral students paying domestic fees.

In 2016, 13.3% of UC's students were international students compared with an average of 15% for New Zealand universities. UC's 2016 student body included 9% full-fee international students against an average 12% for New Zealand. Overall, Auckland University has above the average ratio of both international and full-fee international students, and UC and Victoria have the least.

The International Growth Strategy was first drafted in 2013 and has been regularly updated since. UC continues to implement the tactics described in it and this has been reflected in a marked rise in full-fee international students at UC. July EFTS reports indicate a 22% increase in full-fee students over last year is likely by the end of 2017. As New Zealand international education continues to grow as a whole it is not expected that UC will exceed the national average proportion of full-fee international students under this growth strategy.

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

The College of Science reported a successful Open Day this year with about 1,200 potential students and support people attending information sessions. The departments which will occupy the new RRSIC Stage One building had nearly 500 attending their sessions. This building is due for use for teaching in the first semester of 2018, when these students would likely begin at UC.

Construction of Stage One continues to progress with the overall construction reported as 95% complete by the end of July. Interior fit-out is reported to be at 85% and commissioning of the services and building at 35%. The commissioning of this building is complex and requires adequate time to ensure all of the mechanical and other services are working well. Observers walking past or looking in to this site will notice the progressiv-3(v-3(v-5U3)4(l)-3(. Obs)JTJu0Se)siAS@7007/4E 400-1-Sci



A working group has been established to evaluate the business case requested by the Council to develop postgraduate teaching and research to support the growing opportunity in the Primary Industries. The Group will be chaired by Deputy Vice-Chancellor Professor Ian Wright and includes the Pro-



On the Exchange side, interviews have been completed for students applying for outbound exchanges for Semester One 2018. The Semester Two 2018 promotional round has started.

### **Recruitment**

The new Director of International Growth Strategies spent a week in China to meet with Allen



### **3.5 Scholarships**

Scholarships staff participated in Open Day, providing Fees, Funding and Scholarships presentations, freeing up liaison officers to provide advice during the day. UC masters and doctoral scholarships offers were made at the end of July and the new Welcome Home Scholarship for New Zealanders living in Australia was approved and ready for market. The Scholarships Office has taken on the role as secretariat of the Scholarships Advisory Committee from July onwards.

Preparation for the closing of the school leaver round and ensuring scholarship offers are provided alongside Halls of Residence

### **3.8 UC Sport**

UC has more World Champions, with students Braydon Ennor, Tom Christie and Will Jordan making up part of the New Zealand Under-20 Rugby team which reclaimed the junior world championship with a one-sided 64-17 triumph over England in the final.

At the recent World U23 Rowing Championships three UC students were in action representing New Zealand. Matthew Mesman was twelfth in the double sculls, while Tom MacKintosh and George Howat were seventh in the Men's eight.

The UC men's hockey team competed strongly at the UTSNZ hockey championships. Only losing one game, which proved pivotal in missing the final, they easily took out the bronze medal match. The team received points for finishing second because the first placed team was a combined University side. Three UC players were selected in the New Zealand University team – Bryce Smith, Sam Mark and Hugh Hendrickson.

After a strong regular season, the University of Canterbury rugby club's premier men's side made the final of the premier club competition for the first time in six years. They met a powerful Lincoln University team which was the eventual winner, 25-19.

Consultations with subject matter experts for all UC major subjects for the update of the 'UC Careers Kit.'

Collaboration with the Academic Skills Centre and delivery of a series of workshops focused on 'Career and Communication Skills.'

Hosting of employers for student and graduate job interviews.

### **3.10 Student Experience**

#### *The Mid-year Welcome*

The Student Experience Team welcomed 280 students from 32 countries at the Mid-year Welcome event on 11 July. All new-to-UC undergraduate and postgraduate students, including those on study abroad/exchange programme, were invited to attend this special welcome event. The programme included information sessions about UC support services, an opportunity to meet UC student mentors, and a range of bicultural content. Evaluations showed that 99% of attendees rated the event helpful, and that attendance made them feel welcomed by the University and able to identify resources to help them succeed in their studies. Of particular note was the popularity of the Te Reo lesson and the New Zealand Police presentation about keeping safe and well in New Zealand. A highlights video was produced and the link distributed to all new-to-UC students, along with a checking-in phone call on 29 July as part of the mid-year call out.

#### *Diversity Fest*

Diversity Fest 2017 began on 17 July with an event-filled programme running through to 4 August. Conceptualised and delivered by ten of UC's international student clubs with support from the Student Experience Team, the programme included an International Night Food Market on 28 July which was attended by 500 students who had the opportunity to share their cultures through food and performance.

#### *PG Research Student Orientation*

Seven PhD and three masters by research students attended the July Postgraduate Research Student Orientation. The group, comprising eight international students from seven different countries and two New Zealanders, all rated the session highly, especially regarding information about services to assist and support them during their student and academic journey at UC.

#### *Semester Two Call Out*

A callout took place on 29 July. The seven callers were drawn from the pool of mentors and included Postgraduate students. All had worked on the Semester One callout, so were already trained, but attended a refresher briefing. In all, 700 calls were made, with 43% successfully reaching the first-year students. Students who did not answer their phone were sent an email describing the purpose of the call and asking about their experiences. A report is currently being compiled and will be disseminated when complete.

#### *Go Canterbury*

Following the completion of mid-year exams, all students on Go Canterbury scholarships with a GPA of less than 5.0 were contacted by the Coordinator to 'check in.' Services were identified that the students were encouraged to contact, and tutoring offered with the view to improving their success. CLV staff have helped to organise tutors at UniHall and we are collaborating well on providing a strong team of tutors. Uptake has noticeably increased.

### **3.11 Transitions Programmes**

The second Certificate for University Proficiency (CUP) intake started in July. Including seven repeating students, 88 students have enrolled for Semester Two. In 2016, this same intake had 87 students. The most significant difference is growth from 14 to 21 students in the M ōri and Pasifika cohort this year.

Project update:

Flexible learning: The first iteration of distance learning is operational. The core paper is currently available as a distance option and has five enrolments. Another four Arts and Education papers are scheduled to start in the October intake, if approved by the Board of Studies.

Hagley agreement: Talks about the MoA with Hagley College have been concluded and the

#### 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 Research and Innovation**

##### **4.1.1 Research Funding**

The New Zealand public-benefit research funding landscape continues to evolve, with generally more targeted, but fragmented, funding sources.

The Strategic Science Investment Fund (SSIF) supports longer-term programmes of mission-led science and science infrastructure of enduring importance to New Zealand.

It was formed in 2016 from Crown Research Institute (CRI) core funding, independent research organisation capability funding and other infrastructure funding but where a significant proportion can now be openly competed by any research provider. The Ministry of Business, Innovation and Employment (MBIE) has released an updated Investment Plan (2017-2024) that details:

- the principles of the SSIF
- the investment signals for SSIF programmes (worth \$198.7M in 2017/2018)
- the investment signals for SSIF infrastructure (worth \$62.3M in 2017/2018)
- the current funding profile
- new funding and opportunities
- how existing funding will be renewed

SSIF infrastructure intentions:

Continued SSIF support	Australian Synchrotron Nationally Significant Collections & Databases New Zealand eScience Infrastructure (NeSI) Research Vessel Tangaroa
Refocussed SSIF investment	Research and Education Advanced Network for New Zealand (REANNZ)
New SSIF investment	Advanced Genomics Research Platform Enhanced Natural Hazards Monitoring
Participate in negotiations	Square Kilometre Array

The plan signals the following new JTJETBT/F9 12ne

The Marsden Fund Council has produced an investment plan which outlines the changes to the fund for 2018. These include:

- introducing a new award to support large interdisciplinary projects, worth up to \$3 million allowing researchers to apply for follow-on awards to sustain momentum for outstanding research
- modifying assessment criteria to align more closely with the National Statement of Science Investment (NSSI), including the potential for significant scholarly impact
- trialling a broader assessment panel structure, 'Humanities, behavioural and social sciences' (HBS), which would merge the Social Sciences (SOC), Humanities (HUM), and Economics and Human & Behavioural Sciences (EHB)
- undertaking additional moderation between panels to ensure the quality and consistency of research selected from all disciplines
- providing more feedback to institutions and unsuccessful applicants on preliminary proposals, in particular for fast-start applicants.

Further details on the implementation of the plan will be provided to the science community through a series of roadshows around the country. The Marsden Fund Council is developing a Performance Framework for the Fund which will be published later this year.

Research and Innovation is managing 426 research contracts, worth a total value of **\$136.1m**. In 2017 year to date, 140 contracts worth a total value of \$19.7m have been executed, and 21 contracts worth at least \$4.6m are pending (i.e., in the process of being executed). UC holds 55 National Science Challenges contracts worth \$21.1m (with four contracts worth \$1.7m pending), and 72 CoRE contracts worth \$27.7m (with five contracts worth \$0.2M pending).

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#### **4.1.2 Research Development**

UC has submitted, as lead partner a MBIE Partnership proposal through the Quake Centre, with a significant consortium of industry partners (including Fletcher Building, Trust Power, Meridian, Mercury, Genesis Energy, EQC, Fulton Hogan, Holmes, Opus, C.Lund & Son, Holcim, John Jones Steel, Powell Fenwick, Christchurch City Council, Wellington City Council, Auckland City Council and WaterCare.

The proposal, if successful, will (1) develop new material technologies, with initial focus on improving the integration an seismic restraint of non-

#### **4.1.4 Postgraduate Research**

Postgraduate research student numbers continue to increase enrolments and see a complementary trail of submissions.

Highlights for the month comprise:

Doctoral numbers continue to increase slightly with 1,041 currently enrolled and active at the end of July. This number does not include those on suspension so actual Doctoral numbers are about 10% higher than these. Of those enrolled the majority are PhDs, with about 20 Doctors in Education (EdDs) and one Doctorate in Music Arts (DMA). There are



## *Te Ohu Reo*

There have been a large number of requests over the mid-year break and into Semester Two and it is very pleasing to note the number of requests received via the online form. To best manage this mahi (work) and provide guidance about timeframes, we intend to provide a schedule for requests for 2018 and will publicise this later in 2017.

The Kai rahi continue to work with the Colleges to achieve goals for 2017 and 2018. The Kai rahi are also teaching into a range of undergraduate courses. A topic for focus and development into 2018 is that of bicultural competency and confidence outcomes in Masters programmes. This topic will be on the agenda at the September BICC hui. The Kai rahi are also carrying out analysis of their 2017 work activities to date and are planning for 2018.

### 4.3.2 Maori Outreach and Recruitment

Ekea! Year 12 was a positive experience. M ori high school students were surveyed before this event and afterwards. Those who could see themselves at UC increased from 25 per cent pre-event to 48 percent after the event (self-evaluation).

The Women in Leadership breakfast was held recently which was an opportunity to re-engage with several Year 13 M ori high school students. August has been a month involving planning and organising a range of outreach and recruitment activities for the remainder of 2017 and early 2018.

## 5. CONNECT

### Communications and Engagement

<i>Engagement Data</i>	
Intercom	Open rate 42% (International benchmark = 21.8%) Click rate on a story 54%
Insider's Guide (student newsletter)	Open rate 51.5% (International benchmark = 21.8%)
Twitter	Ranked second for Twitter engagement 5,353 followers (95 new followers in July)
Stakeholder Update Newsletter - July	890 Recipients Open rate 41.7% (industry average = 17%) Clicks 8.3% (industry average = 2.2%)

### 5.1 Project Communications

An animated video that encapsulates all existing elements of the cultural narrative as it applies to the UC campus has been commissioned. It will provide a framework that also enables future elements to be included and will be utilised through a variety of channels.

A paper has been prepared to revive the UC Legends initiative in the online environment by including our highly celebrated alumni as an accessible chapter in the UC Story.

Communications to support the UCSA ground-breaking event were implemented. Media coverage included the Press/Stuff and the Christchurch Mail. Sponsor signage was also installed on the UCSA hoardings to acknowledge the corporate donors who have contributed so far.

Design work on the UC Foundation Annual Report was completed. Final amendments are being made and the report is expected to go to print in early August.

Te reo versions of Think first posters and slides for digital screens have been produced. These will be displayed around campus in August. A brainstorming session was also held to generate new ideas for the campaign – some of those ideas are being developed further.

### 5.2 Media

July coverage of UC-related topics was positive, many sparked proactively. Highlights included TVNZ *One News* covering the University of Canterbury's volcanic ballistics cannon tests (Ben

An analysis of coverage produced in the 30 days between 1 and 30 June (Broadcast, Internet, Print) found 544 items. This coverage reached a cumulative audience of 29,281,492 and had an advertising space rate of \$4,754,315.

### **5.3 External Engagement**

There were two UC Connect public lectures in July: Ekant Veer’s Teaching Medal news boosted registrations to attend his UC Connect lecture on 26 July, with Simon Pollard’s 19 July lecture on how to spot ‘junk science’ also fully allocated.

### **5.4 Stakeholder Relations**

There have been a few complaints about student behaviour in Ilam and Riccarton neighbourhoods. Student-related complaints are handled in close collaboration with UC, the UCSA and the Police. The next Community Meeting is on 2 October.

### **5.5 Events and Partnerships**

We hosted around 100 students from local schools at Ekea! Year 12 UC Pathways for Mori in early August. One of the objectives of this event is to strengthen relationships with prospective Mori students so that UC is the natural ‘first choice’ for tertiary study.

Planning is under way for the UC Cup and Championship rugby finals, Women in Leadership Breakfast Christchurch, Postgraduate Options Evening, Chancellor’s Dinner and CETF opening, UC Bound, Year 10 Ekea and the end-of-year Careers Advisors breakfast.

### **5.6 Alumni and UC Foundation**

	<b>Income</b>	<b>Distribution</b>
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m

## **5.10 Stewardship**

The ground breaking ceremony for UCSA attracted over 100 guests despite the terrible weather. The fund-raising campaign has raised \$850k so far. Leighs have been announced as the contractors for the build. Corporate supporters are recognised on the site hoardings.

A scholarship morning tea was held in July, with scholars meeting with Trustees. The Tinsley family was contacted about naming of one of the Science buildings after Beatrice Tinsley – the family would be delighted. Engineering liaised with the family of John Sutherland about the naming of one of the new CAPE labs in recognition of his legacy gift, which has also been well received.

The UC Foundation Annual Report is almost completed, with support from the Communications and Engagement and Marketing teams.

## **5.11 Alumni**

The Wellington Alumni event with guest speaker, former Ambassador George Troup, was a great success. The Wellington – Young Alumni Group was established.

UC Alumni Facebook page now has more than 4,850 followers and remains the second largest of New Zealand university alumni pages.

### **6.3 Infrastructure**

Development levies due to the city council in respect of Dovedale Accommodation expansion have been agreed, significantly less than earlier foreshadowed.

Enabling works to the value of \$800,000 for the UCSA build were forecast but not added into the sum Council approved for the building.

Although this sum could be accommodated within the contingency included in the business case, this would leave the project with little contingency at the start of construction. FPRC will be

## **7.1 Cash Flow**

The July 2017 cash position of \$288.457m is higher than budget by \$89.971m due largely to higher than expected balances at 31 December 2016, maturing term deposits, 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.

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

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

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

## **7.2 Working Capital**

Working capital<sup>1</sup> of \$192.288m at 31 July 2017 is \$66.473m more than budget, mostly due to the higher cash balance explained above partially offset by lower other current assets.

Work on the draft 2018 budget is progressing and at this stage is estimated about \$5m of savings are required compared to initial budget estimated. It is likely that UC will budget on a significant deficit in 2018 as a result of one-off operating expenses in part pushed out from 2017 related to decanting, decommissioning, demolitions and commissioning activities.

## **8. COLLEGE SUMMARIES**

### **8.1 College of Arts (Te R ŋai Toi Tangata)**

The College was recently represented at the annual meeting of the Deans of Arts, Social Sciences and Humanities around the country, which allowed us to benchmark performance and exchange notes on recent developments. Information gathered relating to changes to the BA degree at other institutions will help inform our own review process currently under way, and a comparison of academic SSRs around the country showed that we are performing very economically against our peers. Our SSR targets are now informing the staffing and budget setting process for 2018, and will involve significant changes in areas such as tutorial provision.

At the time of writing, a full business case for the remediation of the Locke and Logie buildings is



UC's organisational resilience experts Bernard Walker and Venkataraman Nilakant (MME Department) presented and participated in a panel discussion on "Adaptive Resilience and Governance" at the July Christchurch meeting of the Institute of Directors. The panel comprised Leanne Carson-Hughes (Executive General Manager – People and Culture for City Care) and Jim Palmer (Chief Executive of the Waimakariri District Council), whose organisations worked closely with Bernard and Nilakant following the 2011 earthquakes. Around 53 people attended the event, which was hosted by the UC Business School.

### *UC Centre for Entrepreneurship*

Entre Qualifiers' Evening: The top 11 entries for Entre's 2017 85k Challenge have now been announced. Ventures include Biome, which makes biodegradable materials from didymo to Talk Me Through, a real time, smart phone, digital friend that guides people through anxiety episodes. Over the next six weeks the finalists will be attending workshops to assist them in further developing their ideas before the grand finale where they will pitch their ventures to a panel of judges.

Four Kaikoura Challenge projects moving ahead: Four of the five projects students presented for the NZTA Kaikoura Challenge are moving ahead. The UC Centre for Entrepreneurship is working with students, the NZTA and Kaikoura District Council to implement the following ideas:

- Kaikoura By Night, a series of events attracting locals and visitors, including a night market and a fireworks display
- Kaikoura Community Hub, a collection of containers providing spaces for Kaikoura youth to hang out, entertainment such as movies, as well as retail space
- Campermate app integration, creative 'pings' sent to tourists highlighting the benefits of stopping off in Kaikoura
- The Kaikoura VR experience, a social media campaign using virtual reality to share Kaikoura.

Logan Williams, Eureka! Finalist: UC Centre for Entrepreneurship student Logan Williams has been named a finalist for the Sir Paul Callaghan Eureka! Awards. Logan presented Polar Optics, polarised contact lenses for those with photosensitive epilepsy. The finals will be held on Friday 8 September at Government House.

### *2017 Ako Aotearoa Tertiary Teaching Award*

On behalf of colleagues, many congratulations to Professor Ursula Cheer (Law) on being awarded a 2017 Ako Aotearoa Tertiary Teaching Award. This is a fantastic achievement and well-deserved recognition of Ursula's outstanding teaching and research expertise in pedagogy.

The Dean (International) (DI) travelled to China in June to assist UC's embedded recruiting officer, Allen Huang with some training sessions for education agents in three cities. The primary purpose of his trip was to build agent relationships. The DI gave several talks on the College undergraduate and postgraduate programmes and offerings, with about 24 agents attending. Although there is steady and continuing interest in our engineering programmes, the Chinese agents also seemed particularly interested in our new Bachelors of Product Design degree – probably because the higher-end engineering taught material is replaced by business and entrepreneurial components.

In other news, early this month there was the national event “Week of Engineering”, and we ran had a UC Engineering stand a public expo at ARA on the Saturday. Some 1,250 people attended, spanning all ages. We are updating all the Careers Brochures for every engineering subject, with departments currently approving the copy.

Finally we are having a big push on our new Diploma in Global Humanitarian Engineering – including flyers, website, info sessions and online prominence. The programme started low key last year as we were not sure of the interest it might generate, but it is clearly popular and gives us yet another point of difference in Engineering at UC.

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

The IELTS testing centre that we established through the CEM centre under the leadership of Dr John Booreboom has proven very popular. We offer two assessment sessions each month with 50 – 55 people undertaking the assessment for each session. This is the maximum we can currently take within each session due to supervision requirements and room size. We are therefore now looking to extend to larger space and increased supervisors so we can cater for 75 people undertaking the assessments each month or a total of 150 IELTS assessments per month.



## **10. Appendices**

### **10.1 Appendix 1: Building Update**

#### **Overall**

All campus projects continue to be very busy though the number of tradespersons on campus has settled temporarily at about 450 persons. Work is continuing safely on sites with no major injuries again reported for the last period.

#### **Campus Construction Safety Group**

The Campus Construction Safety Group continues to meet focussing on the construction projects and their Health and Safety implications on the University's day to day business and reputation. A most recent observation is the return to varied levels of effective Health and Safety site management which has subsequently been discussed with senior construction project staff at the regular Project Executive team meetings. Considerable progress has also been made over the past few months in improving aligning of contractor Health and Safety reports with UC reporting systems but some small misalignment issues remain.

On site works are as follows:

Installation of ceiling tiles is complete (with the exception of those FCC have advised will remain out for Commissioning) thus allowing the UC AV contractors to progress with their installation.

The installation of V baffle ceilings and decortech panels to the atrium is almost complete. Carpet and vinyl flooring has been installed on all levels and has been covered to prevent damage. Rubber flooring will not be laid in the atrium / common areas until these areas are near completion.

Services installations, fire, electrical, HVAC, lab gasses, AV, security and hydraulics

## **Tranche Two**

Under the conversion of the Hawkins contract to a Fixed Price Lump Sum (FPLS) the University elected to pursue a staged occupancy strategy for the Civil and Natural Resources (CNRE) wing. The following practical completion dates were agreed within the FPLS terms and conditions:

Fluids and Structures labs – 30 June 2017

Whole of the contract works (balance of CNRE and all of the Mechanical wing) – 30 September 2017

The University took occupancy of the Fluids and Structures laboratories on 1 August, a month late therefore Liquidated Damages (LD's) will be applied beyond any approved extension of time.

As part of the handover procedure the recommissioning of a gantry crane in the Structures Lab is still required and may have the potential to disrupt Department business as usual activities. Practical Completion will not be awarded until this work has been completed with care being taken not to impede occupation by the College.

The Independent Programme Expert has raised concerns around progress on site and noted that trades are not able to fully complete areas and require multiple visits to complete sequenced works. Hawkins have advised the following completion dates for the remaining work areas:

Balance of CNRE – 6 October 2017

Mechanical wing – 11 October 2017

Noting the historical trend for significant programme slippage to occur in the later stages of the project and the current trend for programme slippage to the Fluids and Structures Lab, it became apparent at a recent CETF Project Operational meeting that a 30 September handover f

Construction cash flow to complete the project is unlikely to be achieved at circa \$4.3m per month on account of lower than expected cash flow over the past two months. On site resource levels are averaging 120 per day. To achieve \$4.3m per month will now require 215 workers per day on site. Hawkins are aware of the scale of 'ramp up' that would be required to achieve the programme due date and are currently implementing processes to increase on site contractor resources.

Hawkins submitted a new programme Rev L.2 with a CPU date of 11 December 2017. This programme includes a parallel UC fit-out to be completed by 21 December. The UC team is aligning the UC works (AV/IT and FF&E) with the Hawkins programme.

Progress is being monitored weekly by TPO with a report copied to UC Senior Management and Hawkins. The report has gained the attention of Hawkins management and early signs are that it appears to be influencing a programme recovery strategy.

The building shell is now virtually water tight. The basement that was previously flooded is now drying out.

Internal façade panels are now fitted to 90% of the building elevations and façade glazing is 90% complete.

Completion of the external façade remains a significant programme risk with numerous unresolved quality issues. The risk is trending sideways as progress is being made with approval of shop drawings and appointment of Paul Brailey (HCL Project Director) to oversee this work and an additional site staff resource provided by Hawkins to support Quality Assurance processes.

Fit-out works are proceeding on track in the North building and are now progressing well in the South building including internal partition installation on the first four levels. First fix fit-out work is near completion in both building wings.

Gib installation has commenced however many of the current delays are Gib fix tasks.

## **Other Buildings/ Projects**

### **UCSA**

All building consenting documentation was approved as expected in July.

The project is on track for the building to be operational by February 2019. The current forecasted budget is within the approved Business Case budget.

## **Postgraduate apartments at Dovedale**

The third and final building consent was granted by CCC in July.

Four of the five concrete slabs have been poured on site and the water connection was successfully completed with a full campus water shut down required.

The off-site construction of the bathroom pods and framing has commenced, with the first bathroom pod to be delivered to site in the second week of August, and erection of precast panels to commence the following day.

The project remains on programme for occupation in February 2018.

## **Upgrade of Existing Residential Halls**

The design solutions in order to achieve Council policy of 67%+ NBS strengthening have been completed and final costings and an associated program of works have been presented to CLV at the UC/CLV partners meeting.

UC are now waiting on a response from CLV before continuing with the program.

Continuing discussions are required with CLV for them to provide access over a summer enabling these strengthening works to be carried out. The aim is to complete the first or both buildings in the 2018/19 summer break depending on CLV's response.

## **Projects in planning this month include:**

Vacating Dovedale and Kirkwood Villages.

New Learning and Teaching Spaces planning for 2018/2019.



### **10.3 Appendix 3: VC Activities**